



# City of Fort Collins

## 2021 Offer Narratives

### Economic Health



### **Offer 3.1: Engineering Support for Broadband Inspections**

**Offer Type: Ongoing**

2021: \$242,545 and 3.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

Funding this offer will provide two Contractual Construction Inspectors to continue work in the Engineering Department and primarily be used for inspection of restoration to the right of way for the City of Fort Collins Broadband program. It will also provide an administrative position to handle the volume of permits that will be issued for the Broadband project.

The City of Fort Collins Broadband program will install fiber at an estimated seven miles a week for a two- to three-year period throughout City rights-of way. The new fiber installation area may include open cut trenching, micro trenching and boring areas in existing asphalt and concrete road surfaces as well as ADA ramps and sidewalks.

These current contractual positions will inspect the repairs and restoration to the public right-of-way infrastructure that will be needed after the Broadband fiber is installed. The position will also inspect the location of the new fiber for required clearances from existing City of Fort Collins assets.

Currently the City of Fort Collins Engineering department has 2 FTEs to support right-of-way inspections and 1 FTE to support the new right-of-way utility installation and provide administration support. It is anticipated that each FTE will continue to maintain the average amount of projects for 2020/2021.

These positions will be responsible for the Broadband-related inspections and will be able to supplement the Classified FTE inspectors as needed.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

#### **Additional Information**

- Provides compliance for City of Fort Collins codes and LCUASS streets standards. This offer is a critical component of the deployment of Broadband. If it is not funded, this offer could directly impact the roll-out schedule for the utility.

#### **Links to Further Details:**

- Not applicable



## **Offer 3.1: Engineering Support for Broadband Inspections**

**Offer Type: Ongoing**

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.: Inspection of broadband installation ensures high quality infrastructure (both broadband and otherwise).

### **Improvements & Efficiencies**

- City Engineering has worked with the General Contractor and Connexion to allow bundling of permits instead of applying for permits individually which allows for an expedited permit process for the project.

### **Performance Metrics**

- NLSH 64. % of residents responding very good/good - Your neighborhood as a place to live  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109864.html>

Performance Measure Reason: This occurs by ensuring proper construction and management principles in the City right-of-way are being adhered too.

### **Personnel Changes**

- N/A

### **Differences from Prior Budget Cycles**

- No differences, this is an ongoing City project.

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

- N/A

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

CAO/CPIO edits

### **Offer Profile**

Offer Owner: JMartin

Lead Department: Engineering



### 3.1: Engineering Support for Broadband Inspections

#### Ongoing Programs and Services

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		3.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		187,066
512000 - Benefits		47,643
519000 - Other Personnel Costs		(4,494)
	<b>510000 - Personnel Services</b>	<b>230,215</b>
533000 - Repair & Maintenance Services		2,750
	<b>530000 - Purchased Property Services</b>	<b>2,750</b>
542000 - Communication Services		2,500
543000 - Internal Admin Services		191
	<b>540000 - Other Purchased Services</b>	<b>2,691</b>
551000 - Vehicle & Equipment Supplies		4,289
555000 - Office & Related Supplies		2,000
556000 - Health & Safety Supplies		200
559000 - Other Supplies		400
	<b>550000 - Supplies</b>	<b>6,889</b>
	<b>Total Expenses</b>	<b>242,545</b>
<hr/>		
<b>Funding Sources</b>		
292-Transportation Services Fund: Work for Others	Ongoing Restricted	242,545
	<b>Funding Source Total</b>	<b>242,545</b>



## **Offer 11.1: Utilities: Light & Power - Purchased Power**

**Offer Type: Ongoing**

2021: \$93,740,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will provide for the purchase of wholesale electric power from Platte River Power Authority (Platte River).

The power is purchased through established tariffs and will be a blend of conventional and renewable sources. The wholesale energy purchased is then delivered through the City’s electrical distribution system to the residential and businesses customers in Fort Collins.

Platte River is governed by an eight person Board of Directors that includes the mayor (or a designee of the mayor) of each owner community. The other four directors are appointed to four year staggered terms by the governing bodies of the owner community. In this respect, Fort Collins’ strategic objectives are represented within the organization.

Platte River was the first electricity generator in the region to provide wind energy to customers in Colorado. It has more than tripled its wind and solar supply since 2013 and has tripled it again in 2020 with the addition of the 225-megawatt (MW) Roundhouse project. Currently, more than 30% of the electricity supplied to Platte River’s owner municipalities comes from carbon free resources (hydro, wind, and solar), which ranks among the highest levels provided by wholesale electric suppliers in the Rocky Mountain Region and is about twice the national average.

Platte River’s vision is to be a respected leader and responsible power provider improving the region’s quality of life through a more efficient and sustainable energy future.

Platte River’s mission is while driving utility innovation, to safely provide reliable, environmentally responsible and financially sustainable energy and services to the owner communities of Estes Park, Fort Collins, Longmont and Loveland.

Since its inception, Platte River Power Authority has demonstrated a strong commitment to environmental stewardship. Platte River continuously reviews and improves environmental performance, policies, and sustainable business practices.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

### **Additional Information**



## **Offer 11.1: Utilities: Light & Power - Purchased Power**

### **Offer Type: Ongoing**

- Platte River continues to evaluate its generating resource mix and will add more carbon-free energy resources when opportunities arise, as part of its overall strategy to diversify resources while balancing financial and environmental interests. Following are significant milestones concerning Platte River’s generating resource mix:
- In late 2020, Platte River added 22 MW of solar capacity with a 2 megawatt-hour (MWh) battery at the Rawhide Energy Center. This project, known as the Rawhide Prairie project, was the only 1041 land-use permit ever to be approved on consent in Larimer County. It will increase the solar photovoltaic (PV) generation capacity to 52 MW, or 5%, of the energy delivered to the municipal communities.
- In June 2020, Platte River brought online 225 MW of new wind energy with the Roundhouse project. This will bring the non-carbon resource mix delivered to the communities to approximately 50%.
- In October 2019, Platte River issued a request for proposals for up to 150 megawatts of additional solar electric generating capacity. It is expected this new resource will be added to the generation portfolio by 2023.
- Platte River developed an Integrated Resource Plan (IRP) with their owner communities. The IRP is a critical tool for establishing a near-term action plan and long-term trajectory that will ensure an adequate supply of reliable, financially sustainable, and environmentally responsible electricity.

### **Links to Further Details:**

- <https://www.prpa.org/about-prpa/>
- <https://www.prpa.org/future-planning/>
- <https://www.prpa.org/irp/>

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Platte River’s investment in their infrastructure is a critical driver of our ability to maintain our high reliability. In 2019 they achieved a 100% transmission service reliability with no loss of load events.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: Platte River's adopted resource diversification policy set a goal of 100% carbon-free electricity by 2030.

### **Improvements & Efficiencies**

- In May 2019, the four owner communities (Fort Collins, Loveland, Longmont and Estes Park) agreed to extend the Platte River Power Authority Organic Contract and Power Supply Agreements through 2060.



## **Offer 11.1: Utilities: Light & Power - Purchased Power**

### **Offer Type: Ongoing**

- In December 2019, Platte River with three other utilities announced the intention to join the Western Energy Imbalance Market (WEIM), operated by the California Independent System Operator (CAISO). It is expected this market will form in the year 2022.
- The Platte River Board of Directors approved the Resource Diversification Policy in 2018. This sets clear and ambitious targets to achieve 100% non-carbon energy by 2030 while maintaining the three pillars of Fiscal Sustainability, Reliability and Environmental Stewardship.
- Currently, about 30% of the energy delivered to Platte River’s owner communities comes from non-carbon sources. That number will increase to approximately 50% by 2021 with the addition of 225 MW of wind power and 22 MW of new solar (plus battery storage) capacity.
- In 2019 Platte River achieved compliance readiness for the North American Electric Reliability Corporation (NERC) critical infrastructure protection requirements.
- In May 2019, Rawhide Unit 1 began performing low load testing that presented favorable results and has enabled Platte River to reduce Rawhide’s minimum to 100 MW.
- In January 2020, Platte River restructured its wholesale rates to provide a rates framework to improve transparency, flexibility and system benefits. This was a critical first step to enable owner communities to meet customer needs and wants through flexible service offerings.

### **Performance Metrics**

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Platte River provides a large portion of our reliability as the delivery points at the substations have a high level of redundancy and rarely experience power loss.

### **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**

CAO/CPIO edits

### **Offer Profile**



***Offer 11.1: Utilities: Light & Power - Purchased Power***

***Offer Type: Ongoing***

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**11.1: Utilities: Light & Power - Purchased Power**

**Ongoing Programs and Services**

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid blue;"/>		
<b>Expenses</b>		
557000 - Purchased Power		93,740,000
	<b>550000 - Supplies</b>	<b>93,740,000</b>
	<b>Total Expenses</b>	<b>93,740,000</b>
<hr style="border: 2px solid blue;"/>		
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	93,740,000
	<b>Funding Source Total</b>	<b>93,740,000</b>





## Offer 11.2: Utilities: Light & Power - Core Operations

**Offer Type: Ongoing**

2021: \$10,188,792 and 65.00 FTE, 2.20 Hourly FTE

### Offer Summary

Funding this offer will allow the ongoing operation of the Administration and General Operations, Electrical Engineering, Operations and Technology, and Electric Field Services departments, comprising Electric Standards Engineering, Electric System Substations and Control, Smart Grid and System Operations, and Electric Systems Engineering for the City's Light & Power (L&P) electric utility.

To ensure system integrity, City electric facilities are designed, constructed, operated and maintained by qualified personnel only. The offer consists of personnel and associated overhead costs supporting management of the L&P organization, as well as the design, planning and construction related to installing and replacing electrical infrastructure and operating the City's substation and electric system controls. Additionally, tools and safety equipment related to design and construction practices are included.

The Utility has installed more than 99.7% of the electric distribution system underground, which has contributed to a high level of reliability and a clean, attractive community. The high reliability of the electric system, which exceeds national and regional averages, contributes to the economic health of the community by keeping businesses operating and minimizing production losses. Work in this budget cycle will include converting remaining overhead distribution lines to underground, ongoing system replacements and additions, and continued support of Connexion with personnel and infrastructure.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

### Additional Information

- Funds the Light & Power Administrative and General Operations department, which ensures effective, efficient management of daily operations and 123 FTEs.
- Funds the Light & Power Operational Technology Department, including substations and controls, which ensures the safe and reliable construction, operation, and maintenance of substations, Advanced Meter Infrastructure management for billing and data transfer, the electric system control center to ensure safe and reliable operation of the system, and GIS functions.



## **Offer 11.2: Utilities: Light & Power - Core Operations**

### **Offer Type: Ongoing**

- Funds the Light & Power Electric Field Services Department that includes the installation, operation, maintenance and repair of infrastructure to ensure continued safe and reliable system operations, as well as ongoing Connexion field support.
- Funds the Light & Power Electric Engineering Department personnel and overhead costs in supporting the design and planning for extension and replacement of electrical infrastructure; the acquisition, application, handling, distribution and performance analysis of the materials and equipment required for the operation of the system; and electric metering functions.

### **Links to Further Details:**

- <https://arcg.is/CemWj>

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Light & Power has developed a 10-year Capital Improvement Plan (CIP), and will continue to adjust as necessary for consistent rate planning.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: Continued work on a 2019 off-cycle appropriation will include undergrounding remaining overhead distribution systems, cable and transformer replacements, and system annexations.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Light & Power completed a 5-year effort to gather infrastructure data from the field, and is utilizing this data to determine replacement priorities. New GIS and Advanced Distribution Management Systems will provide customers with real time outage notifications and maps on public-facing media.

### **Improvements & Efficiencies**

- Enhanced mapping services provided by GIS positions have increased field crew productivity by providing visual aids and ease of use of spatial systems.
- Light & Power Operations re organized in 2019 to include Operational Technology, Electrical Engineering and Electric Field Services. This streamlined the organizational structure and reduced the number of direct reports to the Light & Power Deputy Director.
- Light & Power developed a 10-year Capital Improvement Plan (CIP) that includes a dynamic asset (cable, transformer) replacement priority program based on risk factors such as age, brand, number of impacted customers, and number of outages.

### **Performance Metrics**



## **Offer 11.2: Utilities: Light & Power - Core Operations**

### **Offer Type: Ongoing**

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Investments in replacement projects as well as continued operational improvements (outage analysis, manufacturer seminars, cable testing program) will keep SAIDI in top quartile of the American Public Power Association (APPA) member utilities.

- ECON 46. Electric System Average Interruption Frequency Index (SAIFI)

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=272743.html>

Performance Measure Reason: Investments in replacement projects as well as continued operational improvements (outage analysis, manufacturer seminars, cable testing program) will reduce the number of outages experienced by each customer.

- ECON 47. Customer Average Interruption Duration Index (CAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=360150.html>

Performance Measure Reason: Directed investments in equipment, materials, GIS systems and Advanced Meter infrastructure to minimize the average outage time for affected customers.

### **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**

CAO/CPIO edits

### **Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**11.2: Utilities: Light & Power - Core Operations**

**Ongoing Programs and Services**

	<b>2021 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	65.00
<b>Hourly (FTE)</b>	2.20
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<b>Expenses</b>	
511000 - Salaries & Wages	6,074,455
512000 - Benefits	1,612,925
519000 - Other Personnel Costs	(195,380)
<b>510000 - Personnel Services</b>	<b>7,492,000</b>
521000 - Professional & Technical	138,000
522000 - Governmental Services	1,500
529000 - Other Prof & Tech Services	37,170
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>176,670</b>
531000 - Utility Services	102,725
532000 - Cleaning Services	7,800
533000 - Repair & Maintenance Services	517,700
534000 - Rental Services	5,000
535000 - Construction Services	75,000
<b>530000 - Purchased Property Services</b>	<b>708,225</b>
542000 - Communication Services	76,671
544000 - Employee Travel	143,500
549000 - Other Purchased Services	131,000
<b>540000 - Other Purchased Services</b>	<b>351,171</b>
551000 - Vehicle & Equipment Supplies	277,726
552000 - Land & Building Maint Supplies	500
553000 - Infrastructure Maint Supplies	20,000
554000 - Utility Supplies	941,900
555000 - Office & Related Supplies	24,700
556000 - Health & Safety Supplies	67,400
559000 - Other Supplies	128,500
<b>550000 - Supplies</b>	<b>1,460,726</b>
<b>Total Expenses</b>	<b>10,188,792</b>



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**Funding Sources**

501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	10,188,792
	<b>Funding Source Total</b>	<b>10,188,792</b>



## **Offer 11.3: Utilities: Light & Power - System Additions & Replacements**

**Offer Type: Ongoing**

2021: \$5,585,120 and 36.00 FTE, 0.50 Hourly FTE

### **Offer Summary**

This offer will fund additional electric infrastructure to serve new residential and commercial developments, as well as upgrades to existing infrastructure when existing customers need additional capacity.

The efforts supported by this offer include new customer connections, new subdivision construction, system improvements, and reliability improvements. The offer focuses on labor, construction materials, and equipment. These projects are differentiated from New Capacity projects in that:

- They benefit only the parcel owner in which the new infrastructure is associated.
- They are initiated at the request of the owner/developer.
- The costs to install new electric infrastructure are recovered by payment of Electric Capacity Fees assessed at the time of development.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

### **Additional Information**

- Labor: The labor component of this offer includes funding for Field Services personnel, Electric System Engineering, and Standards Engineering.
- Construction Materials: The construction materials purchased through this offer support the extension of new infrastructure for new development projects.
- Equipment: This Offer includes the addition and replacement of equipment necessary to install the electrical infrastructure. Equipment may include vehicles, bucket trucks, back hoes, cable pulling equipment, etc. that are required for crews to install materials.

### **Links to Further Details:**

- <https://arcg.is/1jS0S90>

### **Linkage to Strategic Objectives**

(*the primary objective is marked with a ✓*)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: High quality equipment and materials along with a skilled labor force ensure the highest quality of installation and support high reliability.

### **Improvements & Efficiencies**



## **Offer 11.3: Utilities: Light & Power - System Additions & Replacements**

### **Offer Type: Ongoing**

- Light & Power continuously reviews and tests new tools, equipment and installation techniques that will increase operational efficiency, ensure employee safety and create opportunities to improve performance.
- Light & Power was awarded the American Public Power Association (APPA) Reliable Public Power Provider (RP3) award at the Diamond level. RP3 is a national peer award that examines utility operations in the areas of Safety, Reliability, Workforce Development and System Improvement. Light & Power scored 100% in the APPA panel assessment for this award.

### **Performance Metrics**

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: The electric distribution System Average Interruption Duration Index (SAIDI) represents the length of time all customers would have been out of power if the total number of hours out of service in a year's time were to be shared, and it is measured in minutes. The number of outages and length the outages have a bearing on this number.

- ECON 46. Electric System Average Interruption Frequency Index (SAIFI)  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=272743.html>

Performance Measure Reason: SAIFI represents the number of sustained outages each customer would experience if the number of outages were distributed over the entire customer base. In other words, if every customer had seen an outage in the 12-month time span used to calculate this index, they would have been out the number of times per year reported by this index.

### **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**

CAO/CPIO edits

### **Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**11.3: Utilities: Light & Power - System Additions & Replacements**

**Ongoing Programs and Services**

		<b>2021 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		36.00
<b>Hourly (FTE)</b>		0.50
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<b>Expenses</b>		
511000 - Salaries & Wages		3,257,618
512000 - Benefits		904,475
519000 - Other Personnel Costs		(1,656,973)
	<b>510000 - Personnel Services</b>	<b>2,505,120</b>
529000 - Other Prof & Tech Services		185,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>185,000</b>
535000 - Construction Services		34,000
	<b>530000 - Purchased Property Services</b>	<b>34,000</b>
553000 - Infrastructure Maint Supplies		70,000
554000 - Utility Supplies		2,211,000
559000 - Other Supplies		80,000
	<b>550000 - Supplies</b>	<b>2,361,000</b>
579000 - Other		500,000
	<b>570000 - Other</b>	<b>500,000</b>
	<b>Total Expenses</b>	<b>5,585,120</b>
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<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	5,585,120
	<b>Funding Source Total</b>	<b>5,585,120</b>





## Offer 11.4: Utilities: Light & Power - Ongoing Capital - Vehicles & Equipment

**Offer Type: Ongoing**

2021: \$206,000 and 0.00 FTE, 0.00 Hourly FTE

### Offer Summary

Funding this Offer will provide for the purchase and replacement of Minor Capital Light & Power enterprise related assets.

This Offer includes heavy equipment, trucks, and vehicles used in the design, construction, operation, maintenance, and repair of the electric system. The amount requested reflects replacement guidelines set forth by Operations Services. Some cost increases are expected due to the exploration and implementation of alternative fuel vehicles.

The 2021 offer amount was reduced by deferring a \$239,000 Line Truck in 2020 to carry that amount into 2021. That purchase is included in the 2022 funding amount.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

### Additional Information

- Light & Power follows the FASTER guidelines from Operations Services to make recommendations for vehicle replacements. These guidelines consider life-cycle costs of operating vehicles. When possible and commercially available, alternative fuel sources are recommended such as battery electric vehicles (BEV) and compressed natural gas (CNG).
- Light & Power staff have deferred the purchase of some vehicles in the 2020 budget which will allow for approximately \$239,000 of carry-over funds into 2021. An additional \$206,000 is being requested in this revised budget offer in 2021 to accomplish the scaled vehicle replacements.



**Offer 11.4: Utilities: Light & Power - Ongoing Capital - Vehicles & Equipment**

**Offer Type: Ongoing**

- Planned 2021 Vehicle Replacements
  - Electric Field Services: F550 CNG crew trucks | 2 @ \$130,000
  - Electric Meter Shop: Van | 1 @ \$40,000
  - Warehouse: Forklift | 1 @ \$110,000
  - Substations: Small pickup | 1 @ \$35,000

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 Total: \$445,000  
 Less: \$239,000 (carry forward from 2020)  
 2021 Appropriation Request: \$206,000

- Planned 2022 Vehicle Replacements
  - Electric Field Services: F550 CNG crew trucks | 3 @ \$130,000
  - Electric Field Services: F350 CNG crew truck | 1 @ \$60,000
  - Electric Field Services: CNG/hybrid bucket truck | 1 @ \$200,000
  - Electric Meter Shop: Van | 1 @ \$40,000
  - Line Truck Deferred from 2020 | 1@ \$239,000

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 2022 Appropriation Request: \$929,000

**Links to Further Details:**

- <https://arcg.is/150rzH0>

**Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Maintain a fleet of reliable vehicles and equipment to mitigate unforeseen repairs and replacements.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: Efficiencies will be achieved using alternative fuel vehicles. Less fuel costs/mile, less emissions, and lower maintenance costs can be achieved.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Operations Services guidelines set replacements based on a points system that includes maintenance costs, age, and mileage/hours. Replacement recommendations are evaluated considering use, new cost, maintenance costs, and available funds. Keeping an updated and well-maintained fleet will reduce maintenance costs and down times.

**Improvements & Efficiencies**



## **Offer 11.4: Utilities: Light & Power - Ongoing Capital - Vehicles & Equipment**

### **Offer Type: Ongoing**

- All new vehicle units are setup with automatic vehicle location (AVL) units to provide vehicle locations to our operational systems. This allows more efficient routing of vehicles to work sites when the closest crew can be dispatched.

### **Performance Metrics**

- ECON 47. Customer Average Interruption Duration Index (CAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=360150.html>

Performance Measure Reason: Reliable and efficient vehicles and equipment enable personnel to respond and restore power in a timely manner.

- ENV 9. Percent decrease in community Greenhouse Gas (GHG) emissions from 2005 baseline

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6282&object=measure&objectId=91345.html>

Performance Measure Reason: New vehicles and equipment are specified as CNG or BEV when commercially available and are the alternative fuel choices are cost effective.

- ENV 111. Average Fuel Economy in miles/hours per gallon

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=313972.html>

Performance Measure Reason: Maintaining a newer fleet of vehicles and equipment improves miles/hours per gallon as the industry improves every year, as well as the ability to replace older fleet with alternative fuel vehicles.

### **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**

- Not applicable

### **Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



11.4: Utilities: Light & Power - Ongoing Capital - Vehicles & Equipment

Ongoing Programs and Services

	2021 Projected Budget
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<b>Full Time Equivalent (FTE) Staffing</b>	-
<b>Hourly (FTE)</b>	-

**Expenses**

565000 - Vehicles & Equipment		206,000
	<b>560000 - Capital Outlay</b>	<b>206,000</b>
	<b>Total Expenses</b>	<b>206,000</b>

**Funding Sources**

501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	206,000
	<b>Funding Source Total</b>	<b>206,000</b>



## **Offer 11.5: Utilities: Light & Power - Ongoing Capital - Substation Capital Upgrades**

**Offer Type: Ongoing**

2021: \$250,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer will fund projects needed to ensure that electrical substations and associated systems will operate reliably and provide updated equipment that can be maintained should a failure occur.

Substations are the source of the distribution power delivery system and represent an investment to the City of approximately \$60 million. Projects in this offer include:

- Substation Improvements Misc.: Provides funds for unexpected events that may occur at the electrical substations
- Battery Banks: Replacement of substation 120VDC battery banks used for equipment control
- Load Tap Changer (LTC) Inspection and Repair: Inspection and repair of four LTCs that control the voltage on four substation transformers
- Oil Containment Walls for Substation Power Transformers: Oil containment is necessary should there be a major oil leak
- Replace HVAC Units: Replace HVAC equipment on substation switchgear buildings
- Transformer Radiator Replacements: Install new radiators to replace ones that are leaking
- D20MX RTU Replacements: Replace outdated computer hardware (RTUs) and associated software that monitor and control substation equipment
- SYSCO Network Switches for RTU Upgrades: Network switches associated with the RTU upgrades to provide eSCADA network connectivity
- Feeder Relay Replacements: Replacement of outdated substation feeder protective relays to the current standard
- Substation Gravel: Replacement of substation site gravel disturbed by construction activities
- Transformer Oil Filtration: Periodic filtering of substation transformer oil to remove moisture, dissolved gases, and add moisture inhibitor
- Substation Security: Replacement of cameras and infrared beams as required
- Power Quality Meters: Update power quality meters at substations
- Equipment for CVR (Conservation Voltage Reduction): Upgrade Substation Load Tap Changer equipment to allow for remote voltage control
- PRPA Circuit Switcher Installations: Install conduit and wiring in the substations

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

### **Additional Information**



## **Offer 11.5: Utilities: Light & Power - Ongoing Capital - Substation Capital Upgrades**

### **Offer Type: Ongoing**

- Total estimated cost for the work outlined above is approximately \$748,000. Money is in the existing Substation Capital parent account that has compounded over the years and is already appropriated for this kind of work. To spend down the parent account balance to a reasonable contingency level, this offer only appropriates an additional \$250,000 to cover 2021 Substation capital work.

### **Links to Further Details:**

- <https://arcg.is/189mK1>

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Investment in a key asset such as our substations maintains our reliability and provides predicable rates by avoiding costly unplanned equipment failures.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: In 2019, Light & Power published a Capital Improvement Plan (CIP) that aligned the investment in our substations with our long-term vision of reliability and enabling 100% renewable electricity. The investment in improving our substation equipment and systems is a key enabler for us to achieve this goal.

### **Improvements & Efficiencies**

- In 2019, Light & Power was reorganized to align our substation department within a new department called Operations & Technology. This provides for close operational alignment with our substation personnel and our operations division.
- In 2019, the first business releases of our Advanced Distribution Management System (ADMS) were put into production. This will allow our substation equipment to directly integrate with our ADMS solution which is a positive step forward toward our 100% renewable electricity goals.

### **Performance Metrics**

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Substations must be available to supply power to the electric distribution system 100% of the time without exception. Loss of substation supply results in community economic losses, safety concerns, and lost revenue to the City of Fort Collins on a massive scale.

### **Personnel Changes**

- Not applicable



## ***Offer 11.5: Utilities: Light & Power - Ongoing Capital - Substation Capital Upgrades***

***Offer Type: Ongoing***

### **Differences from Prior Budget Cycles**

- In the FY2019/20 budget, this substation capital upgrades offer included distributed automation. In the 2021 budget offers, the distributed automation was separated out as a separate ongoing capital offer.

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

- Not applicable

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

CAO/CPIO edits

### **Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**11.5: Utilities: Light & Power - Ongoing Capital - Substation Capital Upgrades**

**Ongoing Programs and Services**

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid blue;"/>		
<b>Expenses</b>		
579000 - Other		250,000
	<b>570000 - Other</b>	<b>250,000</b>
	<b>Total Expenses</b>	<b>250,000</b>
<hr style="border: 2px solid blue;"/>		
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	250,000
	<b>Funding Source Total</b>	<b>250,000</b>





## **Offer 11.6: Utilities: Light & Power - Ongoing Capital - Electric Distribution Transformer Replacement**

**Offer Type: Ongoing**

2021: \$720,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this project will provide the labor and materials necessary to support the electric system improvements tied to routine transformer replacements and purchases aligned with system growth and unplanned equipment failures.

Additionally, by analyzing transformer loading data and applying heat transfer models to help predict the expected lifetime of transformers we have identified nearly 1,200 transformers as having a higher risk of failure. Part of this ongoing investment will provide transformer replacements for those identified as being higher risk than the rest of the population to maintain and improve reliability metrics. Also, during planning and design stages for cable replacement areas, electric field crews inspected and identified transformers showing signs of mechanical failure related to leaking apertures or corrosion. Part of this project will also provide transformer replacements for transformers located in cable replacement areas identified as having a higher risk of failure due to mechanical degradation.

With the growth of residential rooftop solar and electric vehicles, Light & Power staff monitors load growth on transformers and upgrades transformers to meet customer demands as required. In any given year, transformers in the field are installed as part of normal system expansion and replaced following condition assessments that indicate end of life conditions, for service upgrades, and as a result of overloading conditions stemming from customer load growth.

To ensure reliable service, maintenance inspections continue to identify transformers that require replacement. In 2019, the number of transformers in the field increased by 94 units total; 222 transformers were set in the field and 128 were removed. Of those removed, a significant number (112 units) were removed for impending risk of failure and were appropriately recycled, while the remaining 16 units could either be immediately reused or reconditioned.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

### **Additional Information**



## Offer 11.6: Utilities: Light & Power - Ongoing Capital - Electric Distribution Transformer Replacement

### Offer Type: Ongoing

- Routine replacements and purchases aligned with system growth and equipment failure: \$630,000
  - Transformer replacements due to long-term overload damage: \$70,000
  - Transformer replacements aligned with cable replacement projects: \$270,000
- Total estimated cost for the work outlined above is approximately \$970,000. Under-spend in the amount of \$250k from two projects completed in 2020 is available in the System Improvements capital parent account and already appropriated for this purpose. This Offer was reduced to \$720,000 in 2021 to accomplish the needed scope of work.
- Routine replacements and purchases aligned with system growth and equipment failure: \$630,000
  - Transformer replacements due to long-term overload damage: \$70,000
  - Transformer replacements aligned with cable replacement projects: \$270,000
  - There will be \$250k of underspend in the 5010120000 parent account with projects closing in 2020
- Attention given to replacements helps prevent unplanned outages, improving the Utilities' SAIFI metric (System Average Interruption Frequency Index) by reducing the frequency of outages. Upgrading transformers as necessary provides needed capacity for customers' needs. Replacement of transformers on planned outages is much more cost and time efficient than doing so on unplanned outages.
- Reliability (as measured by metrics ASAI, CAIDI, and SAIFI) is one of the aspects of the Energy Policy that Fort Collins Utilities follows in supporting our mission. Planned transformer replacements improve both up-time and outage frequency and is consistent with policy guidance that governs Utilities' actions.

### Links to Further Details:

- <https://arcg.is/0mvD81>

### Linkage to Strategic Objectives

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Using data driven metrics to prioritize and proactively maintain assets while planning for growth management reduces the added costs associated with unplanned outages due to mechanical degradation or thermal damage from overloading, ultimately aiding in ensuring predictable utility rates.



## ***Offer 11.6: Utilities: Light & Power - Ongoing Capital - Electric Distribution Transformer Replacement***

### ***Offer Type: Ongoing***

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: Providing well maintained assets intended to serve existing and emerging renewable energy loads improves our electrical system's ability to accept and adapt to changing load behaviors and allows our customers to contribute to the City's climate action plan goals benefiting our community at large.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Proactively maintaining critical assets identified through data-driven analysis reduces costs associated with unplanned outages and improves the reliability of our electric system. Overlapping transformer replacements with cable replacement areas is efficient and ultimately benefits customers' experiences by reducing outage minutes planned for two outages into one combined outage.

### **Improvements & Efficiencies**

- Some portion of these expenditures (new transformers, failure replacements, and capacity upgrades) are necessary to provide electrical service to customers. Others could be deferred at the expense of the current or future operations and maintenance budgets that cover unplanned outage response.
- Combining transformer loading data with thermal modeling provides greater insight and accuracy when predicting expected lifetimes of transformers. This new data-driven analysis improves our ability to proactively maintain critical assets, reduce costs associated with unplanned outages and improve the reliability of our electrical distribution system.

### **Performance Metrics**

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: In 2019, approximately 75,600 customers experienced a 99.9966% reliable distribution index. Part of this success is directly from proactively replacing transformers and ensuring we have critical assets available to serve evolving and increasing loads. If all our customers were out of power, they would have experienced 17.70 minutes of outage time (SAIDI).

### **Personnel Changes**

- Not applicable

### **Differences from Prior Budget Cycles**

- Additional transformer replacement categories are included in this Offer to address thermal overload damage to transformers as well as to align the replacement of transformers in the cable replacement projects to make each of the projects more cost effective.



***Offer 11.6: Utilities: Light & Power - Ongoing Capital - Electric Distribution Transformer Replacement***

***Offer Type: Ongoing***

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

- Not applicable

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

CAO/CPIO edits

**Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**11.6: Utilities: Light & Power - Ongoing Capital - Electric Distribution Transformer Replacement**

Ongoing Programs and Services

	2021 Projected Budget
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<b>Full Time Equivalent (FTE) Staffing</b>	-
<b>Hourly (FTE)</b>	-

**Expenses**

579000 - Other		720,000
	<b>570000 - Other</b>	<b>720,000</b>
	<b>Total Expenses</b>	<b>720,000</b>

**Funding Sources**

501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	720,000
	<b>Funding Source Total</b>	<b>720,000</b>



## Offer 11.7: Utilities: Light & Power - Ongoing Capital - Attrition-Based LED Streetlight Conversion

**Offer Type: Ongoing**

2021: \$642,000 and 0.00 FTE, 0.00 Hourly FTE

### Offer Summary

Funding this offer will provide labor and materials for an attrition based conversion of 70 watt and 100 watt residential streetlights, high mast lights Downtown, as well as the 150 watt, 250 watt, and 400 watt high pressure sodium (HPS) streetlights that are mostly located on arterial and collector streets. LED streetlights last three to four times longer than HPS streetlights and that is the primary economic mechanism by which LED streetlight replacements are justified. Lighting technologies using light emitting diodes (LEDs) can:

- Improve energy efficiency
- Reduce maintenance costs through increased life cycle performance
- Reduce light trespass and glare when correctly implemented

An attrition based program will only convert streetlights to LED as the existing HPS lights fail. Expected failure rates in 2018 and 2019 were very close to actual failure rates. The addition of a residential streetlight replacement option will increase replacement numbers from roughly 900 to 1,200 lights per year for this cycle, with completion for arterial lights in 7 years and residential in 13 years.

As part of this project, Fort Collins Utilities will also explore the viability of control and monitoring technologies that could reduce streetlight patrol costs and allow for future dynamic control of streetlighting.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

### Additional Information

- Improved streetlighting efficacy will reduce overall illuminance over the levels emitted by the HPS lights but still will provide sufficient illuminance levels where it is needed to provide safe and effective lighting for drivers, pedestrians and bicyclists.
- Once the expected streetlights are replaced, the yearly reduction in electrical consumption will be at least 550,000 kilowatt hours (kWh), freeing up this capacity to serve other needs or defer capital projects to increase capacity on electric distribution the circuits. The cost savings from reduction in purchased power and coincident peak demand costs will be at least \$30,000 per year.



## **Offer 11.7: Utilities: Light & Power - Ongoing Capital - Attrition-Based LED Streetlight Conversion**

### **Offer Type: Ongoing**

- Because the life expectancy of the proposed LED lights is roughly three times that of the current HPS lights, most of the savings from LED streetlights will come from approximately \$52,000 in avoided annual maintenance costs over the life span of the LED lights.
- This project is well aligned with the goals of the Climate Action Plan Framework with the expectation that these reductions in energy expenditures will result in an annual CO2 equivalent reduction of at least 400 metric tons.

### **Links to Further Details:**

- <https://arcg.is/1jaanH>

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: LED streetlights have an expected lifetime that is 3-4 times longer than their high intensity discharge counterparts and provide more effective lighting with less energy consumption. Through longer lifetimes and increased efficacy in lighting, planning and budgeting for maintenance and repairs will become more accurate and predictable.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Because of the longer expected lifetime of LED lights, more time will be available to efficiently plan and schedule maintenance routines, address customer concerns and improve our ability to proactively maintain lighting infrastructure.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: LED lighting technology continues to improve lighting control abilities. Installing LED lights gives the City an opportunity, in the near future, to transfer toward a smart lighting network utilizing dynamic lighting controls. As we advance toward a smarter lighting network we will be able to improve upon an already realized energy reduction from LEDs without dynamic lighting controls.

### **Improvements & Efficiencies**

- Design practices developed for LEDs improve flexibility and minimize stock needed for ongoing maintenance. These design practices also address concerns about health effects related to overall illuminance levels and emission spectra, as well as other impacts identified in coordination with the Night Skies Initiative.
- Careful analysis of illuminance levels, lighting patterns, and lighting efficacy that accounted for the shift in the output spectrum of LED lighting from HPS lighting resulted in the development of a replacement plan for a significant portion of Fort Collins' streetlights that will reduce overall illuminance levels while improving lighting efficacy.



## **Offer 11.7: Utilities: Light & Power - Ongoing Capital - Attrition-Based LED Streetlight Conversion**

**Offer Type: Ongoing**

### **Performance Metrics**

- ENV 9. Percent decrease in community Greenhouse Gas (GHG) emissions from 2005 baseline  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6282&object=measure&objectId=91345.html>

Performance Measure Reason: At the end of 2019, 35% of our streetlight population was LED. Through this attrition-based conversion, Light and Power expects to see our LED population increase at a minimum of 10% each year with a CO2 equivalent reduction of at least 400 metric tons per year.

### **Personnel Changes**

- Not applicable

### **Differences from Prior Budget Cycles**

- New this cycle are LED lighting options for residential post top streetlights (representing about 4,000 lights in Fort Collins) and high mast 1000W metal halide lights used to light Downtown Fort Collins. The addition of the two new lighting classes requires an additional investment from the previous budget cycle and will increase the number and types of lights to be replaced.

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

- Not applicable

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

CAO/CPIO edits

### **Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning





**11.7: Utilities: Light & Power - Ongoing Capital - Attrition-Based LED Streetlight Conversion**

Ongoing Programs and Services

	2021 Projected Budget
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Full Time Equivalent (FTE) Staffing	-
Hourly (FTE)	-

**Expenses**

579000 - Other		642,000
	<b>570000 - Other</b>	<b>642,000</b>
	<b>Total Expenses</b>	<b>642,000</b>

**Funding Sources**

501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	642,000
	<b>Funding Source Total</b>	<b>642,000</b>



## Offer 11.8: Utilities: Light & Power - Ongoing Capital - System Cable Replacement

**Offer Type: Ongoing**

2021: \$610,000 and 0.00 FTE, 0.00 Hourly FTE

### Offer Summary

Funding this offer will provide labor and materials to efficiently provide affordable, safe, and reliable electric service. The efforts supported by this offer include system improvements by replacing infrastructure that is nearing end of life or is impacted by ambient environmental conditions that are degrading its condition.

This offer also includes one time funding of \$450,000 in 2021 for emergency reserves for cable replacements. These emergency funds will not be utilized unless an urgent, unanticipated risk to reliability emerges.

Cables and cable accessories that were installed in the 1970s when the electric distribution system was first undergrounded are reaching their end of life. In the past 10 years the average number of primary cable failures Light & Power experiences annually has tripled from approximately 5 to 17 per year. Without proactive replacement, the number of annual failures is expected to increase. The requested funding was calculated to be what is required to maintain the current level of service, as measured by industry standard performance indices. Electric distribution cable is one of the largest investments that Light & Power has in place and care must be taken to ensure its reliability.

Assessments of existing distribution cable system assets are ongoing and inform and guide replacement projects that help to ensure that the distribution equipment with higher probabilities of failure is addressed and failure risk is minimized.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

### Additional Information

- Through proactive cable replacement efforts, an increase in the frequency of unplanned outages caused by cable failure can be prevented. This will allow the current quality of service to be maintained.
- The cost of unplanned outages compared with planned outages is not only higher for Light & Power, but also for customers. The most effective and efficient model is well-targeted, proactive replacement.



## **Offer 11.8: Utilities: Light & Power - Ongoing Capital - System Cable Replacement**

### **Offer Type: Ongoing**

- Reliability, as measured by industry standard indices ASAI, SAIDI, and SAIFI, is one of the aspects of the Energy Policy that Fort Collins Utilities follows in supporting our mission. Since targeted cable replacement will prevent a decrease in reliability, it is consistent with policy guidance that governs Utilities' actions.

### **Links to Further Details:**

- <https://arcg.is/Hzzim>

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Planned equipment replacement will allow Utilities to better anticipate spending for upcoming years rather than reacting to reliability concerns that may not have been budgeted for. If an unexpected risk does emerge, the emergency reserves will prevent a gap in funding.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: The replacement areas and their risk assessments were identified using historical performance information and field-collected data.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.: L&P coordinates with Connexion, informing them where the replacement areas are located and when they will occur, allowing fiber to be installed during the cable replacement job.

### **Improvements & Efficiencies**

- Each year the cable replacement model is updated to reflect new failure model inputs with additional equipment failures, customer impacts and cost assumptions.

### **Performance Metrics**

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Preventing outages by replacing equipment before it fails will allow L&P to maintain its existing level of service as measured by SAIDI.

- ECON 46. Electric System Average Interruption Frequency Index (SAIFI)

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=272743.html>

Performance Measure Reason: Preventing outages by replacing equipment before it fails will allow L&P to maintain its existing level of service as measured by SAIFI.



***Offer 11.8: Utilities: Light & Power - Ongoing Capital - System Cable Replacement***

***Offer Type: Ongoing***

**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**

CAO/CPIO edits

**Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**11.8: Utilities: Light & Power - Ongoing Capital - System Cable Replacement**

**Ongoing Programs and Services**

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid blue;"/>		
<b>Expenses</b>		
579000 - Other		610,000
	<b>570000 - Other</b>	<b>610,000</b>
	<b>Total Expenses</b>	<b>610,000</b>
<hr style="border: 2px solid blue;"/>		
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	610,000
	<b>Funding Source Total</b>	<b>610,000</b>



## Offer 11.9: Utilities: Light & Power - Ongoing Capital - Distribution Automation

**Offer Type: Ongoing**

2021: \$160,000 and 0.00 FTE, 0.00 Hourly FTE

### Offer Summary

This Offer funds the addition of two automated distribution system switches each year. The Distribution Automation (DA) included with these switches uses digital sensors with advanced control and communications technologies for remote control capabilities and monitoring from the System Operations Center. DA can improve the safety, speed, cost, and accuracy of system processes, including fault detection, feeder switching, preventative maintenance, outage notification and restoration and improve customer communication.

Personnel safety is achieved through remote control/operation of switches, which decreases the need for crews to be in a potentially hazardous area if a failure occurs.

Operating costs are reduced by automating functions that required field crews to conduct on-site monitoring and maintenance. Outages are proactively verified in conjunction with the Advanced Meter system rather than waiting for customer calls, optimizing crew response and safety, reducing outage duration and identifying multiple outages correctly.

Adding DA to existing switches while expanding the communications network to integrate with other systems will provide system operators with increased visibility to manage and address reliability issues throughout the system. As Distributed Energy Resources (DER) like solar increase, the necessity and ability to see and control the system through switching and load control increases.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

### Additional Information

- Fully automating the underground system where faults are automatically isolated and power is re-routed without human interaction would be prohibitively expensive to invest in at this time, especially due to the reliability of the system already being extremely high. The main benefits to automating switches is to increase operational efficiency and personnel safety.

### Links to Further Details:

- <https://arcg.is/1K9jP>



## **Offer 11.9: Utilities: Light & Power - Ongoing Capital - Distribution Automation**

**Offer Type: Ongoing**

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Remote monitoring of electric assets improves reliability through visibility of the system and equipment, reducing crew response for maintenance and troubleshooting of outages, eliminating the need for crews to drive to the switch to investigate. This allows operators to control the switch remotely and safely.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: Remote monitoring of electric assets improves reliability through visibility of the system and equipment, reducing crew response for maintenance and troubleshooting of outages, eliminating the need for crews to drive to the switch to investigate. This allows operators to control the switch remotely and safely.

### **Improvements & Efficiencies**

- The new Advanced Distribution Management System (ADMS) software, in conjunction with real-time data from the Advanced Meters and DA, assists with accurate prediction of outages, enabling faster troubleshooting and increasing reliability indices.
- Through this technology, customers will be able to quickly find information more quickly regarding a power outage due to quicker verification of the outage.

### **Performance Metrics**

- ECON 47. Customer Average Interruption Duration Index (CAIDI) in Minutes  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=360150.html>

Performance Measure Reason: Reducing outage duration times through precise, accurate troubleshooting of outages.

- ENV 110. Miles/Hours per ton of Green House Gas emitted  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=313971.html>

Performance Measure Reason: Visual switch status in the Control Center, reduces the need for crews to respond to a switch to verify status, operation and maintenance activities saving in green-house gas emitted.

### **Personnel Changes**

- Not applicable

### **Differences from Prior Budget Cycles**



## ***Offer 11.9: Utilities: Light & Power - Ongoing Capital - Distribution Automation***

### ***Offer Type: Ongoing***

- This ongoing program was previously funded through the Substation Capital Upgrades parent account. Because these switches are not physically located in our substations and we have defined the communications and technology associated with automating switches as Operational Technology, this ongoing program is proposed to be funded separately.
- The previous funding assumed that the communications and automation equipment was purchased, configured and installed on an existing switch by substation personnel. To standardize the functionality of automated switches in the field, these switches will be specified and purchased with all automation and communications equipment built into the design.

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

- Not applicable

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

CAO/CPIO edits

### **Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning





11.9: Utilities: Light & Power - Ongoing Capital - Distribution Automation

Ongoing Programs and Services

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid blue;"/>		
<b>Expenses</b>		
579000 - Other		160,000
	<b>570000 - Other</b>	<b>160,000</b>
	<b>Total Expenses</b>	<b>160,000</b>
<hr style="border: 2px solid blue;"/>		
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	160,000
	<b>Funding Source Total</b>	<b>160,000</b>



## **Offer 11.11: Reduction: Utilities: Light & Power General System Maintenance**

**Offer Type: Reduction**

2021: \$-391,009 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer reduces the Light & Power Operations core offer (11.02) by 3%.

The reductions were identified by object line item, not an across the board decrease, by reviewing prior years' spending and anticipated expenditures. The majority of the adjustments were made from:

- Supplies from Warehouse (\$200K)
- Fuel (\$64K)
- Conference and Travel (\$72K)
- Vehicle repair services (\$42K)
- Decreased annexation service rights fees (\$270K)

Light & Power anticipates maintaining current service levels with this reduction. The risks to the reduction would be a slight decrease to general system maintenance, which may defer the costs to a later date, and decreased training or learning opportunities.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

### **Additional Information**

- Not applicable

### **Scalability and explanation**

Not applicable

### **Links to Further Details:**

- Not applicable

### **Linkage to Strategic Objectives**

(*the primary objective is marked with a ✓*)



## **Offer 11.11: Reduction: Utilities: Light & Power General System Maintenance**

### **Offer Type: Reduction**

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Light & Power has developed a 10-year Capital Improvement Plan (CIP), and will continue to adjust as necessary for consistent rate planning.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: Continued work on a 2019 off-cycle appropriation will include undergrounding remaining overhead distribution systems, cable and transformer replacements, and system annexations.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Light & Power completed a 5-year effort to gather infrastructure data from the field and is using this data to determine replacement priorities. New Geographic Information Systems (GIS) and Advanced Distribution Management Systems (ADMS) will provide customers with real-time outage notifications and maps on public facing media.

### **Performance Metrics**

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Investments in replacement projects as well as continued operational improvements (outage analysis, manufacturer seminars, cable testing program) will keep SAIDI in top quartile of the American Public Power Association (APPA) member utilities.

- ECON 46. Electric System Average Interruption Frequency Index (SAIFI)  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=272743.html>

Performance Measure Reason: Investments in replacement projects as well as continued operational improvements (outage analysis, manufacturer seminars, cable testing program) will reduce the number of outages experienced by each customer.

- ECON 47. Customer Average Interruption Duration Index (CAIDI) in Minutes  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=360150.html>

Performance Measure Reason: Directed investments in equipment, materials, GIS and Advanced Meter infrastructure to minimize the average outage time for affected customers.

### **Personnel Changes**

- Not applicable

### **Differences from Prior Budget Cycles**

- Not applicable



**Offer 11.11: Reduction: Utilities: Light & Power General System Maintenance**

**Offer Type: Reduction**

**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 title

**Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**11.11: Reduction: Utilities: Light & Power General System Maintenance**

**Reductions, Redeploys and Revisions (off year)**

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		(1,500)
	<b>510000 - Personnel Services</b>	<b>(1,500)</b>
521000 - Professional & Technical		40,427
529000 - Other Prof & Tech Services		(5,211)
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>35,216</b>
531000 - Utility Services		(11,000)
532000 - Cleaning Services		(712)
533000 - Repair & Maintenance Services		171,750
535000 - Construction Services		(20,000)
	<b>530000 - Purchased Property Services</b>	<b>140,038</b>
542000 - Communication Services		(27,132)
544000 - Employee Travel		(88,145)
549000 - Other Purchased Services		(11,652)
	<b>540000 - Other Purchased Services</b>	<b>(126,929)</b>
551000 - Vehicle & Equipment Supplies		(29,997)
553000 - Infrastructure Maint Supplies		(6,000)
554000 - Utility Supplies		(336,571)
555000 - Office & Related Supplies		3,890
556000 - Health & Safety Supplies		200
559000 - Other Supplies		(16,356)
	<b>550000 - Supplies</b>	<b>(384,834)</b>
565000 - Vehicles & Equipment		(53,000)
	<b>560000 - Capital Outlay</b>	<b>(53,000)</b>
	<b>Total Expenses</b>	<b>(391,009)</b>
<hr/>		
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	(391,009)
	<b>Funding Source Total</b>	<b>(391,009)</b>



## **Offer 11.13: Enhancement: Utilities: Light & Power - Asset Management - Advanced Metering Infrastructure Equipment and Technology Upgrade**

**Offer Type: Enhancement**

2021: \$300,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer funds the proactive replacement of advanced metering infrastructure (AMI) equipment prior to obsolescence. The current router model that comprises the AMI wide area network (WAN) is no longer in production and is due to reach end of support in 2023.

This equipment facilitates the transfer of data from the meter to the City IT servers. Additionally, the system relies on data collection devices called Gatekeepers (GK) that communicate with electric and water meters to collect utility consumption and demand used in customer billing, as well as events such as an electric outage. The equipment and design for the GKs are over 10 years old and not able to leverage today's communication capabilities and speed. This equipment has been identified as a bottleneck point in the AMI communication system that impedes meter read success rates and other important functionality such as over the air firmware upgrades and automated remote electric service disconnect/reconnect.

Planning for continuity of supported devices is a critical aspect of the City's responsibility to prevent and minimize cyber security threats and supports alignment with cyber-security practices employed by the City of Fort Collins. Supported equipment also helps ensure the protection of customer privacy through secure transfer of customer data/usage.

This offer would fund the first year in a three year replacement program of both the WAN routers and GK devices. Not funding this offer would put all costs into a two year replacement program in 2022 and 2023 (>\$800K for each year), which has impacts on those budgets.

This offer has been revised to defer some of the investment from 2021 to 2022 to relieve short-term rate pressure.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

### **Additional Information**

- On the AMI system, there are currently 84 Gatekeepers and 255 wireless routers that need to be replaced. One third of each of these will be replaced each year over the project cycle.



## **Offer 11.13: Enhancement: Utilities: Light & Power - Asset Management - Advanced Metering Infrastructure Equipment and Technology Upgrade**

### **Offer Type: Enhancement**

- ABB (wireless router manufacturer) now offers a Technology Refresh Program where we can replace existing routers with the next generation router model, which also transfers the existing network license from the old router to the new one and produces significant savings (20%) on the per unit price.
- The new generation of GKs are high-speed connection capable devices. This replacement should occur alongside the wireless routers equipment because all GK locations are paired with a router that will need to be replaced as well.
- CIP \$ for 2021
  - Escalated dollars for LAN was \$138K
  - WAN was \$478K
  - Subtracted out the expansion pieces to get \$541K.

#### CIP \$ for 2022

- Escalated dollars for LAN was \$143K
- WAN was \$492K
- Subtracted out the expansion pieces to get \$561K.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$0

### **Scalability and explanation**

It is not recommended to scale this offer as reducing the scope would result in equipment obsolescence and ultimately our inability to collect metering data and provide timely and accurate bills to customers.

### **Links to Further Details:**

- <https://arcg.is/fP4mL>

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: This equipment is part of the Advanced Metering Infrastructure and ensures the secure transmission of our customers' water and electric meter reads allowing the Utility to accurately bill customers for their water and electric usage. Funding the replacement of this equipment will ensure that this aspect of the AMI system is operational.



**Offer 11.13: Enhancement: Utilities: Light & Power - Asset Management - Advanced Metering Infrastructure Equipment and Technology Upgrade**

**Offer Type: Enhancement**

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.: As mentioned in the narrative, manufacturer support for existing equipment and infrastructure will end in 2023. Support for this equipment includes software updates that provide cyber-security related patches as potential attack vectors are identified in the industry. This equipment is responsible for transmitting all our customers' water and electric meter reads and must be secure.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: While we are replacing this equipment due to the end of manufacturer support, the new equipment that will be installed communicates much faster and more reliably helping increase the efficiency of the AMI communications network overall.

**Performance Metrics**

- ECON 47. Customer Average Interruption Duration Index (CAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=360150.html>

Performance Measure Reason: The equipment being replaced is part of the network that funnels outage notification messages from electric meters to the Outage Management System and the improved speed and reliability of these messages getting to the OMS will have a direct impact on the duration of outages experienced by our customers which affects our CAIDI index.

**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

**Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning





**11.13: Enhancement: Utilities: Light & Power - Asset Management - Advanced Metering Infrastructure Equipment and Technology Upgrade**

**Enhancement to Programs and Services**

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
579000 - Other		300,000
	<b>570000 - Other</b>	<b>300,000</b>
	<b>Total Expenses</b>	<b>300,000</b>
<hr/>		
<b>Funding Sources</b>		
501-Light & Power Fund: Reserves	Reserve	300,000
	<b>Funding Source Total</b>	<b>300,000</b>



## **Offer 11.15: Enhancement: Utilities: Light & Power - Capital Project - Advanced Distribution Management System (ADMS) Additional Functionality**

**Offer Type: Enhancement**

2021: \$150,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will provide enhanced functionality in the Advanced Distribution Management System (ADMS). Specifically, it will provide a better customer experience with an integration between the ADMS and the new Customer Information System (CIS). Some of the functions it will enable are:

- Upgrades to the existing Interactive Voice Response (IVR) system. This is currently a one way communication tool when customers call Utilities. Upgrading the IVR will allow two way communication to customers and provide flexibility for how customers and Utilities communicate with each other.
- The integration to CIS will ensure that all three systems are aligned with updated customer and electric network connectivity information.

In 2017/2018, Light & Power embarked on a Strategic Technology Roadmap (STR) for operational technology enhancements, integrating with new technology and replacing legacy systems. The STR is comprised of Business Releases (BR) 0 through 6 that implement a consolidated GIS platform and Advanced Distribution Management System (ADMS). BR 0 2, which is nearing completion, replaces the existing CAD/Microsoft Access-based operational mapping tool and Outage Management System (OMS) with enterprise-grade software/support that is the basis for ADMS. It also implements and integrates new GIS based Graphic Work Design (GWD) software that enables electric system design and streamlines business processes into the ADMS. BR 3 and 4 of the STR were planned for in the L&P Capital Improvement Plan (CIP) for implementation in the 2021 2022 BFO cycle.

This enhancement is a scaled back version of BR 3 to help alleviate capital budget constraints that are foreseen in 2021. The offer focuses on technology that helps Light & Power keep up with the rapidly changing utility environment, technologies, and systems.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

### **Additional Information**



## **Offer 11.15: Enhancement: Utilities: Light & Power - Capital Project - Advanced Distribution Management System (ADMS) Additional Functionality**

### **Offer Type: Enhancement**

- The upgrade and integration with the ADMS are essential for improving work flows and increasing efficient and timely communications to all customers, both internally and externally.
- Improving processes helps us deliver information more quickly regarding unplanned outages and updates to the public. It also allows us to communicate planned outages through multiple avenues (e.g., text, phone, email, etc.) making sure customers receive the information.
- Currently, door hangers are manually filled out by field services personnel, physically placed on each customer's premise - and there is no way for Utilities to confirm that the customer is aware of the planned outage. Most of the manual work and paper-work involved in the current process can be eliminated or greatly reduced by implementing this solution.
- Updating and integrating technologies increase situational awareness in the field and control center, helping personnel more readily identify, troubleshoot, resolve, and prevent issues on the electric system by having all the information needed.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$15,000

### **Scalability and explanation**

This offer cannot be scaled down to decrease the scope. It has already been evaluated for the minimum requirements to enable this functionality.

### **Links to Further Details:**

- <https://arcg.is/1SHr49>

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: The technology behind the utility infrastructure is critical to providing and maintaining service levels to customers.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Increasing the ability to communicate with customers internally and externally through innovation, integration, etc helps us provide better service.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: Several legacy systems are being retired through this and other departments, allowing more cohesive communications.



***Offer 11.15: Enhancement: Utilities: Light & Power - Capital Project - Advanced Distribution Management System (ADMS) Additional Functionality***

***Offer Type: Enhancement***

**Performance Metrics**

- ECON 47. Customer Average Interruption Duration Index (CAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=360150.html>

Performance Measure Reason: Customers will have more flexible and enhanced abilities to communicate outages to the Utility as a result of this offer which will allow for more timely troubleshooting in the operations center and has a direct result on the duration of outages and the CAIDI metric.

- HPG 32. Utilities - Customer Satisfaction – Residential Overall

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=91497.html>

Performance Measure Reason: Providing a flexible way for our customers to communicate outages and be notified of planned outages or work in their area will have a direct impact on customer service satisfaction.

**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

**Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**11.15: Enhancement: Utilities: Light & Power - Capital Project - Advanced Distribution Management System (ADMS) Additional Functionality**

**Enhancement to Programs and Services**

	2021 Projected Budget
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<b>Full Time Equivalent (FTE) Staffing</b>	-
<b>Hourly (FTE)</b>	-

**Expenses**

579000 - Other		150,000
	<b>570000 - Other</b>	<b>150,000</b>
	<b>Total Expenses</b>	<b>150,000</b>

**Funding Sources**

501-Light & Power Fund: Reserves	Reserve	150,000
	<b>Funding Source Total</b>	<b>150,000</b>



## **Offer 11.18: Enhancement: Utilities: Light & Power - Capital Project - Drake & Dixon Automated Tie Circuit**

**Offer Type: Enhancement**

2021: \$412,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer will provide funding to build an electrical tie feeder between circuits at Drake Substation 216 and Dixon Substation 824. This project will balance load on the electric feeder system by shifting load from a heavily loaded circuit to a more lightly loaded existing circuit, eliminating the need for a new circuit.

Circuit 824 has been loaded to 90 105% of capacity in the last few years, while circuit 216 has been loaded to 30 40% of capacity over the same period. Circuit 824 has added new apartment and commercial loads of about 1 megawatt (MW) in the last year, with more coming on line in 2021. Resultant loads on both circuits will be around 75% of capacity for each and will reduce risks to system reliability (this capacity number accounts for the need to be able to support other circuits for emergencies).

This project will incorporate a new switch design with a split bus tie between the circuits that will improve flexibility to safely make the tie between the circuits. This design will also reduce staff risk and time needed to accomplish the tie.

The cost of the automated switches will be funded with Offer 11.09 Distribution Automation, which is an ongoing offer to automate two switches on the system every year. For 2020, those funds will be used to purchase and install the automated switches included in this design.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

### **Additional Information**

- Utilizing a new switch design will eliminate an extra switch that typically would be needed. The new switch design, for an additional 50% over our existing designs, can accomplish the circuit tie configuration that would normally double the equipment cost.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$0

### **Scalability and explanation**

Not applicable



## **Offer 11.18: Enhancement: Utilities: Light & Power - Capital Project - Drake & Dixon Automated Tie Circuit**

**Offer Type: Enhancement**

### **Links to Further Details:**

- <https://arcg.is/1iDCLi>

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Maintaining balanced loads on our electrical feeders prevents overload conditions and backup feeder capability in case of equipment failure.

### **Performance Metrics**

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: It is not advisable to run electric feeders above their design load rating as it will prevent emergency operations if another electric feeder has an equipment failure.

### **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

### **Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**11.18: Enhancement: Utilities: Light & Power - Capital Project - Drake & Dixon  
Automated Tie Circuit**

**Enhancement to Programs and Services**

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	<b>2021 Projected Budget</b>
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<b>Full Time Equivalent (FTE) Staffing</b>	-
<b>Hourly (FTE)</b>	-

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**Expenses**

579000 - Other		412,000
	<b>570000 - Other</b>	<b>412,000</b>
	<b>Total Expenses</b>	<b>412,000</b>

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**Funding Sources**

501-Light & Power Fund: Reserves	Reserve	412,000
	<b>Funding Source Total</b>	<b>412,000</b>





## **Offer 11.19: Enhancement: Utilities: Light & Power - Capital Project - System Relocations Due to Road, Intersection, and Alley Improvements**

**Offer Type: Enhancement**

2021: \$300,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will provide the ability to relocate electric facilities that need to be moved because of projects in the public right-of-way. Light & Power collaborates with the Engineering Department in the design and completion of a broad range of City initiated capital projects such as roadway improvements, bridge replacements and intersection improvements. During the construction of these projects, Light & Power is required to relocate facilities if there is a conflict with the right-of-way improvements. This offer will provide the capital funds necessary to comply with the needed system relocation.

Funds for system relocation were previously taken from the Operations and Maintenance budget. Funding this offer provides the opportunity to correct expenditure allocations.

The original offer requested \$478k in 2021. This has been reduced to reflect balancing the funding between 2021 and 2022 in a two-year budget outlook.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.

### **Additional Information**

- During the next two years we anticipate system relocation to occur in conjunction with the following roadway improvement projects:
  - 2021 Projects
    - DDA Alley Improvements - 2 projects
    - Q2 - Vine & Timberline Intersection
    - Q2 to Q4 - South Timberline Widening Ketchter to Trilby
    - Q2 - Magnolia & Shields Intersection
    - Q3 - Rutgers, Swallow & Pitkin Signals on College
    - Q4 - Two Bridges on Laporte N of City Park between Taft & Shields
    - Lemay and Vine overpass (Offer 1.11)
  - 2022 Projects
    - College & Trilby Intersection Improvements
    - Taft Hill Road Widening between Horsetooth and Brixton



## **Offer 11.19: Enhancement: Utilities: Light & Power - Capital Project - System Relocations Due to Road, Intersection, and Alley Improvements**

### **Offer Type: Enhancement**

- This Offer is based on historical and anticipated spend. Funding this offer will ensure that Light and Power has funds available to respond to needed system relocation without using the Operations and Maintenance budget.
- Funding this Offer will allow for overall project financial impacts to be accurately reflected. Currently, City projects do not include electric relocations and therefore do not accurately indicate total project costs.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$0

### **Scalability and explanation**

This Offer can be scaled down and the needed system relocation projects will continue to be charged to Operations & Maintenance (O&M) budgets. There is risk in scaling this down as the O&M budget is expected to have less contingency available in 2021.

### **Links to Further Details:**

- <https://arcg.is/OeLG1W>

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: In conjunction with transportation infrastructure updates, Light & Power relocates and upgrades electric facilities. With funding specifically allocated to these types of projects, Light & Power does not have to dip into reserves or other funding pools.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations: The Willow Street Improvement Project is an example of a recent project that added lanes and installed curb, gutter and sidewalks. Light & Power relocated electric infrastructure and added roadway lighting, improving both the drive-ability and walk-ability of this stretch of roadway.
- ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.: Many system relocation projects are in response to changing community needs. A recent example is the intersection improvements at Prospect and College which added turn lanes to ease congestion. Light & Power significantly improved roadway lighting in addition to relocating necessary electric infrastructure.

### **Performance Metrics**



***Offer 11.19: Enhancement: Utilities: Light & Power - Capital Project - System Relocations Due to Road, Intersection, and Alley Improvements***

***Offer Type: Enhancement***

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Moving infrastructure from the public right of way before construction occurs will prevent outages from occurring due to construction dig-ins.

**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

**Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**11.19: Enhancement: Utilities: Light & Power - Capital Project - System Relocations Due to Road, Intersection, and Alley Improvements**

**Enhancement to Programs and Services**

	2021 Projected Budget
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<b>Full Time Equivalent (FTE) Staffing</b>	-
<b>Hourly (FTE)</b>	-

**Expenses**

579000 - Other		300,000
	<b>570000 - Other</b>	<b>300,000</b>
	<b>Total Expenses</b>	<b>300,000</b>

**Funding Sources**

501-Light & Power Fund: Reserves	Reserve	300,000
	<b>Funding Source Total</b>	<b>300,000</b>



## **Offer 11.20: Enhancement: Utilities: Light & Power - Disaster Recovery Site Improvements**

**Offer Type: Enhancement**

2021: \$571,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer will fund improvements to the existing Utilities building located just southwest of the intersection of Mulberry Street and Overland Trail, commonly known as the Overland Substation. These improvements will ensure functional and efficient use of this building as the electric operations center disaster recovery (DR) site. The main improvements are:

- Water/Sewer taps
- Restroom facilities
- Extension of the 800 MHz radio system that communicates to crew personnel in the field
- A reconfiguration of the building space that includes new operator consoles

Within the last two years, office space at Utilities Service Center (USC) has become limited and the substation technician personnel relocated to this building, although it was never intended for this purpose. In March 2020, USC was closed to all employees for a week due to possible COVID 19 contamination. Prior to that closure, staff identified the Overland Substation as the only viable option to establish a DR site for the electrical operations center and made accommodations to ensure continuity of electrical operations.

Failure to fund this offer will perpetuate issues with the Overland Substation work environment the next time this location is used as the disaster recovery site. Funding this offer will provide proper restroom facilities, efficient operating workspaces, and a healthy work environment.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

### **Additional Information**

- The fenced yard at Overland Substation previously included electrical equipment, classifying it as a substation, however, the main purpose of the building is no longer electricity distribution. Overland Substation houses substation personnel workshop/lab and active Utilities' communication and electric distribution equipment.



## **Offer 11.20: Enhancement: Utilities: Light & Power - Disaster Recovery Site Improvements**

### **Offer Type: Enhancement**

- Overland Substation contains the building, network connectivity and connection to the electric SCADA network that allows Light & Power to operate the distribution system. It lacks the restroom facilities, ergonomic work surfaces and spaces necessary for a productive and healthy work environment.
- Water/Sewer tap fees: \$36,166.02  
Water/Sewer construction estimates: \$40,000  
Quote on adding bathroom/kitchenette: \$100,000  
Two (2) new operator consoles: \$60,000
- Two (2) new 800 MHz radio connections and desktop PCs: \$160,000  
Reconfiguring lab space to accommodate operations DR: \$20,000  
Replacement Security Camera: \$4,000  
Access Control: \$25,000
- SCADA/Mapping PCs and Monitors: \$10,000  
Electric manual transfer switch for mobile generator: \$20,000  
20% Contingency: \$95,000

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$0

### **Scalability and explanation**

Not scalable

### **Links to Further Details:**

- <https://arcg.is/zTqDm>

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Overland Substation improvements will ensure that we are able to operate the electric system safely and reliably even in the midst of a disaster while providing necessary services and work spaces for our employees.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.: Enhancing the monitoring and access of this site will greatly improve the physical security of our physical assets at Overland Substation and will also provide a higher level of security that protects unauthorized access to our communications infrastructure (i.e. SCADA and AMI)



## ***Offer 11.20: Enhancement: Utilities: Light & Power - Disaster Recovery Site Improvements***

### ***Offer Type: Enhancement***

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Improving this site will better prepare us to provide safe, reliable power to the community even in the midst of a disaster.

### **Performance Metrics**

- ECON 47. Customer Average Interruption Duration Index (CAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=360150.html>

Performance Measure Reason: In the event of a disaster, being able to respond to an operational DR site will ensure better outage response and restoration times, which will support our CAIDI metric.

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: In the event of a disaster, being able to respond to an operational DR site will ensure better outage response and restoration times, which will support our SAIDI metric.

### **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

### **Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**11.20: Enhancement: Utilities: Light & Power - Disaster Recovery Site Improvements**

**Enhancement to Programs and Services**

	2021 Projected Budget
--	-----------------------

<b>Full Time Equivalent (FTE) Staffing</b>	-
<b>Hourly (FTE)</b>	-

**Expenses**

579000 - Other		571,000
	<b>570000 - Other</b>	<b>571,000</b>
	<b>Total Expenses</b>	<b>571,000</b>

**Funding Sources**

501-Light & Power Fund: Reserves	Reserve	571,000
	<b>Funding Source Total</b>	<b>571,000</b>





## **Offer 11.21: Enhancement: Utilities: Light & Power - Joint Training Field with Poudre Fire Authority**

**Offer Type: Enhancement**

2021: \$110,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer provides for initial installations at a joint training facility in partnership with Poudre Fire Authority (PFA) that would enable cross functional training and emergency management with Utilities and PFA employees.

In 2014, the Light & Power training field was sold to Parks for the expansion of the disc golf course at Edora Park. The field had been used for training purposes such as pole rescue, bucket truck rescue, vault rescue, pole climbing on poles with de energized apparatus, overhead line construction, transformer connections, and locating underground facilities. The field was used on an interim basis, but the facilities have been removed.

Engineering work has begun on a new field at PFA's current training facility west of Vine Drive and Overland Trail, on Colorado State University (CSU) property leased to PFA. The new field will allow for updated infrastructure for training including poles; vaults; cable configurations; fiber installations; water, stormwater, and sewer line installations; locating; and trench safety and rescue operations.

The electric industry is experiencing a large turnover in skilled workers due to retirements. There will be a need for numerous career days where prospective employees can be shown what a utility does in a safe environment and generate interest in entering the field.

This offer has been revised to spread the project cost over a two-year period and build the training field in phases in 2021 and 2022.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.

### **Additional Information**

- An Intergovernmental Agreement (IGA) is being executed with Utilities and PFA regarding the responsibilities for installs, cost sharing, and maintenance of the field.
- Training opportunities for PFA and Utilities on vault rescue, trench rescue, electrical and water infrastructure safety are highly anticipated.



## **Offer 11.21: Enhancement: Utilities: Light & Power - Joint Training Field with Poudre Fire Authority**

### **Offer Type: Enhancement**

- The facility will provide a hands-on career fair setting to bring more potential employees into the public safety/utilities careers.
- The facility will provide a safe platform for training on de-energized lines simulated as energized, non pressured water installations, and more.
- A first phase of construction is expected in 2020 once the IGA is complete. It will include an overhead pole line for pole rescue and climbing training.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$0

### **Scalability and explanation**

This Offer has scalability to increase and decrease the scope of this second phase of construction. Additional apparatus can be added to this design or removed and the costs would be adjusted. This will also increase and decrease the practical functionality of the envisioned training field.

### **Links to Further Details:**

- <https://arcg.is/1PaeSq>

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: A safe environment to train employees on dangerous response scenarios is imperative to the City's workforce and our ability to maintain our utility infrastructure.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: Increased training opportunities between PFA and Utilities will reinforce the culture of safety for these organizations and will extend to all City employees. The facility will provide a lower cost to all participants than building facilities separately.
- SAFE 5.3 - Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.: Utilities and PFA employees would be able to jointly train on emergency response situations including overhead lines, trench rescue, confined space rescue, and joint efforts in fire response.

### **Performance Metrics**

- ECON 47. Customer Average Interruption Duration Index (CAIDI) in Minutes  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=360150.html>



## **Offer 11.21: Enhancement: Utilities: Light & Power - Joint Training Field with Poudre Fire Authority**

### **Offer Type: Enhancement**

Performance Measure Reason: Training to restore power in multiple scenarios will shorten outage times.

- HPG 34. Utilities Service Area - Core 34 Results

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=91479.html>

Performance Measure Reason: Lack of a training facility was a limiting factor in Light & Power's 2019 Core 34 results. Employees expressed a desire for more and improved training opportunities.

- HPG 4. City Employee Safety - Total Recordable Injury Rate (TRIR) YTD

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91470.html>

Performance Measure Reason: Training in a controlled environment will reduce hazards to employees and teach them correct procedures that they will successfully complete in real situations.

### **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

### **Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**11.21: Enhancement: Utilities: Light & Power - Joint Training Field with Poudre Fire Authority**

**Enhancement to Programs and Services**

	2021 Projected Budget
--	-----------------------

<b>Full Time Equivalent (FTE) Staffing</b>	-
<b>Hourly (FTE)</b>	-

**Expenses**

579000 - Other		110,000
	<b>570000 - Other</b>	<b>110,000</b>
	<b>Total Expenses</b>	<b>110,000</b>

**Funding Sources**

501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	110,000
	<b>Funding Source Total</b>	<b>110,000</b>



## **Offer 11.22: Enhancement: Utilities: Light & Power - New Operational Technology Equipment Testing and Miscellaneous Capital**

**Offer Type: Enhancement**

2021: \$50,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer will allow for the purchase of new hardware technology sample units to verify compatibility and functionality prior to making a full purchase commitment. Much of the electric business is heavily reliant on ever evolving and changing technologies, so we need to change our business requirements to conduct product evaluation to make informed purchasing decisions. In the past, we have used whatever budget was available to fund these investments; however, these new technologies typically become assets on our operational technology systems and should be capitalized.

In this budget cycle, assessment of the following equipment or technology is expected to occur:

- Updated design and equipment on the Advanced Metering Infrastructure (AMI) system including an updated network switch used to transfer AMI data from the wireless systems to the fiber optic backhaul system
- Equipment and devices necessary to connect distribution switches, AMI/non AMI meters and data collection devices to the Connexion and/or Utilities fiber optic system for redundant and/or more reliable data backhaul/communication methods
- Mobile devices testing for mobile workforce applications and/or solutions
- Distributed Energy Resources (DER) inverter and control systems

Previous examples of new hardware sample unit device testing and evaluation are:

- AMI handheld devices for in-the-field meter reading, programming and troubleshooting
- Next-generation electric meter platforms
- Next-generation AMI wireless routers

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

### **Additional Information**

- Not applicable



## Offer 11.22: Enhancement: Utilities: Light & Power - New Operational Technology Equipment Testing and Miscellaneous Capital

Offer Type: Enhancement

### Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$0

### Scalability and explanation

This offer can be scaled up and down to provide for additional or reduced testing capability.

### Links to Further Details:

- <https://arcg.is/OuHLKG>

### Linkage to Strategic Objectives

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: This offer directly impacts the operating condition of the operational technology equipment supporting the systems like Advanced Metering Infrastructure. Researching and testing viable products prior to implementing in production systems is vital to ensuring our systems are operating at the highest capacity and efficiency.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: This offer is used to test new technology, some of this technology is not completely vetted in the utility industry. With this Offer, we are ensuring that the technology we invest in has been tested with our systems to ensure the highest level of efficiency and operations.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This offer directly impacts the operating condition of the operational technology equipment supporting the systems. Researching and testing viable products prior to implementing in production systems is vital to ensuring our systems are operating at their highest capacity and efficiency. Keeping our systems up to date with the industry ensures a better customer experience.

### Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: This Offer will fund testing of AMI equipment (meters, etc.) that work with Connexion devices and can increase the speed and reliability of outage notification messages from electric meters into the Outage Management System. This will have a direct impact on the duration of outages experienced by our customers and affects our SAIDI index.

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



***Offer 11.22: Enhancement: Utilities: Light & Power - New Operational Technology Equipment Testing and Miscellaneous Capital***

***Offer Type: Enhancement***

- Not applicable

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

- Not applicable

**Offer Profile**

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**11.22: Enhancement: Utilities: Light & Power - New Operational Technology  
Equipment Testing and Miscellaneous Capital**

**Enhancement to Programs and Services**

	2021 Projected Budget
--	--------------------------

<b>Full Time Equivalent (FTE) Staffing</b>	-
<b>Hourly (FTE)</b>	-

**Expenses**

579000 - Other		50,000
	<b>570000 - Other</b>	<b>50,000</b>
	<b>Total Expenses</b>	<b>50,000</b>

**Funding Sources**

501-Light & Power Fund: Reserves	Reserve	50,000
	<b>Funding Source Total</b>	<b>50,000</b>





## **Offer 11.23: Enhancement: Utilities: Light & Power - Purchase Power Rate Increase**

### **Offer Type: Enhancement**

2021: \$753,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will provide for the potential 0.56% rate increase of purchases of wholesale electric power from Platte River Power Authority (Platte River).

The power is purchased through established tariffs and will be a blend of conventional and renewable sources. The wholesale energy purchased is then delivered through the City's electrical distribution system to the residential and businesses customers in Fort Collins.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

### **Additional Information**

- Not applicable

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$753,000

### **Scalability and explanation**

This enhancement offer will only be needed if Platte River decides to implement a rate increase. The amount is variable only to the extent the rate is either higher or lower than estimated in the narrative above.

### **Links to Further Details:**

- Not applicable

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*



## **Offer 11.23: Enhancement: Utilities: Light & Power - Purchase Power Rate Increase**

### **Offer Type: Enhancement**

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Platte River's investment in their infrastructure is a critical driver of our ability to maintain our high reliability. In 2019 they achieved a 100% transmission service reliability with no loss of load events.

Platte River's adopted resource diversification policy set a goal of 100% carbon free electricity by 2030.

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: Platte River's adopted resource diversification policy set a goal of 100% carbon free electricity by 2030.

### **Performance Metrics**

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Platte River provides a large portion of our reliability as the delivery points at the substations have a high level of redundancy and rarely experience power loss.

### **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

### **Offer Profile**

Offer Owner: PLadd

Lead Department: Utilities Strategic Planning



**11.23: Enhancement: Utilities: Light & Power - Purchase Power Rate Increase**

**Enhancement to Programs and Services**

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
557000 - Purchased Power		753,000
	<b>550000 - Supplies</b>	<b>753,000</b>
	<b>Total Expenses</b>	<b>753,000</b>
<hr/>		
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	753,000
	<b>Funding Source Total</b>	<b>753,000</b>



## Offer 26.1: Downtown General Improvement District (GID) - Operating Budget

**Offer Type: Ongoing**

2021: \$233,791 and 0.25 FTE, 0.00 Hourly FTE

### Offer Summary

Funding this offer will provide annual operating expenses for the Downtown GID, including:

- \$25,000 to be used for work related to capital improvements and capital maintenance in the Downtown area not included in the priority sidewalk and curb replacements.
- \$125,000 to be used for Downtown Parks Maintenance (2021 only).
- \$10,000 to be used for the GID Capital Improvement Plan update business outreach and Engagement. Staff plans to conduct a full update of the Capital Improvement Plan in 2021 in coordination with PDT, Utilities and the DDA.
- \$37,000 for residential property tax rebate program
- \$6,500 for Larimer County Treasurer's fee for collecting the property tax
- \$30,500 for estimated operating costs, including utilities

This offer allocates \$125,000 for a contribution to Downtown Parks maintenance which has historically been funded by the DDA. Due to the impacts of COVID-19, the DDA needs to repurpose some funding for other priorities in 2021 and the GID is picking up this funding for 2021. This is a 2021 need only.

In addition to the items funded directly in the GID offer, there are two other offers that request the use of GID funding:

- Offer 40.1: Downtown Parks and Amenities Maintenance (\$90,000 GID ongoing revenue) - General Improvement District (GID) funds are being requested to support the holiday light program, \$90,000. The DDA also contributes \$35,000 to this program.
- Offer 40.6: Enhancement: Oak Street Plaza Renovation (\$85,000 GID reserves) - Funding this offer would support the needed repairs in Oak Street Plaza. Approximately three years ago, water runoff from the water fountains in the plaza began to flow into the north building adjacent to the Oak Street Plaza, currently occupied by Great Western Bank and to prevent further damage, the fountains were turned off and have not been functioning in the plaza for several years. This work would address the flooding issues and restore Oak Street Plaza.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.

### Additional Information



## **Offer 26.1: Downtown General Improvement District (GID) - Operating Budget**

### **Offer Type: Ongoing**

- Total GID operating expenses in 2021, including the two outside offers, is \$409,009. This is funded by:
  - Offer 26.1 - GID Ongoing Revenue: \$173,135
  - GID Reserves: \$60,874
  - Offer 40.1 - Ongoing Revenue: \$90,000
  - Offer 40.6 - Reserves: \$85,000
  - TOTAL - Ongoing Revenue: \$263,135
  - Reserves: \$145,874Anticipated remaining GID reserves at the end of 2021 are about \$500,000.
- The GID was formed in 1976 by Downtown property owners and City Council. It is a permanent mill levy taxing district to fund public parking, pedestrian and beautification improvements to enhance Downtown as a commercial area. Expenses can include design, construction, maintenance and operation of improvements including routine administrative expenses. City Council serves as the governing board.
- The GID facilitates projects that:
  - create and support strong local partnerships among different City departments, property owners, and other Downtown stakeholders
  - revitalize and strengthen Downtown as a successful and vital business center
  - reinforce the sense of place of Downtown and Fort Collins
- Examples of past GID projects include College Avenue corner plazas, medians, street trees, the Remington parking lot, Linden streetscape, sidewalk replacements, a special sign system, and Old Town Square's recent makeover. The GID is a major factor in the look and feel of Downtown's public spaces.
- Anticipated revenues are about \$363k in 2021 and \$369k in 2022. Surplus revenues accumulate as reserves for capital projects and are projected to be over \$900k at the end of 2019. We are using some of those reserves to fund the alley enhancement project and the Oak Street Plaza renovation in 2021.

### **Links to Further Details:**

- <https://www.fcgov.com/business/gid>
- [Fort Collins Downtown Alleys Master Plan Report](https://www.dropbox.com/s/hvr4n5ws41widp4/MASTER%20PLAN%20REPORT_FINAL.pdf?dl=0)  
[https://www.dropbox.com/s/hvr4n5ws41widp4/MASTER%20PLAN%20REPORT\\_FINAL.pdf?dl=0](https://www.dropbox.com/s/hvr4n5ws41widp4/MASTER%20PLAN%20REPORT_FINAL.pdf?dl=0)
- [Downtown Plan](https://www.fcgov.com/planning/downtown/pdf/2017_0518_DowntownPlan_no_appendices_11x17_Web.pdf)  
[https://www.fcgov.com/planning/downtown/pdf/2017\\_0518\\_DowntownPlan\\_no\\_appendices\\_11x17\\_Web.pdf](https://www.fcgov.com/planning/downtown/pdf/2017_0518_DowntownPlan_no_appendices_11x17_Web.pdf)



## **Offer 26.1: Downtown General Improvement District (GID) - Operating Budget**

**Offer Type: Ongoing**

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.: The GID is an integral part of the complex system of partnerships that have revitalized Downtown and that continue its' success. Proposed support for the DDA Downtown alley enhancements in 2021, and a \$1M contribution to Old Town Square renovation (2015).

### **Improvements & Efficiencies**

- GID projects are improvements to the Downtown as a commercial area with enhancements beyond the standard level of quality for public spaces.
- Staff continuously seeks opportunities to leverage resources and move projects to construction in collaboration with property owners, Parks, Engineering, the City Manager's Office, the DDA, the DBA, and others as appropriate.

### **Performance Metrics**

- ECON 3. Commercial Vacancy Rates

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=91336.html>

Performance Measure Reason: The GID improves the aesthetic and quality of the downtown area, improving our commercial district and improving economic activity.

- ECON 70. Business Satisfaction (% rating positively)

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=741480.html>

Performance Measure Reason: The property owners in the GID contribute property tax mills to the GID and if the GID is successful it will be reflected in our Business Satisfaction rating.

### **Personnel Changes**

- Added 0.25 FTE to GID offer to cover cost of personnel working on GID function.

### **Differences from Prior Budget Cycles**

- This budget (2021) includes a \$125k contribution Parks Downtown Maintenance. In addition, we have reduced priority sidewalk and curb replacements by (\$30k) and forestry and parks work by (\$45k) to preserve fund reserves.

Property tax and parking rebates increased slightly as they are based on the property tax collections, which have increased.

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



***Offer 26.1: Downtown General Improvement District (GID) - Operating Budget***

***Offer Type: Ongoing***

- Not applicable

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

CAO/CPIO edits

**Offer Profile**

Offer Owner: WBricher

Lead Department: Economic Health Office



**26.1: Downtown General Improvement District (GID) - Operating Budget**

**Ongoing Programs and Services**

		<b>2021 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		0.25
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		18,927
512000 - Benefits		5,529
519000 - Other Personnel Costs		(489)
	<b>510000 - Personnel Services</b>	<b>23,967</b>
521000 - Professional & Technical		6,500
529000 - Other Prof & Tech Services		136,324
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>142,824</b>
531000 - Utility Services		4,000
535000 - Construction Services		25,000
	<b>530000 - Purchased Property Services</b>	<b>29,000</b>
549000 - Other Purchased Services		1,000
	<b>540000 - Other Purchased Services</b>	<b>1,000</b>
573000 - Rebates & Incentives		37,000
	<b>570000 - Other</b>	<b>37,000</b>
	<b>Total Expenses</b>	<b>233,791</b>
<hr/>		
<b>Funding Sources</b>		
252-GID Fund: Ongoing Revenue	Ongoing Restricted	172,917
252-GID Fund: Reserves	Reserve	60,874
	<b>Funding Source Total</b>	<b>233,791</b>





## Offer 26.2: Metro Districts

**Offer Type: Ongoing**

2021: \$39,000 and 0.00 FTE, 0.25 Hourly FTE

### Offer Summary

This offer funds the City’s review of proposed Metropolitan District (Metro District) Service Plans submitted by private developers. There is dedicated revenue to support this offer the expense in this offer equals the anticipated revenue to be received.

State statute authorizes the formation of Metro Districts by private developers subject to City Council review and approval. In 2018, the City adopted a refined policy related to the review and consideration of Metro District service plans. This new policy expands the circumstances in which City Council will consider the use of Metro Districts, likely leading to a rise in the number of applicants for this tool.

This offer provides the necessary staff capacity and third party review to ensure consistency with the City’s adopted policy and provide City Council with an expert recommendation. Staff capacity will manage intake of letters of interest and applications, coordination of internal and third party review, negotiation of Service Plan terms, and the process of presenting a recommendation to City Council. Funds used to purchase third party professional services will primarily be used for outside counsel, financial analysis, and in some cases engineering review of infrastructure plans.

This offer will deliver consistent review of proposed Metro District Service Plans. Dedicated staff will manage an interdepartmental team of Planning, Development & Transportation; Economic Health; City Attorney; and Finance resulting in decreased impacts on each.

Metro Districts can provide a wide variety of public improvements and services. When deployed judiciously, these special districts can support developers in achieving specific community goals, such as denser land use patterns, Nature in the City, urban agriculture, renewable energy deployment, and many more.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- NLSH 1.7 - Develop options and assess the feasibility of the annexation of the Mulberry Corridor.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

### Additional Information

- STAFF CAPACITY – The offer includes \$22,000 in annual funding for a part-time hourly staff position. The position will provide oversight of Metro District service plan review: manage the schedule of reviews, coordinate an interdisciplinary review team, manage external third-party consultants, coordinate legal review, and lead negotiations of service plan terms.



## Offer 26.2: Metro Districts

### Offer Type: Ongoing

- THIRD-PARTY PROFESSIONAL SERVICES: This offer includes \$17,000 in professional services funding. These funds will be used to contract for external expertise that supports the thorough review of Metro District service plan proposals. This external expertise includes: market analysis, financial review and analysis, specialized legal counsel, and engineering knowledge.
- IMPACT TO PROJECTED REVENUE: Offer includes \$39,000 in forecasted revenue from fees collected as part of the application process. The revenue fee schedule is: \$2,500 at letter of interest, \$7,500 at application, and \$7,500 deposit toward third party costs (applicant is required to cover the full actual third party cost) for two new Metro Districts per year. Also included are \$4,000 annual fees.
- HISTORY: Prior to 2018, the City had reviewed and approved four Metropolitan District Service Plans. In 2018, the City approved four additional Metro Districts and in 2019 an additional five were approved. City Council is currently reviewing the existing Metro District policy and may make changes to the policy and/or process.

### Links to Further Details:

- <https://www.fcgov.com/business/metro-districts>
- <https://www.fcgov.com/cityplan/>

### Linkage to Strategic Objectives

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.: Metro Districts facilitate development by allowing the private sector to amortize up-front development costs. In a market with constrained land and water supply Metro Districts can offset rising construction costs enabling greater infill and use of constrained land helping manage the City's quality of growth as it approaches buildout.
- NLSH 1.7 - Develop options and assess the feasibility of the annexation of the Mulberry Corridor.: Guide development through community planning, historic preservation, and efficient and effective development review: Added staff capacity will improve the consistency and efficiency of reviewing Metro District Service Plans, which are often linked directly to the development review process.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: This offer supports the Climate Acton goals by having policy and procedures incentivizing projects that achieve green building outcomes. Buildings are approximately 60% of emissions in Fort Collins, and this offer provides efficient and comfortable buildings for those projects that leverage Metro Districts.

### Improvements & Efficiencies



## **Offer 26.2: Metro Districts**

### **Offer Type: Ongoing**

- This offer will deliver consistent review of proposed Metro District Service Plans, a predictable and timely review process for Council and private applicants, and expertise applied to specific aspects of Service Plan review. Dedicated staff will manage an interdepartmental team to review Service Plans.
- The Economic Health Office is working with the Institute for the Built Environment and a team of internal and external colleagues to identify opportunities for improvement in the Metro District Service Plan review process.

### **Performance Metrics**

- NLSH 3. Affordable Housing Inventory

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6343&object=measure&objectId=91486.html>

Performance Measure Reason: The current Metro District policy encourages the building of affordable housing in new developments.

- ECON 9. Development Review initial plans - % time goal timeframe reached

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=91300.html>

Performance Measure Reason: The current Metro District policy encourages the building of energy efficient construction in new developments, contributing to the Climate Action Plan goals.

### **Personnel Changes**

- Reduction of 0.25FTE hourly staff based on reduced number of new Metro District anticipated.

### **Differences from Prior Budget Cycles**

- This offer was an enhancement in the 2019-2020 budget as it was a new program. It is now part of the Economic Health Office's ongoing programs and activities.
- This offer was reduced to two additional Metro Districts per year from the original offer that projected five per year for 2019-2020.

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

- Not applicable

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

CAO/CPIO edits

### **Offer Profile**

Offer Owner: WBricher

Lead Department: Economic Health Office



**26.2: Metro Districts**

**Ongoing Programs and Services**

		<b>2021 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		0.25
<hr style="border: 2px solid blue;"/>		
<b>Expenses</b>		
511000 - Salaries & Wages		22,443
512000 - Benefits		2,233
	<b>510000 - Personnel Services</b>	<b>24,676</b>
529000 - Other Prof & Tech Services		14,324
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>14,324</b>
	<b>Total Expenses</b>	<b>39,000</b>
<hr style="border: 2px solid blue;"/>		
<b>Funding Sources</b>		
100-General Fund: Economic Incentives	Ongoing Restricted	39,000
	<b>Funding Source Total</b>	<b>39,000</b>



### **Offer 26.3: Cluster & Innovation Support**

**Offer Type: Ongoing**

2021: \$226,013 and 1.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

Funding this offer enables the Economic Health Office’s (EHO) investment in innovation and cluster development in Fort Collins. This work includes the Climate Economy, City as a Platform, and Industry Cluster development. The funds support a 1.00 FTE position (contractual) and programmatic costs.

The Economic Health Leadership offer (26.5) provides overall strategic leadership, organizational integration, and data analysis essential to the success of this offer.

EHO engages in several specific activities to support cluster and innovation development, including:

- Direct sponsorship of Innosphere, a local business incubator and equity fund manager
- Direct sponsorship of Startup Week, a local week-long event to educate and accelerate start-up companies
- Direct sponsorship of NoCoBio, a regional initiative intended to support the growth and development of bioscience businesses in Northern Colorado
- Ongoing support and development of regional industry clusters in partnership with other regional communities and private entities
- Engagement in direct support of innovative businesses practices

Staff funded by this offer support the business climate and businesses in the community by:

- Supporting numerous entities and activities that create a strong local entrepreneurial ecosystem
- Supporting events that help local entrepreneurs and businesses engage with that ecosystem
- Working regionally to identify and support industry clusters with strong growth potential and that support local community values (e.g., Clean Energy, Circular Economy, etc.)
- Engaging directly with individual businesses to develop durable partnerships with the City regarding new and innovative approaches to municipal challenges

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

#### **Additional Information**

- Previously funded with KFCG for Cluster Support in the amount of 117,450. Continues funding with the Other Community Priorities .25% sales tax in the same amount.



### **Offer 26.3: Cluster & Innovation Support**

#### **Offer Type: Ongoing**

- Startup Week Sponsorship: The City provides \$7,450 in direct support of Startup Week Fort Collins. This weeklong event was created to highlight entrepreneurship as a primary driver for social, cultural, and economic equity; to serve as a platform for local entrepreneurs to share what they know; and to empower entrepreneurs of all stripes, backgrounds, and passions to build better businesses.
- NoCoBio Sponsorship: The City supports activities to enhance and develop the Bioscience cluster in Northern Colorado by providing \$10,000 in direct sponsorship, which flows through Innosphere as the fiscal sponsor. NoCoBio is comprised of companies that research, produce and distribute medical devices, medical instruments, and pharmaceuticals.
- Industry Cluster Support: In 2019 and early 2020, EHO worked collaboratively with regional partners to re-evaluate the target industries for the region. This work was completed in early 2020 and will shape the efforts of the City and regional partners moving forward. The City has reserved \$40,000 in funds to invest in the work to develop target industry clusters in our community and the region.
- Innosphere Sponsorship: The City invests \$60,000 annually to support the acceleration of science and technology companies with a venture capital fund, a robust incubation program, and facilities. In the last few years, Innosphere Client Companies have collectively achieved the following metrics: \$220 million capital raised; \$63 million revenue generated; 1,400+ jobs, and 52 graduate companies.

#### **Links to Further Details:**

- [Innosphere – A locally headquartered and regionally active business incubator that the City has supported for the past two decades. Accelerating the success of science and technology companies with a venture capital fund, a robust incubation program, and facilities. https://innosphereventures.org/](https://innosphereventures.org/)
- [Start-Up Week – Techstars Startup Week Fort Collins is a free, 5-day celebration of entrepreneurship, community, and business education. Led by a diverse group of local entrepreneurs and experts representing the best and brightest business minds in our community, each session is packed to the brim with actionable information on the topic at hand. https://startupfoco.com/](https://startupfoco.com/)
- [NoCoBio – An alliance of local government, scientific, business, and economic development leaders in Northern Colorado who are dedicated to helping develop and commercialize life sciences innovations. Innosphere acts as the fiscal agent for this group. https://innosphereventures.org/](https://innosphereventures.org/)

#### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.: This offer funds activities that engage businesses, including: (a) direct sponsorships of entities and events that directly support businesses; (b) funding of industry cluster activities that support business formation and engagement; and (c) supports staff that work to develop durable partnerships.



## **Offer 26.3: Cluster & Innovation Support**

### **Offer Type: Ongoing**

- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.: This offer provides funding for direct sponsorship of entities working at a regional level to support start-ups, new business formation, and industry clusters. This work focuses on diversifying the economy which helps to reinforce regional economic resilience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: This offer supports world-class municipal services by supporting a culture of innovation. Durable partnerships that can be formed with local entrepreneurs can aid the City in becoming a more innovative organization, solve real challenges, and support the local business community.

### **Improvements & Efficiencies**

- Innosphere Fund – Since the last budget, Innosphere launched a fund that provides seed stage venture capital to local businesses. Formed to accelerate the growth and exit of Innosphere’s client companies, the Fund seeks to lead seed-stage investment rounds in companies with motivated founders that are likely to achieve a near-term exit through a corporate acquisition.
- Startup Week – Scale Up Focus – In 2020, Startup Week dedicated a full day to programing targeting business scale. The day included a series of fireside chats with 13 entrepreneurs who crossed the \$1M revenue threshold in different industries. The sessions dug deep into their businesses to find out what specific things they did to cross that threshold and continue to grow their businesses.
- Bloomberg Mayor’s Challenge – Fort Collins was selected as a winner for its innovative approach to providing health and equity benefits for low- and moderate-income renters by improving the energy efficiency of rental homes. Residential property owners can take advantage of the loan program’s easy streamlined steps to make their homes more comfortable, healthy and efficient.
- Internal Industry Cluster Performance Evaluation – In 2019, the City’s performance evaluation team prepared an internal review of the industry cluster program, which has existed for over a decade. The primary conclusion of that effort was that industry cluster work can positively impact the local economy and depends on availability of staff to champion the work as much as direct sponsorship.

### **Performance Metrics**

- ECON 71. Industry Diversity Score

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=741508.html>

Performance Measure Reason: A resilient economy comes from strength and diversity. The Industry Diversity index helps to measure the local economic diversity and aids in determining if the community is becoming overly dependent on one industry or another. This metric will be monitored to aid in guiding efforts around cluster and sector investment.

- ECON 73. # Business Establishments per Capita (Larimer County)



## **Offer 26.3: Cluster & Innovation Support**

### **Offer Type: Ongoing**

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=744281.html>

Performance Measure Reason: Numerous articles have been written about the role of new business formation in supporting economic health. This metric monitors the formation of new businesses and compares it to the current population. As a county-wide measure it may be less useful in understanding local interventions; however, it will prove useful in monitoring local economic conditions.

### **Personnel Changes**

- This offer funds 1.00 FTE (contractual) of the total EHO office. In previous budget cycles the EHO ongoing offer was combined and supported a total of 5.00 FTE. The position funded by this offer includes: 1.00 FTE (contractual) Lead Specialist, Economic Sustainability.

### **Differences from Prior Budget Cycles**

- The previous budget cycle included all EHO costs in a single offer. This budget cycle the costs have been split across three on-going offers.

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

- Not applicable

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

CAO/CPIO edits

### **Offer Profile**

Offer Owner: WBricher

Lead Department: Economic Health Office





**26.3: Cluster & Innovation Support**

**Ongoing Programs and Services**

		<b>2021 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid blue;"/>		
<b>Expenses</b>		
511000 - Salaries & Wages		92,681
512000 - Benefits		18,098
519000 - Other Personnel Costs		(2,216)
	<b>510000 - Personnel Services</b>	<b>108,563</b>
574000 - Grants		117,450
	<b>570000 - Other</b>	<b>117,450</b>
	<b>Total Expenses</b>	<b>226,013</b>
<hr style="border: 2px solid blue;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	108,563
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Restricted		117,450
Ongoing Revenue		
	<b>Funding Source Total</b>	<b>226,013</b>



## **Offer 26.4: Business & Workforce Support**

**Offer Type: Ongoing**

2021: \$378,809 and 2.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer funds the City investment in business support and workforce development, including funding for 2.00 FTE positions (classified) and programmatic costs associated with a variety of business and workforce support activities.

The Economic Health Leadership offer (26.5) provides overall strategic leadership, organizational integration and data analysis essential to the success of this offer.

This offer specifically focuses on 2 Council priorities: small business support & strategies that create community jobs. Indirectly, staff funded by this offer also support the Council priority: affordable and accessible childcare.

In 2020, the City conducted the annual Business Survey to understand business sentiment and satisfaction. Highlights include:

- Employment opportunities – 66% positive (lower than benchmarks)
- Informing business of community issues and values – 51% (lower than benchmarks)
- # of qualified applicants – 33% (similar to benchmarks)
- Very unlikely to relocate business outside City – 84%

EHO engages in several specific activities to support businesses and workforce development, including:

- Business retention and expansion engagement
- Sector partnership around workforce development
- Minority- and women-owned business support
- Support of Larimer County Small Business Development Center
- Talent 2.0 Strategic Plan implementation

This offer supports businesses in the community by:

- Conducting individual business retention and expansion visits to understand specific business needs and challenges.
- Hosting business listening sessions quarterly on a variety of topics. Past topics include LatinX Business Owners, Women-Owned Businesses, Start Ups, West Elizabeth Merchants.
- Supporting sector partnerships to engage in workforce development activities such as manufacturing business visits for high school students and parents.
- Hosting the annual Business Appreciation Breakfast to express gratitude to business community partners.



## **Offer 26.4: Business & Workforce Support**

### **Offer Type: Ongoing**

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.
- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

### **Additional Information**

- KFCG Funding Other Community Priorities: \$159,599.

Communication Tools: EHO manages the City's Business page and contributes to numerous other partner sites, including NoCoRecovers.com and ForFortCollins.com. In addition, EHO staff works collaboratively with the City's Communications and Public Involvement Office (CPIO) on business-related social media, weekly communications, and other tools.

- Business Listening Sessions: EHO staff organizes quarterly listening sessions hosted by the City Council for businesses to share their perspective, concerns, and questions. These sessions are organized by a specific category. Past sessions have included: LatinX Business Owners (Spanish language support provided), Women-Owned Businesses, Trade Companies, and West Elizabeth merchants.
- Sector Partnerships: EHO staff funds the operations and engagement of three sector partnerships, including: (a) Northern Colorado Manufacturing Partnership; (b) Health Sector partnership; and (c) Construction Sector partnership. These funds support workforce engagement activities, training programs, outreach to future workers, and operations of the partnerships.
- Business Appreciation Breakfast: EHO will host the eighth annual Business Appreciation Breakfast. This event started from a simple concept that the City should act on behalf of the community to express gratitude to our business community members. Businesses provide the economic activity that supports individual incomes and generates sales tax revenue. Both are essential to a vibrant community.
- Business Retention & Expansion Engagement: EHO staff have specific targets to meet with businesses individually each month. Staff divides up businesses by industry, business model and geographic location. Information gathered in these individual meetings lead to specific support of the business and broader understanding of economic conditions and challenges faced by local businesses.

### **Links to Further Details:**



## **Offer 26.4: Business & Workforce Support**

### **Offer Type: Ongoing**

- [City of Fort Collins National Business Survey Results - Updated survey results from the first quarter of 2020.](#) The survey asks our business community to provide input on the current economic conditions in our community, satisfaction with City services, and input on economic health activities. <<NEED THE ADDRESS WHERE THE 2020 NUMBERS HAVE BEEN LOADED ONLINE>>
- [NoCo Manufacturing Partnership – Supporting Northern Colorado manufacturers of all types, the partnership works to expand sustainable manufacturing and support the industrial process. We embrace education, collaboration and community involvement. The all-volunteer, business-led organization proudly recognizes manufacturing as a staple of the Northern Colorado economies. <https://nocomfg.com/>](#)
- [NoCo Health Sector Partnership – The Northern Colorado Health Sector Partnership brings together key stakeholders to promote and improve health within our communities. We will collaborate across disciplines, organizations and communities to seize opportunities, solve problems and celebrate successes in the region. <https://nocohealthsector.org/>](#)

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ **ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.:** This offer provides funding for staff and programs that support workforce development. Funds support: (a) three sector partnerships that work to engage future workers; (b) engagement with educational institutions to align training with employer needs; and (c) implementation of the Talent 2.0 strategy. Finally, staff supported by this offer engage on affordability of quality housing and childcare.
- **ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.:** This offer funds activities that engage businesses, including: (a) an annual survey to obtain statistically valid feedback on City services and economic health activities; (b) engagement events ranging from listening sessions to an annual appreciation breakfast; and (c) communication tools such as social media, weekly communications, and website that inform businesses of a wide range of issues.
- **HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.:** World class service starts with a clear understanding of customer needs. This offer supports the individual business engagement efforts, an annual survey, and several events intended to understand our business customer, their needs, and challenges. This information is essential to delivering the right services, in the best manner, and to the right customer for world class municipal service.

### **Improvements & Efficiencies**

- **Business Town Hall –** EHO staff hosted two telephone town halls (simulcast in Spanish) to provide businesses an alternative method to share feedback with City leadership and elected officials. Each town hall had over 100 attendees.



## **Offer 26.4: Business & Workforce Support**

### **Offer Type: Ongoing**

- LatinX Listening Session – EHO staff orchestrated a LatinX business owner listening session hosted by council providing an opportunity for this often-overlooked portion of the business community an opportunity to provide direct feedback to City leadership and elected officials. The listening session included Spanish translation support.
- Main Street Loan Program – EHO staff launched a loan program designed to support the under-served businesses within our community providing over \$1.0 million in available loan funds. The program provided a foundation necessary to support transitioning the program in response to changing economic conditions.
- Business Appreciation Breakfast – EHO staff hosted annual business appreciation events that showcase the role of the business member in our community. The events provided useful information through speakers and other means directly to businesses. Finally, the events provided an opportunity for the City organization to express its gratitude to these essential members of our community.
- Weekly Business Communication – Starting in 2020, EHO staff produced and distributed a weekly communication to businesses informing them of available resources, the changing regulatory environment, and other updates. The communication goes to over 750 businesses weekly.

### **Performance Metrics**

- ECON 59. Percent of jobs that are at or above average county wage

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=558077.html>

Performance Measure Reason: By tracking average weekly wage, we can evaluate the effectiveness at the local economy providing wages and salary that enable an individual or family to live in our community. This in turn enables us to measure the success of our business and workforce support efforts at achieving greater economic resilience. Wages provide the primary source of income for the vast majority of households.

- ECON 76. Occupation Diversity Score

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=779404.html>

Performance Measure Reason: Economic resilience is a combination of strength, which can be measured by the other metrics tied to this offer, and diversity. This metric helps to analyze the breadth of available occupations in our community helping to understand if our community is skewing towards one occupation over another. This input can aid in guiding re-training and other workforce interventions.

- ECON 80. Colorado Weekly Unemployment Insurance Claims

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=859201.html>

Performance Measure Reason: Weekly unemployment claims provide a more accurate and real time measure of changes in the economy. By monitoring actual claims filed, the City can prepare to respond more quickly and through industry-based analysis perhaps develop more targeted support. Finally, this measure will help to monitor the overall economic health and resilience of our community as jobs are a core aspect of the economy.



## ***Offer 26.4: Business & Workforce Support***

***Offer Type: Ongoing***

### **Personnel Changes**

- This offer funds 2.00 FTE of the total EHO office in previous budget cycles the EHO ongoing offer was combined and supported all 5.00 FTE. The positions funded by this offer include: (a) 1.00 FTE of Economic Health Senior Manager; and (b) 1.00 FTE of an Economic Health Senior Specialist.

### **Differences from Prior Budget Cycles**

- The previous budget cycle included all EHO costs in a single offer. This budget cycle the costs have been split across three on-going offers.

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

- Not applicable

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

CAO/CPIO edits

### **Offer Profile**

Offer Owner: WBricher

Lead Department: Economic Health Office



**26.4: Business & Workforce Support**

**Ongoing Programs and Services**

		<b>2021 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		2.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		174,986
512000 - Benefits		47,728
519000 - Other Personnel Costs		(4,454)
	<b>510000 - Personnel Services</b>	<b>218,260</b>
529000 - Other Prof & Tech Services		20,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>20,000</b>
544000 - Employee Travel		8,400
	<b>540000 - Other Purchased Services</b>	<b>8,400</b>
559000 - Other Supplies		19,600
	<b>550000 - Supplies</b>	<b>19,600</b>
574000 - Grants		112,549
	<b>570000 - Other</b>	<b>112,549</b>
	<b>Total Expenses</b>	<b>378,809</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	219,260
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Restricted		159,549
Ongoing Revenue		
	<b>Funding Source Total</b>	<b>378,809</b>



## **Offer 26.5: Economic Health Leadership**

**Offer Type: Ongoing**

2021: \$298,035 and 1.75 FTE, 0.25 Hourly FTE

### **Offer Summary**

Funding this offer supports the Economic Health Office (EHO) Director, data analyst and administrative support to efficiently pursue Council policies and goals on business support and engagement (both small business and primary employers), workforce development, support of disadvantaged business entities (DBEs), innovation, redevelopment, and economic analysis and performance measurement.

EHO work directly addresses 2 Council priorities: small business support and strategies that create community jobs. In addition, EHO indirectly supports Council’s priority on affordable and accessible childcare.

EHO leadership manages a staff of 7.00 FTE (classified, contractual, and hourly) and an annual ongoing budget of nearly \$1.0 million (2019). In addition, EHO leadership provides strategic oversight and policy guidance to the Urban Renewal Authority (Offer 66.1) with an annual budget of \$6,708,493. Administrative support is critical in providing excellent customer service.

EHO is committed to the Triple Bottom Line and works to advance economic health goals while considering impacts and opportunities for social and environmental health.

Based on the annual Business Survey and economic conditions, Fort Collins faces several economic issues:

- Retaining Existing Businesses – 41% (lower than benchmarks)
- Supporting or Creating New Jobs – 46% (lower than benchmarks)
- Support of Disadvantaged Business Entities (DBEs) (e.g., Women , Minority , and Veteran Owned)

The Director oversees planning/policy development for both economic health and redevelopment, business engagement, workforce development, innovation and entrepreneurial support, and cluster development.

This offer supports the business climate and businesses in the community by:

- Engaging in ongoing policy discussions within the City organization.
- Working and leading collaborative engagement with regional partners.
- Providing real-time data analysis to target business support interventions and inform strategy.





## **Offer 26.5: Economic Health Leadership**

### **Offer Type: Ongoing**

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

### **Additional Information**

- Economic Resilience: In 2019 and 2020, EHO presented to City Council an updated strategic direction for economic health activities to invest in resilience. Local economic resilience is built on (a) Strength – the ability of existing businesses/industry to weather economic cycles; and (b) Diversity – the breadth of available employment opportunities and industry sectors within our community.
- Regional Leadership: EHO engages with regional partners in both Larimer and Weld Counties ranging from the local chamber and Colorado State University to other economic health professionals in adjacent communities. Together these partners work to share best practices, compare and combine data, address regional issues, and develop supporting policies.
- Internal Integration: EHO works closely with Planning, Development & Transportation; Fort Collins Utilities; and fellow Sustainability Services departments to consider and recommend internal practices, policies, and actions that support economic resilience.
- Data & Analysis: Through strategic hires, EHO has increased internal capability to gather, analyze and interpret data. This has resulted in numerous new resources for City Council, the organization, and the EHO team. These capabilities will continue to be developed with enhanced reporting anticipated in 2021.
- Triple Bottom Line: As a member department of Sustainability Services, EHO engages with Environmental Services and Social Sustainability to develop optimized policies, recommendations, and actions to support economic resilience and community resilience.

### **Links to Further Details:**

- [City of Fort Collins National Business Survey Results - Updated survey results from the first quarter of 2020. The survey asks our business community to provide input on the current economic conditions in our community, satisfaction with City services, and input on economic health activities.](#)
- [NoRecovers.com – A collaborative effort of regional economic health professionals from Larimer and Weld County to provide a one-stop shop for business support resources. EHO and partners work to keep the website up-to-date and provide rapid response to inquiries generated by the site. \[www.nocorecovers.com\]\(http://www.nocorecovers.com\)](#)



## **Offer 26.5: Economic Health Leadership**

### **Offer Type: Ongoing**

- [ChooseNorthernColorado.com](http://ChooseNorthernColorado.com) – Home to the Northern Colorado Regional Economic Development Initiative (NoCo REDI). NoCo REDI is a collaboration between Larimer and Weld Counties and the municipalities within each to provide a single regional source to assist businesses looking to relocate to our region. [www.choosenortherncolorado.com](http://www.choosenortherncolorado.com)

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.: Through the leadership of the EHO a network of regional partners has agreed to collaborate, including sharing data, coordinating business retention, and coordinated messaging. The collaborative network focuses on regional economic resilience by addressing shared challenges such as workforce development, transportation, housing affordability, regional competitiveness, and cluster development.
- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.: This offer provides funding for staff and data sources that support an enhanced economic analysis capability. This capability is supporting the development of an economic resilience index, bi annual council district guides, public data requests, and one off analyses of specific economic trends. The result is an enhanced understanding of the local labor market and economy.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: World class service starts with a clear understanding of customer needs. This offer supports the effort of translating the understanding obtained through Business Retention and Expansion efforts into actionable knowledge for the organization. EHO shares this knowledge with colleagues through interdisciplinary teams, sharing sessions, and review of policy and practices.

### **Improvements & Efficiencies**

- NoCo REDI – In the past budget cycle, EHO was able to provide regional leadership that resulted in the formation of the Northern Colorado Regional Economic Development Initiative (NoCo REDI). This network of collaborators focuses on promoting the economic resilience of the region by tackling regional economic issues, sharing data, and developing consistency of approach.
- Council District Guides – In 2019 and 2020, EHO developed and updated City Council district guides providing each Councilmember with specific information about the economy within their district. These guides also include a range of Citywide economic metrics and datapoints. The Council has been able to use these guides to shape their own approach to business engagement.
- Enhanced Economic Metrics – EHO made strategic hires of vacant positions that increased the internal capability to analyze financial and economic data. As a result, the ability of the EHO to develop and maintain several enhanced metrics increased, which will change the way the City monitors the local economic condition.



## **Offer 26.5: Economic Health Leadership**

### **Offer Type: Ongoing**

- Spanish Translation – This offer provides funding to support Spanish translation of materials created and distributed by the EHO. EHO shifted to providing Spanish translations after conducting a Latinx Business Owners listening session. Engaging this vibrant part of the business community creates a more complete understanding of local economic condition and resiliency.
- Economic Advisory Commission – This offer supports the incidental costs associated with supporting the Economic Advisory Commission (EAC). The EAC has continued to refine its approach to agenda setting, recommendations to Council, and focus of efforts.

### **Performance Metrics**

- ECON 43. Real GDP for the Fort Collins MSA

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=121073.html>

Performance Measure Reason: Real GDP for the Fort Collins MSA provides a high-level overview of economic productivity in the community. It provides a strong sense of the growth or contraction of the economy and will guide the overall strategic approach to economic health efforts.

- ECON 70. Business Satisfaction (% rating positively)

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=741480.html>

Performance Measure Reason: Business satisfaction (% rating positively) provides the most direct insight into customer satisfaction with the community's efforts related to economic health. Understanding customer satisfaction is core to understanding the City's success as supporting the local economy.

- ECON 58. Survey: quality of jobs and life within Fort Collins

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=558076.html>

Performance Measure Reason: Survey respondents view of quality of jobs and life within Fort Collins aids in understanding the community's perspective on the overall opportunity in Fort Collins for employment. This measure will be limited by the survey demographics and may not capture a perspective that includes a truly inclusive view of this sentiment. Additional care should be taken when analyzing this data point.

### **Personnel Changes**

- This offer funds 2.00 FTE of the total EHO office in previous budget cycles the EHO ongoing offer was combined and supported all 5.00 FTE. The positions funded by this offer include: (a) 0.75 FTE of the Economic Health and Redevelopment Director; (b) 1.00 FTE of an Economic Health Specialist; and (c) 0.25 FTE of an Economic Health Senior Specialist.

### **Differences from Prior Budget Cycles**

- The previous budget cycle included all EHO costs in a single offer. This budget cycle the costs have been split across three on-going offers.

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



***Offer 26.5: Economic Health Leadership***

***Offer Type: Ongoing***

- Not applicable

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

CAO/CPIO edits

**Offer Profile**

Offer Owner: WBricher

Lead Department: Economic Health Office



**26.5: Economic Health Leadership**

**Ongoing Programs and Services**

	<b>2021 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	1.75
<b>Hourly (FTE)</b>	0.25
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	175,631
512000 - Benefits	44,220
519000 - Other Personnel Costs	(3,980)
<b>510000 - Personnel Services</b>	<b>215,871</b>
521000 - Professional & Technical	9,570
529000 - Other Prof & Tech Services	9,004
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>18,574</b>
533000 - Repair & Maintenance Services	500
534000 - Rental Services	331
<b>530000 - Purchased Property Services</b>	<b>831</b>
542000 - Communication Services	6,276
543000 - Internal Admin Services	303
544000 - Employee Travel	9,400
549000 - Other Purchased Services	9,730
<b>540000 - Other Purchased Services</b>	<b>25,709</b>
555000 - Office & Related Supplies	2,250
559000 - Other Supplies	4,800
<b>550000 - Supplies</b>	<b>7,050</b>
574000 - Grants	30,000
<b>570000 - Other</b>	<b>30,000</b>
<b>Total Expenses</b>	<b>298,035</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	298,035
<b>Funding Source Total</b>		<b>298,035</b>



## **Offer 26.6: Continuing Enhancement: Use and Business Personal Property Tax Rebates**

**Offer Type: Enhancement**

2021: \$156,739 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will support existing Business Assistance Packages providing use and business personal property tax rebates to Broadcom (formerly Avago Wireless Technologies). These assistance packages were previously approved by City Council and require annual appropriation of the applicable rebates (Resolution 2011 066 and Resolution 2012 096).

Each project eligible for a rebate is described below:

- Avago/Broadcom Phase I Building 4 Retrofit: Provided use and business personal property (BPP) tax rebate for the retrofit of a portion of Building 4 and the addition of 92 new jobs. All use tax has been paid out on this project.
- Avago/Broadcom Phase II Building 4 FBar Facility: Provided use and BPP tax rebates for the retrofit of a portion of Building 4 and the addition of 135 jobs. All use tax payments were spread across 7 years for this project. In addition, the BPP rebate extends for 10 years.

The payments for this budget cycle include:

- Use Tax Rebate: \$86,271; BPP Tax Rebate: \$70,468

Employment verifications are conducted annually from detailed employment information supplied by the company new hire vs. attrition replacement differences. Additionally, Economic Health Staff compare information provided by the company with the Quarterly Census of Employment and Wages data acquired from the Colorado Department of Labor.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.

### **Additional Information**

- Broadcom has fulfilled the new hire, net of replacement, requirement by hiring 639 new full-time equivalents.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$0

### **Scalability and explanation**

n/a



## **Offer 26.6: Continuing Enhancement: Use and Business Personal Property Tax Rebates**

**Offer Type: Enhancement**

### **Links to Further Details:**

- Not applicable

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.: Of the 639 positions, there was diverse job mix: material handlers, operators, planners, analysts, administrative assistant, buyers, engineers, logistics supervisor, managers, operations supervisor, technicians and technician supervisors in varying salaries. Broadcom offers additional benefits such as shift premiums and tuition reimbursements.

### **Performance Metrics**

- ECON 5. Local Unemployment Rate

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=91338.html>

Performance Measure Reason: The intent of the business assistance to Broadcom was to encourage the creation of new jobs. The local unemployment rate measures the ability of the local labor force to find gainful employment. This measure provides a view of the broader economic condition meant to be impacted by these tax rebates.

### **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

### **Offer Profile**

Offer Owner: WBricher

Lead Department: Economic Health Office



**26.6: Continuing Enhancement: Use and Business Personal Property Tax Rebates**

**Enhancement to Programs and Services**

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
573000 - Rebates & Incentives		156,739
	<b>570000 - Other</b>	<b>156,739</b>
	<b>Total Expenses</b>	<b>156,739</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Economic Rebate Incentive Reserves (315316.642)	Reserve	156,739
	<b>Funding Source Total</b>	<b>156,739</b>





## **Offer 26.9: Redeploy: Reduction of Industry Clusters to Economic Recovery Support**

### **Offer Type: Redeploy**

2021: \$0 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer redeploys \$50,000 of programmatic funding from the Cluster & Innovation Support offer (Offer 26.3). These funds will be redeployed to support Economic Recovery efforts related to the COVID 19 pandemic.

Economic Recovery will be a key part of the community's response to the COVID 19 pandemic. The redeployment of these funds recognizes and prioritizes limited resources to address the most important needs. Additionally, this redeployment will support two Council priorities: small business support and strategies that create community jobs. The proposed utilization of funds will support businesses, especially small businesses, that have been hit hard by the Stay-at-Home Order and subsequent stages of re opening.

Funds will support Economic Recovery in a variety of ways including the following (not an exhaustive list):

- Additional funding to support the maintenance of the ForFortCollins.com website
- Funding to support marketing campaigns linked to the ForFortCollins.com website and brand, to encourage re engagement by businesses and residents in the local economy (shop local, support local personal services providers, etc.)
- Funding to support the maintenance of the NoCoRecovers.com website
- Funds to support enhancing staff capacity through hourly staff to deliver on Economic Recovery objectives

EHO stood up both ForFortCollins.com and NoCoRecovers.com as digital resources for businesses during the Stay-at-Home phase of the statewide response to the COVID 19 pandemic. Both resources will become central assets in the local and regional recovery efforts. Ongoing maintenance of these resources should continue throughout the recovery process. Most experts estimate the recovery will take several years to achieve previous economic levels. Therefore, supporting these resources will likely be a multi year proposition.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.

### **Impact of Redeploying this Program**

EHO worked collaboratively, with regional partners, to re-evaluate the target industries for the region. The recommendations call for regional action in support of clusters. The City, through Northern Colorado Regional Economic Development Initiative (NoCo REDI), will continue to support clusters through staff engagement.



## **Offer 26.9: Redeploy: Reduction of Industry Clusters to Economic Recovery Support**

### **Offer Type: Redeploy**

These regional efforts reduce the impacts of redeploying these funds in the short term. Other regional partners will have to provide funds for direct assistance, if needed.

### **Additional Information**

- Specific Budget Impacts: This redeployment offer defunds direct support of the NoCoBio cluster (\$10,000 annually) and programmatic dollars intended to support the development and growth of targeted industry clusters (\$40,000).
- Industry Cluster Performance Evaluation – In 2019, the City’s performance evaluation team prepared a review of the industry cluster program. The review concluded that industry cluster work positively impacts the local economy. However, the program needed refinement; staff responded by redeploying \$150,000 of funding based on recommendations. The remaining \$50,000 will be redeployed by this offer.
- Industry Cluster Support: In 2019 and early 2020, EHO worked collaboratively with regional partners to re-evaluate the target industries for the region. This work was completed in early 2020 and will shape the efforts of the City and regional partners moving forward. The City has reserved \$50,000 in funds to invest in the work to develop target industry clusters in our community and the region.
- Regional Industry Cluster Support: NoCo REDI is leading regional efforts to develop and grow target industry clusters. This approach requires less direct funding of cluster groups and more staff engagement. By leveraging regional staff, the total investment by any one community should be significantly diminished – enabling this redeployment.

### **Scalability and explanation**

In 2020, EHO received an additional \$60,000 to support COVID-19 pandemic response and recovery costs. This redeployment offer continues funding these efforts. The offer can be scaled by 50 percent by eliminating the support for NoCoRecovers.com and reducing the hourly staff support by half. This will reduce the ability of EHO to support response and recovery.

### **Links to Further Details:**

- <http://ForFortCollins.com> -- A website developed and deployed in response to the COVID-19 pandemic to encourage re-engagement and investment by businesses and residents in the local economy. The site provides social media tools, local businesses stories, tools to support safe re-opening and business practices, and tools to support residents in re-engaging with local businesses.
- <http://NoCoRecovers.com> -- A collaborative effort of regional economic health professionals from Larimer and Weld County to provide a one-stop shop for business support resources in response to the COVID-19 pandemic. EHO and partners work to keep the website up-to-date and provide rapid response to inquiries generated by the site.



## Offer 26.9: Redeploy: Reduction of Industry Clusters to Economic Recovery Support

### Offer Type: Redeploy

- <http://www.choosenortherncolorado.com> Home to the Northern Colorado Regional Economic Development Initiative (NoCo REDI). NoCo REDI is a collaboration between Larimer and Weld Counties and the municipalities within each to provide a single regional source to assist businesses looking to relocate to our region.

### Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.: This redeployment offer funds activities that engage businesses, including (a) two websites providing useful tools to aid businesses navigate recovery from the COVID-19 pandemic; and (b) additional direct staff support engagement with businesses during economic recovery.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.: This redeployment offer funds the on-going collaborative support of NoCoRecovers.com – a regional partnership to provide streamlined access to tools support business recovery. This partnership, as well as, other work to respond to the economic recession brought on by the COVID-19 pandemic.

### Performance Metrics

- ECON 59. Percent of jobs that are at or above average county wage  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=55807.7.html>

Performance Measure Reason: By tracking average weekly wage, we can evaluate the effectiveness at the local economy providing wages and salary that enable an individual or family to live in our community. This in turn enables us to measure the success of our business and workforce support efforts at achieving greater economic resilience. Wages provide the primary source of income for the vast majority of households.

- ECON 76. Occupation Diversity Score  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=77940.4.html>

Performance Measure Reason: Economic resilience is a combination of strength, which can be measured by the other metrics tied to this offer, and diversity. This metric helps to analyze the breadth of available occupations in our community helping to understand if our community is skewing towards one occupation over another. This input can aid in guiding re-training and other workforce interventions.

- ECON 73. # Business Establishments per Capita (Larimer County)  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=74428.1.html>

Performance Measure Reason: Numerous articles have been written about the role of small business health in supporting economic resilience. This metric monitors the number of businesses and compares it to the current population. Enhancing programmatic support for Economic Recovery will help to maintain the number of business establishments in the County.



***Offer 26.9: Redeploy: Reduction of Industry Clusters to Economic Recovery Support***

***Offer Type: Redeploy***

**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 measure reason

update title

**Offer Profile**

Offer Owner: WBricher

Lead Department: Economic Health Office



**26.9: Redeploy: Reduction of Industry Clusters to Economic Recovery Support**

**Reductions, Redeploys and Revisions (off year)**

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid orange;"/>		
<b>Expenses</b>		
529000 - Other Prof & Tech Services		50,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>50,000</b>
574000 - Grants		(50,000)
	<b>570000 - Other</b>	<b>(50,000)</b>
	<b>Total Expenses</b>	<b>-</b>
<hr style="border: 2px solid orange;"/>		
<b>Funding Sources</b>		
No Funding Source Required	Ongoing	-
	<b>Funding Source Total</b>	<b>-</b>



## **Offer 26.10: Redeploy: Reduction in Climate Economy to Economic Recovery (1.0 FTE Contractual)**

### **Offer Type: Redeploy**

2021: \$-38,083 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer redeploys a contractual 1.0 full time equivalent (FTE) position from the Cluster & Innovation Support offer (Offer 26.3). The position will be redeployed to support Economic Recovery efforts related to the COVID 19 pandemic.

Economic Recovery will be a key part of the community's response to the COVID 19 pandemic. The redeployment of this position recognizes and prioritizes limited resources to address the most important needs. Additionally, this redeployment will support two Council priorities: small business support and strategies that create community jobs. The proposed redeployment and rescoping of an existing contractual 1.0 FTE will support businesses, especially small businesses, that have been hit hard by the Stay-at-Home Order and subsequent stages of re opening.

The position will support Economic Recovery in a variety of ways including the following (not an exhaustive list):

- Enhance capacity of the Economic Health Office to engage directly with more impacted businesses
- Special emphasis will be placed on engaging directly with disadvantaged businesses (minority , women , low income , and veteran owned)
- Engage directly in developing resources to support businesses for deployment on ForFortCollins.com, NoCoRecovers.com, and the City's business web page

In March 2020, EHO tossed out its strategic plan for the year focusing efforts solely on response and recovery from the COVID 19 pandemic. These efforts require significantly increased engagement directly with businesses to provide guidance, clarification, and connections to resources. The ForFortCollins.com and NoCoRecovers.com websites have provided useful information for businesses and will continue to provide this information. However, this does not replace the need for additional direct business engagement by EHO staff.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

### **Impact of Redeploying this Program**

Redeploying this 1.0 FTE will end all activities related to the Climate Economy, end support by EHO



## **Offer 26.10: Redeploy: Reduction in Climate Economy to Economic Recovery (1.0 FTE Contractual)**

### **Offer Type: Redeploy**

of the Bloomberg Mayor’s Challenge and reduce staff support for cluster development through regional activities to develop and grow industry clusters. Additionally, this redeployment will require the Energy Conservation department to assume management of the Bloomberg Mayor’s Challenge and the EPIC Loan Program. Finally, it will require other departments to take the lead on Smart Cities efforts.

### **Additional Information**

- Climate Economy Program: In 2016, EHO established a contractual staff position to manage the analysis and development of a Climate Economy Action Plan. The Climate Economy work has made it clear that Climate Change is becoming an accepted “market condition.” As a result, EHO has developed and distributed a set of principles to guide the City’s work and not an action plan. This work is completed.
- 2018 Bloomberg Philanthropies Mayor’s Challenge: Due to the efforts of this position, the City was selected as one of nine grand prize winners out of 325 applicants, resulting in \$1.1 million in funding from Bloomberg Philanthropies and \$1.2 Million from the Colorado Energy Office (“CEO”) to support the Fort Collins Utilities EPIC Loan Program.
- Culture of Innovation & Smart Cities: In addition to supporting Climate Economy work, this contractual position has supported the City’s efforts around encouraging a culture of innovation and smart cities. The elimination of this position will reduce the available staff bandwidth to advance these City priorities. Specifically, EHO will no longer participate in the Colorado Smart Cities Alliance.
- Commercial Property Assessed Clean Energy (C-PACE): City staff, led by this position, worked with local businesses and developers to educate the Larimer County Commissioners, Assessor, and Treasurer regarding the program, which culminated in Larimer County voting to “opt in” in early 2018. C-PACE provides low cost capital to make energy efficiency improvements to existing commercial buildings.
- Fort Collins Utilities EPIC Loan Program: Building off the Bloomberg Mayor’s Challenge success, the City has worked with several public and private sector partners to grow available capital. The program has secured another \$7M in 3rd party capital to support upgrading of approximately 400 energy inefficient homes. This position was instrumental in obtaining these funds.

### **Scalability and explanation**

In 2020, this contractual position was funded at a higher salary than being requested in this deployment. Therefore, some savings will be realized by accepting this offer. Further savings could be realized by funding the position at something less than 1.0 FTE. Hiring and leveraging the capacity from a partial position will likely be harder than a full-time contractual position.

### **Links to Further Details:**



## Offer 26.10: Redeploy: Reduction in Climate Economy to Economic Recovery (1.0 FTE Contractual)

### Offer Type: Redeploy

- <http://www.choosenortherncolorado.com> Home to the Northern Colorado Regional Economic Development Initiative (NoCo REDI). NoCo REDI is a collaboration between Larimer and Weld Counties and the municipalities within each to provide a single regional source to assist businesses looking to relocate to our region.
- <http://ForFortCollins.com> A website developed and deployed in response to the COVID-19 pandemic to encourage re-engagement and investment by businesses and residents in the local economy. The site provides social media tools, local businesses stories, tools to support safe re-opening and business practices, and tools to support residents in re-engaging with local businesses.
- <https://www.bloomberg.org/program/government-innovation/mayors-challenge/> Cities are uniquely positioned to foster the innovation, creativity, ideas, and solutions needed to solve pressing social and economic issues of the day – as well as meet the challenges of tomorrow. In 2018, the City was selected as one of nine grand prize winners out of 325 applicants for its focus on the Climate Economy.

### Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.: This redeployment offer provides additional staff capacity to engage businesses during economic recovery. This staff position will help to enable a focus on DBEs and locally owned businesses.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.: Business engagement is occurring across the region and through partnership with our regional and local partners. This position will be an integral member of the Regionwide and Countywide efforts to engage businesses. The best chance at aiding recovery is the ability to provide direct connections to businesses with solid guidance, clarification, and connections.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: This redeployment offer supports staff intended to respond to the COVID-19 pandemic and provide enhanced ways of engaging with businesses to gain actionable knowledge for the City. EHO shares this knowledge with colleagues through interdisciplinary teams, sharing sessions, and review of policy and practices – especially related to COVID-19 response.

### Performance Metrics

- ECON 59. Percent of jobs that are at or above average county wage  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=558077.html>

Performance Measure Reason: By tracking average weekly wage, we can evaluate the effectiveness at the local economy providing wages and salary that enable an individual or family to live in our community. This in turn enables us to measure the success of our business and workforce support efforts at achieving greater economic resilience. Wages provide the primary source of income for the vast majority of households.

- ECON 76. Occupation Diversity Score





**Offer 26.10: Redeploy: Reduction in Climate Economy to Economic Recovery (1.0 FTE Contractual)**

**Offer Type: Redeploy**

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=779404.html>

Performance Measure Reason: Economic resilience is a combination of strength, which can be measured by the other metrics tied to this offer, and diversity. This metric helps to analyze the breadth of available occupations in our community helping to understand if our community is skewing towards one occupation over another. This input can aid in guiding re-training and other workforce interventions.

- ECON 73. # Business Establishments per Capita (Larimer County)

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=744281.html>

Performance Measure Reason: Numerous articles have been written about the role of small business health in supporting economic resilience. This metric monitors the number of businesses and compares it to the current population. Enhancing programmatic support for Economic Recovery will help to maintain the number of business establishments in the County.

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

- N/A

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

updated measure reason

updated title

**Offer Profile**

Offer Owner: WBricher

Lead Department: Economic Health Office



**26.10: Redeploy: Reduction in Climate Economy to Economic Recovery (1.0 FTE Contractual)**

**Reductions, Redeploys and Revisions (off year)**

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid orange;"/>		
<b>Expenses</b>		
511000 - Salaries & Wages		(36,036)
512000 - Benefits		(2,825)
519000 - Other Personnel Costs		778
	<b>510000 - Personnel Services</b>	<b>(38,083)</b>
	<b>Total Expenses</b>	<b>(38,083)</b>
<hr style="border: 2px solid orange;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	(38,083)
	<b>Funding Source Total</b>	<b>(38,083)</b>



## **Offer 26.11: Enhancement: Downtown General Improvement District (GID) - Capital Budget**

**Offer Type: Enhancement**

2021: \$400,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will provide annual operating and capital expenses for the Downtown GID, including:

- \$100,000 to be used for priority sidewalk and curb replacements in the Downtown area (2021 and 2022)
- \$300,000 to be used for a contribution to the Downtown Development Authority (DDA) alley enhancement project planned for 2021 construction, which implements the guiding Capital Improvements Plan (CIP) (2021 only)

- This offer allocates \$100,000 for priority sidewalk and curb replacements. Engineering analyzed intersections in the GID area to identify which ones are damaged and/or not accessible. In 2020, Engineering began repairing intersection corners ranked with the highest risk and greatest need for repair. At the end of 2020, Engineering will reevaluate the GID area and prioritize intersections for 2021 work. The funds will be put into a capital project business unit and will be available for up to two years to ensure that any delays to this work that are due to weather or other events do not impact the availability of funding and ability to get the work done.

- This offer allocates \$300,000 for a contribution to the DDA alley enhancement project planned for 2021 construction, which includes two alleys: (1) Oak to Olive Street, west of College Avenue (Ace Hardware) and (2) Tenney Court to Mason Street adjacent to the Civic Center Parking Structure. The DDA's estimated project budget for development is \$3.4 million dollars. This project will expand the connectivity to other enhanced alleyways. The alley enhancement project was ranked as Priority Level 1 in the list of projects identified in the GID 2011 Capital Improvement Plan (CIP). The DDA has an estimated annual budget for maintenance of \$105,000 for the alleys.

The overall approach to management of GID capital priorities is coordinated with PDT, Utilities and the DDA. In addition, staff plans to conduct a full update of the Capital Improvement Plan in 2021.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.

### **Additional Information**

- Not applicable



## Offer 26.11: Enhancement: Downtown General Improvement District (GID) - Capital Budget

Offer Type: Enhancement

### Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$0

### Scalability and explanation

The GID can scale back the priority sidewalk and curb replacements if necessary, although that is an essential part of the GID mission and is funded out of GID ongoing revenue. Note that the 2020 budget for this is \$150,000 and we reduced this to \$100,000 in 2021.

### Links to Further Details:

- <https://www.fcgov.com/business/gid>  
<https://downtownfortcollins.org/downtown-alleys/alleys-under-design/>

### Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.: The GID is an integral part of the complex system of partnerships that have revitalized Downtown and that continue its' success. Proposed support for the DDA Downtown alley enhancements in 2021, and a \$1M contribution to Old Town Square renovation (2015).

### Performance Metrics

- ECON 70. Business Satisfaction (% rating positively)  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=741480.html>

Performance Measure Reason: The property owners in the GID contribute property tax mills to the GID and if the GID is successful it will be reflected in our Business Satisfaction rating.

### 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

### Offer Profile

Offer Owner: WBricher

Lead Department: Economic Health Office



**26.11: Enhancement: Downtown General Improvement District (GID) - Capital Budget**

**Enhancement to Programs and Services**

		2021 Projected Budget
<hr/>		
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
535000 - Construction Services		400,000
	<b>530000 - Purchased Property Services</b>	<b>400,000</b>
	<b>Total Expenses</b>	<b>400,000</b>
<hr/>		
<b>Funding Sources</b>		
252-GID Fund: Ongoing Revenue	Ongoing Restricted	100,000
252-GID Fund: Reserves	Reserve	300,000
	<b>Funding Source Total</b>	<b>400,000</b>



## **Offer 40.1: Downtown Parks and Amenities Maintenance**

**Offer Type: Ongoing**

2021: \$1,876,117 and 13.45 FTE, 5.60 Hourly FTE

### **Offer Summary**

Funding this offer provides support for the Parks Department's outside grounds maintenance for City-owned facilities, parks and infrastructure within the Downtown core area. The Downtown core is a unique attribute to the inventory of businesses in Fort Collins.

This area is defined as College Avenue between Vine Drive and Mulberry Street, and three blocks east and west of College Avenue. Maintenance areas include street corners, tree grates, medians, Old Town Square, Oak Street Plaza, parks (Washington, Library, Civic Center, Whitewater, Old Fort Collins Heritage), City facilities, Linden Street north to the Poudre River, and the Police headquarters building on Timberline Road. This offer also includes funding for the holiday lights along College Avenue and Old Town Square.

Maintenance includes litter control; turf care; irrigation maintenance; shrub bed maintenance; tree trimming; infrastructure repair; graffiti removal; power washing College Avenue corners and sidewalks, alleys, and plaza areas; and fountain maintenance at Oak Street Plaza, Old Town Square, Lincoln Center and medians. Flower beds, pots and hanging baskets are maintained throughout Downtown and at City facilities. The flower program includes planting and maintaining 135,000 square feet of flower beds, 244 hanging baskets and 350 pots. Staff plants approximately 45,000 annual flowers in pots, beds and baskets every spring. All flowers are grown locally. Snow removal is provided during the winter months on the College Avenue corners, City facilities, Oak Street Plaza, Old Town Square and various parks.

The level of maintenance the City provides in the Downtown core area has been integral to the area's success, which is an important economic driver for the community. Providing a clean, safe and attractive environment encourages visitation and a vibrant economy.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

### **Additional Information**



## **Offer 40.1: Downtown Parks and Amenities Maintenance**

### **Offer Type: Ongoing**

- In 2019/2020 Keep Fort Collins Great (KFCG) Other Community Priorities funding was used to fund the Downtown flower program and cleaning sidewalks between blocks along College Avenue, \$228,980 and \$236,566 in 2019 and 2020, respectively. These funds are being requested again in 2021 for \$236,566 for the same purpose.
- IMPACT TO PROJECTED REVENUE: Work for others takes place through this offer. Parks provides grounds maintenance for Utilities at 222 Laporte and the Firehouse Alley Parking Structure. Approximately \$40,000 will be collected. Community Capital Improvement Program (CCIP) maintenance funds will be used for Poudre River Whitewater Park, \$50,000, and Willow Street expansion, \$11,000.
- General Improvement District (GID) funds are being requested to support the holiday light program, \$90,000. The DDA also contributes \$35,000 to this program which is located in the Downtown Maintenance DDA offer 40.2. The City also has a shared maintenance agreement with DDA for Old Town Square (OTS). The City contributes \$82,640 in this offer for maintenance of OTS.
- The Parks Division maintains the Downtown core with as little impact to the businesses and public as possible. Staff begins work between 4:00 a.m. to 5:00 a.m. and has most tasks completed before activity begins for the day. This is known as the "Disney Effect."
- Various large events take place in the Downtown area during the summer months such as Taste of Fort Collins and NewWestFest. Parks is a resource for all these events and is involved in event logistics, final touches of the cleanup for these events and helps restore the area to its previous condition. These events bring thousands of people from out of town to the Downtown area.

### **Links to Further Details:**

- Not applicable

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.: The high level of maintenance provided in the Downtown core area attracts tourists and creates a vibrant appearance for thriving restaurants and businesses in the Downtown area.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This offer supports maintaining the grounds of City facilities. Maintaining the grounds effectively and efficiently helps protect and extend the life of these structures.
- CR 2.5 - Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.: This offer maintains several parks in the Downtown core area. They are maintained with safety and the welfare of employees and visitors as a top priority.



## ***Offer 40.1: Downtown Parks and Amenities Maintenance***

***Offer Type: Ongoing***

### **Improvements & Efficiencies**

- The Parks Division continues to work toward Climate Action Plan goals through converting gasoline-powered small equipment (backpack blowers, trimmers, chainsaws) with electric and compressed natural gas (CNG) and smaller, more efficient gas engines. The Parks Department has currently reached the 50% conversion rate for hand-held equipment.
- A permanent water source was installed at the Cramer lot to improve the efficiency of the annual flower watering process. Time has been saved filling a water truck and hauling water between the Downtown shop and the Cramer lot where flowers are housed until planted.
- The Downtown crew rearranged the Cramer lot to allow for a more efficient space to store, plant and water annual flowers.
- The Downtown district created a series of manuals for the training and maintenance of the water feature in Old Town Square.
- Downtown crews began utilizing storage at Whitewater Park and Sugar Beet Park to minimize equipment hauling from the Downtown Shop to outlying locations to save fuel and utilize time more efficiently.

### **Performance Metrics**

- ECON 41. Trained Observer Program - Percentage of Downtown Area And Downtown City Facility Grounds Ratings With No Problems  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6286&object=measure&objectId=91331.html>

Performance Measure Reason: The Parks Division uses its Trained Observer Program to rate the quality of maintenance in the downtown area from a citizen's perspective. The 2019 trained observer ratings targeted an 85% "No Problems" rating. This rating was met in 2019, but challenges continue to persist with attracting and retaining staff for seasonal work.

- NLSH 63. % of residents responding very good/good - Community's visual attractiveness  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109863.html>

Performance Measure Reason: This offer substantially improves the attractiveness of downtown Fort Collins for all visitors to enjoy. The downtown is a core economic driver in the community and an attractive downtown visually resonates with the perception of citizens.

### **Personnel Changes**

- No additional personnel changes have been made since new positions approved in the last budget cycle.

### **Differences from Prior Budget Cycles**





### ***Offer 40.1: Downtown Parks and Amenities Maintenance***

***Offer Type: Ongoing***

- An enhancement in the last budget cycle for new areas of responsibility in the Downtown core including Poudre River Whitewater Park, two newly renovated alleys, and the Willow Street expansion, exterior grounds at 222 Laporte Ave and grounds surrounding the Firehouse Alley Parking Structure have been added to this ongoing offer. Maintenance of DDA properties are now in a separate offer, 40.2.

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

- Not applicable

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

CAO/CPIO edits

**Offer Profile**

Offer Owner: DGorkowski

Lead Department: Parks



**40.1: Downtown Parks and Amenities Maintenance**

**Ongoing Programs and Services**

	<b>2021 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	13.45
<b>Hourly (FTE)</b>	5.60
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	859,823
512000 - Benefits	258,437
519000 - Other Personnel Costs	(17,986)
<b>510000 - Personnel Services</b>	<b>1,100,274</b>
521000 - Professional & Technical	1,000
529000 - Other Prof & Tech Services	3,500
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>4,500</b>
531000 - Utility Services	90,600
532000 - Cleaning Services	40,246
533000 - Repair & Maintenance Services	350,570
534000 - Rental Services	65,525
<b>530000 - Purchased Property Services</b>	<b>546,941</b>
542000 - Communication Services	4,800
543000 - Internal Admin Services	1,035
544000 - Employee Travel	2,100
549000 - Other Purchased Services	3,149
<b>540000 - Other Purchased Services</b>	<b>11,084</b>
551000 - Vehicle & Equipment Supplies	45,112
552000 - Land & Building Maint Supplies	115,364
553000 - Infrastructure Maint Supplies	5,400
555000 - Office & Related Supplies	3,500
556000 - Health & Safety Supplies	9,500
558000 - Chemical Supplies	3,500
559000 - Other Supplies	30,942
<b>550000 - Supplies</b>	<b>213,318</b>
<b>Total Expenses</b>	<b>1,876,117</b>



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**Funding Sources**

100-General Fund: CCIP O&M	Ongoing Restricted	61,000
100-General Fund: Ongoing	Ongoing	1,506,740
100-General Fund: Park Fees	Ongoing Restricted	42,811
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Restricted		175,566
Ongoing Revenue		
252-GID Fund: Ongoing Revenue	Ongoing Restricted	90,000
	<b>Funding Source Total</b>	<b>1,876,117</b>



## **Offer 40.2: Downtown Maintenance - DDA**

**Offer Type: Ongoing**

2021: \$367,813 and 2.85 FTE, 0.86 Hourly FTE

### **Offer Summary**

Funding this offer provides support for the Parks Department's outside grounds maintenance for Downtown Development Authority (DDA) owned or maintained facilities and infrastructure within the Downtown core area. This area encompasses Old Town Square and Downtown Development Authority renovated alleys.

Maintenance includes litter control, irrigation maintenance, shrub bed maintenance, infrastructure repair, graffiti removal, power washing, snow removal, and interactive water feature operation and maintenance. The flower program includes planting and maintaining flower beds, pots and hanging baskets. All flowers are grown locally. The DDA also contributes to the festive holiday lighting program in the Downtown core.

Old Town Square (OTS) is under a shared maintenance agreement with the DDA. The City contributes 1/3 and the DDA contributes 2/3 of maintenance funding. Total costs directly associated with OTS for 2021 will be \$250,000; DDA's share is \$167,360. The City's share, \$82,640, is included in the Downtown Landscaping offer 40.1. The City also has an Intergovernmental Agreement with the DDA for maintenance of renovated alleys. The DDA has renovated five alleys since 2010. Old Firehouse Alley and Montezuma Fuller Alley were completed in 2010. The Dalzell, Wattles and Corbin alleys were completed in 2011 in the Campus North sub district. The extension of Old Firehouse and the Beardmore, Reidhead, and Godinez alleys were constructed in 2018. Total maintenance costs in this offer for the alleys are \$167,900 for 2021. The DDA pays 100% of maintenance costs for the alleys.

The partnership between the City and the DDA to maintain these areas and provide space for events has been integral to the success of the Downtown area, which is an important economic driver for the community. Providing a clean, safe and attractive environment encourages visitation and a vibrant economy.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

### **Additional Information**

- IMPACT TO PROJECTED REVENUE: This offer is fully funded by Downtown Development Authority tax revenues.



## **Offer 40.2: Downtown Maintenance - DDA**

### **Offer Type: Ongoing**

- Downtown hosts over 120 permitted events annually in Old Town Square. These include large events like NewWestFest, Cinco de Mayo, Fortoberfest, Tiny-Tot Halloween, and the Holiday Lighting ceremony. Smaller events are also hosted like, Tuesday Movie Nights, Yoga in the Square, Poudre School District recitals, just to name a few.
- The DDA also owns the ice rink infrastructure and pays 100% of the cost for Parks to install and remove the structure from OTS every holiday season. The City's Recreation Department operates the ice rink and is reimbursed by the DDA for related operational and staffing expenses.
- The City also partners with the DDA for the holiday light program in the Downtown core. The DDA contributes \$35,000 to the program. Total cost of the program is \$125,000. The City's share, \$90,000, is in the Downtown Landscaping offer 40.1 and is supported by funding from the General Improvement District (GID) fund.
- The DDA is planning to renovate two additional alleys in 2021 with an estimated completion date of the fall of 2021. A separate enhancement offer will be submitted for this maintenance.

### **Links to Further Details:**

- Not applicable

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ **ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.:** The high level of maintenance provided in the Downtown core area and DDA properties attracts tourists and creates a vibrant appearance for thriving restaurants and businesses in the Downtown area.
- **HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.:** This offer supports maintaining the DDA grounds and infrastructure effectively and efficiently to help protect and extend the life of these assets.

### **Improvements & Efficiencies**

- The Parks Division continues to work toward Climate Action Plan goals by converting gasoline-powered small equipment (backpack blowers, trimmers, chainsaws) with electric and compressed natural gas (CNG) and smaller, more efficient gas engines. The Parks department has currently reached the 50% conversion rate for hand held equipment.
- The Downtown District staff created a series of manuals for the training and maintenance of the water feature in Old Town Square in an effort to maximize the lifespan of the system.

### **Performance Metrics**



## **Offer 40.2: Downtown Maintenance - DDA**

### **Offer Type: Ongoing**

- ECON 41. Trained Observer Program - Percentage of Downtown Area And Downtown City Facility Grounds Ratings With No Problems

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6286&object=measure&objectId=91331.html>

Performance Measure Reason: This measure rates the effectiveness of maintenance from a citizens' perspective. A target of 85% "No Problems" rating was met in 2019.

- NLSH 63. % of residents responding very good/good - Community's visual attractiveness

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109863.html>

Performance Measure Reason: This offer substantially improves the attractiveness of downtown Fort Collins for all visitors to enjoy. The downtown is a core economic driver in the community and an attractive downtown visually resonates with the perception of citizens.

### **Personnel Changes**

- There were no personnel changes from the last budget cycle.

### **Differences from Prior Budget Cycles**

- This offer was part of the Downtown Landscaping and Maintenance offer in 2019/2020 budget cycle.

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

- Not applicable

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

CAO/CPIO edits

### **Offer Profile**

Offer Owner: DGorkowski

Lead Department: Parks



**40.2: Downtown Maintenance - DDA**

**Ongoing Programs and Services**

		<b>2021 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		2.85
<b>Hourly (FTE)</b>		0.86
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		129,696
512000 - Benefits		44,418
519000 - Other Personnel Costs		(2,937)
	<b>510000 - Personnel Services</b>	<b>171,177</b>
533000 - Repair & Maintenance Services		104,656
	<b>530000 - Purchased Property Services</b>	<b>104,656</b>
551000 - Vehicle & Equipment Supplies		2,000
552000 - Land & Building Maint Supplies		64,394
553000 - Infrastructure Maint Supplies		600
558000 - Chemical Supplies		3,000
559000 - Other Supplies		21,986
	<b>550000 - Supplies</b>	<b>91,980</b>
	<b>Total Expenses</b>	<b>367,813</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: DDA Contributions	Ongoing Restricted	367,813
	<b>Funding Source Total</b>	<b>367,813</b>



## **Offer 40.4: Enhancement: Maintenance for Downtown Renovated Spaces (Linden St. - Walnut to Jefferson, Two Alleys)**

**Offer Type: Enhancement**

2021: \$68,786 and 1.00 FTE, 0.13 Hourly FTE

### **Offer Summary**

Funding this offer supports the maintenance of the newly renovated section of Linden Street between Walnut Street and Jefferson Street and two alleys to be renovated in 2021 by the Downtown Development Authority (DDA).

The Linden Street renovation will be completed in mid-2021 turning this section of sidewalks and road into a drivable plaza area that can be closed to vehicle traffic for various events and activities Downtown. Improvements include flower pots, hanging baskets and planters; additional light poles and tivolli lighting; cafe tables and other seating; extended patio zone for increased restaurant capacity; and pavers replacing old cement sidewalks and asphalt road. Maintenance responsibilities include planting and care of all flower pots, baskets and beds; irrigation maintenance; contractual power washing of the area; contractual snow removal on sidewalks; infrastructure cleaning and repair; and additional trash collection due to increased activity. This offer requests five months of maintenance in 2021.

The renovated alleys are located between West Oak Street and West Olive Street, one block west of South College Avenue, and the Tenney Court Alley extension from North Mason Street to Laporte Avenue (behind the Civic Center Parking Structure). The renovation projects are anticipated to be completed in the fall of 2021. Maintenance includes litter control; irrigation maintenance; shrub bed, flower pot and hanging basket maintenance; infrastructure repairs; graffiti removal; ice removal; and power washing. This offer will request three months of maintenance funding for these sites.

Properly maintaining these renovated spaces provides a clean, safe and attractive environment that enhances the vibrant economic activity in the Downtown core.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

### **Additional Information**

- IMPACTS TO PROJECTED REVENUE: Funding for Linden Street maintenance in 2021 will be provided through the project construction budget, \$38,000, and Community Capital Improvement Program (CCIP) approved maintenance funds for this project, \$12,000. The alley maintenance is fully funded by the DDA, \$19,150 in 2021.





### **Offer 40.4: Enhancement: Maintenance for Downtown Renovated Spaces (Linden St. - Walnut to Jefferson, Two Alleys)**

#### **Offer Type: Enhancement**

- Completion of the Linden Street project is a significant improvement to the downtown core extending the Old Town Square Plaza area that has been invaluable to creating a successful space for multiple events and activities throughout the year. Maintaining this space at the same level as Old Town Square will create continuity and enhance the popularity and business activity of this space.
- The partnership between the City and DDA to maintain these areas has been integral to the success of the Old Town area which is an important economic driver for the community. The DDA and Parks Division have an Intergovernmental Agreement (IGA) to maintain alleys renovated through the DDA Alley Renovation Program. The IGA will be amended to include these new alleys.
- Various large events take place in the downtown area during the summer months such as Taste of Fort Collins and New West Fest. Parks is a resource for all these events and is involved in event logistics, and final touches of the cleanup for these events which helps restore the area to its previous condition. These events bring thousands of people from out of town to the downtown area.

#### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$208,200

#### **Scalability and explanation**

This offer can be scaled, but any reduction in budget will lower the level of maintenance.

#### **Links to Further Details:**

- Not applicable

#### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.: The high level of maintenance provided in the downtown core area attracts tourists and creates a vibrant appearance for thriving restaurants and businesses in the downtown area.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: The offer will support the maintenance and protection of valuable improvements to the downtown core area.

#### **Performance Metrics**



***Offer 40.4: Enhancement: Maintenance for Downtown Renovated Spaces (Linden St. - Walnut to Jefferson, Two Alleys)***

***Offer Type: Enhancement***

- ECON 41. Trained Observer Program - Percentage of Downtown Area And Downtown City Facility Grounds Ratings With No Problems

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6286&object=measure&objectId=91331.html>

Performance Measure Reason: The Parks Division uses its Trained Observer Program to rate the quality of maintenance in the downtown area from a citizen’s perspective. The 2019 trained observer ratings targeted an 85% “No Problems” rating. This rating was met in 2019, but challenges continue to persist with attracting and retaining staff for seasonal work.

**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

**Offer Profile**

Offer Owner: DGorkowski

Lead Department: Parks



**40.4: Enhancement: Maintenance for Downtown Renovated Spaces (Linden St. - Walnut to Jefferson, Two Alleys)**

**Enhancement to Programs and Services**

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		0.13
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		20,213
512000 - Benefits		7,511
519000 - Other Personnel Costs		(467)
	<b>510000 - Personnel Services</b>	<b>27,257</b>
531000 - Utility Services		500
532000 - Cleaning Services		11,500
533000 - Repair & Maintenance Services		20,500
	<b>530000 - Purchased Property Services</b>	<b>32,500</b>
549000 - Other Purchased Services		-
	<b>540000 - Other Purchased Services</b>	-
551000 - Vehicle & Equipment Supplies		-
552000 - Land & Building Maint Supplies		-
553000 - Infrastructure Maint Supplies		-
559000 - Other Supplies		9,029
	<b>550000 - Supplies</b>	<b>9,029</b>
	<b>Total Expenses</b>	<b>68,786</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: CCIP O&M	Ongoing Restricted	12,000
100-General Fund: DDA Contributions	Ongoing Restricted	21,597
100-General Fund: Ongoing	Ongoing	-
100-General Fund: Park Fees	Ongoing Restricted	35,189
	<b>Funding Source Total</b>	<b>68,786</b>



## **Offer 40.5: Reduction: Scale Down Park Service and Maintenance Levels in Downtown Core**

### **Offer Type: Reduction**

2021: \$-54,114 and 0.00 FTE, -0.10 Hourly FTE

#### **Offer Summary**

Funding this reduction offer will reduce various maintenance services and supplies. Watering will be reduced to 80% from 90% of water needed for plants, non emergency vehicle repairs will be delayed, and maintenance supplies will be reduced. Infrastructure repairs will be delayed. Conference attendance will be limited to the maintaining of licenses and certifications. There will be less supplies to adequately maintain sites and less support for staff education.

Event support outside of the immediate downtown area will be eliminated. Parks will no longer provide bike racks, picnic tables and portable water fountains to these events. This affects approximately 6 events per year.

Overtime to deal with after hours issues and emergencies will be reduced. There will be a less timely response to issues that arise.

Pruning budget for the downtown core area trees will be reduced from \$57,300 to \$47,186. Tree pruning at facilities, parks and along College Avenue will be delayed.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.

#### **Additional Information**

- Reduction amounts per program :

1. Reduction in overtime \$17,000
2. Reduction in maintenance supplies and staff support \$24,000
3. Reduced event support \$3,000
4. Reduced Forestry downtown core tree pruning \$10,114

#### **Scalability and explanation**

All the items in this offer are scalable.

#### **Links to Further Details:**

- Not applicable

#### **Linkage to Strategic Objectives**

(*the primary objective is marked with a ✓*)



## **Offer 40.5: Reduction: Scale Down Park Service and Maintenance Levels in Downtown Core**

### **Offer Type: Reduction**

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.: The high level of maintenance provided in the downtown core area attracts tourists and creates a vibrant appearance for thriving restaurants and businesses in the downtown area. Reducing the look and cleanliness of downtown will affect economic activity.

### **Performance Metrics**

- ECON 41. Trained Observer Program - Percentage of Downtown Area And Downtown City Facility Grounds Ratings With No Problems  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6286&object=measure&objectId=91331.html>

Performance Measure Reason: Reducing the level of maintenance in the downtown core will lower trained observer ratings which are a reflection of how citizens perceive this area of economic activity.

- NLSH 63. % of residents responding very good/good - Community's visual attractiveness  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109863.html>

Performance Measure Reason: This offer substantially reduces the attractiveness of downtown Fort Collins. The downtown is a core economic driver in the community and an attractive downtown visually resonates with the perception of citizens.

### **Personnel Changes**

- Hourly staff for event support will be minimally reduced \$3,000.

### **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**

update title

### **Offer Profile**

Offer Owner: DGorkowski

Lead Department: Parks



**40.5: Reduction: Scale Down Park Service and Maintenance Levels in Downtown Core**

**Reductions, Redeploys and Revisions (off year)**

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-0.10
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		(19,750)
512000 - Benefits		(250)
	<b>510000 - Personnel Services</b>	<b>(20,000)</b>
531000 - Utility Services		(5,000)
533000 - Repair & Maintenance Services		(20,114)
	<b>530000 - Purchased Property Services</b>	<b>(25,114)</b>
544000 - Employee Travel		(1,600)
	<b>540000 - Other Purchased Services</b>	<b>(1,600)</b>
552000 - Land & Building Maint Supplies		(2,400)
559000 - Other Supplies		(5,000)
	<b>550000 - Supplies</b>	<b>(7,400)</b>
	<b>Total Expenses</b>	<b>(54,114)</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	(54,114)
	<b>Funding Source Total</b>	<b>(54,114)</b>



## Offer 40.6: Enhancement: Oak Street Plaza Renovation

### Offer Type: Enhancement

2021: \$85,000 and 0.00 FTE, 0.00 Hourly FTE

#### Offer Summary

Funding this offer would support the needed repairs in Oak Street Plaza. Approximately three years ago, water runoff from the laminar fountains in the plaza began to infiltrate the north building adjacent to the Oak Street Plaza, currently occupied by Great Western Bank. To prevent further damage, the fountains were turned off and have not been functioning in the plaza for several years. Without the fountains, plaza activity has reduced significantly, resulting in undesirable behavior from some visitors to the plaza. The Park Planning & Development Department and consultant (Aqua Engineering) investigated the fountain system, and identified the following issues:

- Water run off from the fountains is infiltrating adjacent buildings, causing damage to those structures.
- The black granite sculptures in the plaza are a concern and need to be removed, as they are slick and may incite injury from someone slipping and falling on them when they are wet.
- The fountain system is subject to frequent clogging from leaflets, resulting in reduced performance from the system.
- Pressure loss in the fountain system results in the water jets falling short of the intended targets (black granite sculptures), which exacerbates the run off issue.
- Plaza visitors are interacting with the fountains and blocking the flow of the water jets, resulting in increased surface run off toward adjacent buildings.
- The fog system is no longer functioning.

Plaza repairs would address the identified issues listed above. Reconstructing the fountain will address safety concerns, improve reliability, remove drainage issues, and improve the overall appearance of the plaza area.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

#### Additional Information

- The Downtown Development Authority (DDA) met with the City and requested the fountains be restored to improve and enhance activity in the plaza and discourage undesirable behavior in the plaza that has increased since the fountains were turned off several years ago.



## **Offer 40.6: Enhancement: Oak Street Plaza Renovation**

### **Offer Type: Enhancement**

- The absence of activation has resulted in this area becoming the location for heightened levels of illegal activities and very disruptive behaviors. This includes illegal drug activity (usage and distribution), assault disturbances, discharge of bodily fluids, and considerable incidences of open alcohol containers.
- Oak Street Plaza sometimes has double digit police responses occurring daily as compared to Old Town Square which has single digit police responses occurring monthly. This is directly attributed to the level of activity at each site. Water features are proven to attract positive activity in urban areas, resulting in fewer altercations or disturbances from illegal behavior.
- Ongoing maintenance for this offer is located in Offer 40.1 Downtown Landscaping and Maintenance.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$0

### **Scalability and explanation**

In order to properly repair the fountain and plaza area, this offer is not scalable.

### **Links to Further Details:**

- Not applicable

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ **ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.:** The high level of maintenance provided in the downtown core area attracts tourists and creates a vibrant appearance for thriving restaurants and businesses. The plaza improvements will enhance business activity around the plaza and in the downtown core.
- **CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.:** This offer will provide a redesigned water feature that will eliminate several issues with the current configuration.
- **HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.:** This offer will improve, protect and allow more efficient maintenance of the plaza area while enhancing the customer and business experience around the plaza site.

### **Performance Metrics**

- **ECON 41. Trained Observer Program - Percentage of Downtown Area And Downtown City Facility Grounds Ratings With No Problems**





## **Offer 40.6: Enhancement: Oak Street Plaza Renovation**

### **Offer Type: Enhancement**

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6286&object=measure&objectId=91331.html>

Performance Measure Reason: This offer will have a positive impact on the trained observer ratings at this site and diminish unwanted behaviors.

### **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

### **Offer Profile**

Offer Owner: DGorkowski

Lead Department: Parks



40.6: Enhancement: Oak Street Plaza Renovation

Enhancement to Programs and Services

	2021 Projected Budget
--	--------------------------

Full Time Equivalent (FTE) Staffing	-
Hourly (FTE)	-

Expenses

564000 - Improvements Other Than Bldg	85,000
560000 - Capital Outlay	<u>85,000</u>
Total Expenses	<u><u>85,000</u></u>

Funding Sources

252-GID Fund: Reserves	Reserve	85,000
	Funding Source Total	<u><u>85,000</u></u>



## **Offer 60.1: Utilities: Broadband - Core Operations**

**Offer Type: Ongoing**

2021: \$18,150,830 and 42.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer supports the ongoing work of building out a community-wide fiber to the home/business network. Services include both residential and business internet, phone, and video options. Completion of this project involves the work of the following teams: Marketing and Sales, Network Operations and Technical Support, and Outside Plant (OSP). Numerous vendors and capital expenses are also involved but are not included in this offer.

Connexion Marketing & Sales maximizes opportunities to inform and engage Fort Collins residents and businesses about Fort Collins Connexion and its services. The marketing objective is to secure a minimum of 28.2% market share by installing one or more services per premise. The long term goal is to reach a 45-50% percent market share. This will be accomplished using a variety of tactics that will provide brand, product and service recognition. The Connexion sales team works with medium- to enterprise-level businesses to provide standard and customized internet, phone, and video broadband services. Sales also supports multi family dwellings and HOA relationships to develop bulk or custom services.

Network Operations and Technical Support staff assist all customers with product and service issues, monitor performance and perform upgrades, design and implement network architecture, and provide outstanding customer service at all levels.

The Outside Plant Team (OSP) is responsible for building, maintaining, and managing the fiber infrastructure for the new Connexion network as well as the existing City of Fort Collins fiber network infrastructure. The team performs quality control over this fiber infrastructure during the turnover process from the construction vendor to the City's ownership. As Connexion grows, the OSP team (including its contractors and vendors) are responsible for adding residential and commercial customers to this network as services become available throughout Fort Collins.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

### **Additional Information**

- Not applicable

### **Links to Further Details:**



## **Offer 60.1: Utilities: Broadband - Core Operations**

### **Offer Type: Ongoing**

- Not applicable

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.: This offer supports the ongoing work of building out a community-wide fiber to the home network. Services include both business and residential internet, phone, and video options.
- ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.: The Connexion build-out and service will add resiliency to for-profit, non profit, and governmental entities in the community. This concept has been demonstrated during the COVID pandemic as a majority of business and educational activities have shifted to a home environment. The ability and option to work seamlessly without connection/bandwidth issues at an affordable price is critical.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: This offer is supporting the creation of high quality infrastructure designed to serve the community now and into the future in a fiscally responsible manner.

### **Improvements & Efficiencies**

- Connexion has worked with IT to utilize Network Engineer positions in a manner that supports both the City's internal network and the design needs of the Connexion Network.
- Collaboration with Light & Power has led to joint design work and infrastructure installation in areas that still have overhead electric lines.
- The outside plant team is working with the in home/business installation vendor to ensure that over time Connexion has well trained staff in house once a vendor is no longer required.
- Connexion Marketing is building relationships throughout the City to help leverage all messaging and community outreach efforts.

### **Performance Metrics**

- ECON 66. Broadband Capital Budget to Actual

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=738725.html>

Performance Measure Reason: The capital budget is a critical measure of how well the Broadband project is being measured. The success of this project depends on staying within budget, increasing service availability and maintaining infrastructure.

### **Personnel Changes**

- Added budget for Broadband director position



## ***Offer 60.1: Utilities: Broadband - Core Operations***

***Offer Type: Ongoing***

### **Differences from Prior Budget Cycles**

- Not applicable

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

- N/A

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

CAO/CPIO edits

removed measure HPG 26 & added a replacement

### **Offer Profile**

Offer Owner: ZMozer

Lead Department: Broadband



**60.1: Utilities: Broadband - Core Operations**

**Ongoing Programs and Services**

	<b>2021 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	42.00
<b>Hourly (FTE)</b>	-
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	3,139,133
512000 - Benefits	919,133
519000 - Other Personnel Costs	(53,784)
<b>510000 - Personnel Services</b>	<b>4,004,482</b>
521000 - Professional & Technical	271,275
522000 - Governmental Services	172,832
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>444,107</b>
533000 - Repair & Maintenance Services	258,811
534000 - Rental Services	3,000
<b>530000 - Purchased Property Services</b>	<b>261,811</b>
542000 - Communication Services	4,286,280
543000 - Internal Admin Services	991,977
544000 - Employee Travel	52,483
549000 - Other Purchased Services	180,000
<b>540000 - Other Purchased Services</b>	<b>5,510,740</b>
551000 - Vehicle & Equipment Supplies	138,924
552000 - Land & Building Maint Supplies	18,000
555000 - Office & Related Supplies	414,630
559000 - Other Supplies	142,500
<b>550000 - Supplies</b>	<b>714,054</b>
579000 - Other	1,256,783
<b>570000 - Other</b>	<b>1,256,783</b>
581000 - Debt Service	5,827,788
<b>580000 - Debt &amp; Other Uses</b>	<b>5,827,788</b>
591000 - Transfers to Funds	131,065
<b>590000 - Transfers Out</b>	<b>131,065</b>
<b>Total Expenses</b>	<b>18,150,830</b>



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**Funding Sources**

505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	12,235,809
505-Broadband Fund: Reserves	Reserve	5,915,021
	<b>Funding Source Total</b>	<b>18,150,830</b>



## **Offer 60.3: Enhancement: Utilities: Broadband Operations - 13 FTE**

### **Offer Type: Enhancement**

2021: \$741,993 and 13.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

This offer supports the funding of additional FTEs needed to ramp up operations of the broadband initiative that was approved by voters. The purpose of this enhancement is to ensure flexibility to address anticipated increases in activity and demand in the build, production, network and technical support needs of the broadband initiative. Connexion has entered into an Intergovernmental Agreement (IGA) with the cities of Loveland and Estes Park. Per the IGA, Connexion will provide technical support for Loveland and Estes Park customers as these cities stand up their broadband systems. The additional FTE increase for sales, marketing and customer support were detailed in the original business plan.

This Offer supports the following Strategic Objectives *(the primary objective is marked with a ✓)*:

- ✓ ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

#### **Additional Information**

- Not applicable

#### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$1,365,022

#### **Scalability and explanation**

The enhancement offer is based on the projections for the increase in service level anticipated for 2021 and 2022. As Fort Collins Connexion, Loveland Pulse, and Estes Park Trailblazer service footprints increase and more customers sign up, more staff will be needed to support customers.

#### **Links to Further Details:**

- Not applicable

#### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.:  
This offer is in response to the voter approved ballot initiative for City provided broadband services.

#### **Performance Metrics**

- ECON 66. Broadband Capital Budget to Actual

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=738725.html>





**Offer 60.3: Enhancement: Utilities: Broadband Operations - 13 FTE**

**Offer Type: Enhancement**

Performance Measure Reason: The capital budget is a critical measure of how well the Broadband project is being measured. The success of this project depends on staying within budget, increasing service availability and maintaining infrastructure.

**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 measure HPG 26 & added a replacement

**Offer Profile**

Offer Owner: ZMozer

Lead Department: Broadband



**60.3: Enhancement: Utilities: Broadband Operations - 13 FTE**

**Enhancement to Programs and Services**

		<b>2021 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		13.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		564,058
512000 - Benefits		193,079
519000 - Other Personnel Costs		(15,144)
	<b>510000 - Personnel Services</b>	<u>741,993</u>
	<b>Total Expenses</b>	<u><u>741,993</u></u>
<hr/>		
<b>Funding Sources</b>		
505-Broadband Fund: Reserves	Reserve	741,993
	<b>Funding Source Total</b>	<u><u>741,993</u></u>



## **Offer 66.1: Urban Renewal Authority**

**Offer Type: Ongoing**

2021: \$759,138 and 2.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer funds Urban Renewal Authority (URA) administration and operations. The URA's mission is to leverage private capital investment and stimulate sustainable development and public improvement projects in areas of the community where reinvestment and redevelopment is significantly impaired. The URA currently has four active tax increment financing (TIF) districts.

The URA program makes important contributions to the City's vibrancy with an emphasis on triple bottom line benefits and placemaking. URA's revitalization objectives include:

- Transform blighted areas into vibrant neighborhoods
- Catalyze projects and accelerate investments that would not otherwise happen, thereby creating improvements with lasting value
- Encourage development projects that enhance the local character, culture, economy and quality of life
- Improve public infrastructure (streets, storm drainage, sewer, utilities, etc.) in areas where deficiencies exist
- Incentivize high efficiency buildings and development projects in support of the City's Climate Action Plan
- Retain, expand and attract businesses for the purpose of improving the City's economic base as demonstrated by projects that retain/create jobs, increase the manufacturing base, etc.
- Create destination locations, including mixed use projects, that will capture additional revenue to the area
- Support a spectrum of housing affordability options
- Protect natural habitats and features
- Remove impediments to desired development, e.g., lack of infrastructure, environmental contamination, presence of floodplain, or unsuitable soils
- Encourage development that is consistent with City Plan, subarea plans and approved Urban Renewal Plans
- Create, accelerate and enhance projects that meet broader community objectives including those of our taxing entities

The URA is not dependent on the General Fund; funding comes from incremental property & sales tax revenues resulting from new activity enabled & catalyzed by URA investments



## ***Offer 66.1: Urban Renewal Authority***

### ***Offer Type: Ongoing***

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

### **Additional Information**

- Existing Areas: (1) North College - centered on College Avenue from Vine Drive north to the City boundary and east/west to encompass the commercial development; (2) Prospect South - centered on College Avenue from Prospect Road south to just north of Whole Foods and east/west to encompass the commercial development; (3) Foothills - Encompasses the mall property and some public right-of-way
- Existing Areas, continued: (4) College and Drake – contains Spradley Barr Mazda and former Kmart sites along with the intersections of College and Drake, Drake and railroad tracks, and Drake and Redwing.

### **Links to Further Details:**

- Not applicable

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.: The Urban Renewal Authority is a partner in helping achieve the goals for infill and redevelopment outlined in City Plan. The core mission of the URA is to foster sustainable infill and redevelopment outcomes for the betterment of the community within targeted redevelopment areas where development constraints are significantly impeding these outcomes.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations: One of the major impediments to infill development in the community is aging transportation infrastructure. Tax increment financing is an important tool that can make intersection upgrades feasible upon redevelopment.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: This offer supports the City’s climate action goals by having established policy and procedures incentivizing projects that achieve green building outcomes. Buildings are approximately 60% of emissions in Fort Collins, and this offer provides more efficient and comfortable buildings for those projects that leverage the URA.

### **Improvements & Efficiencies**



## ***Offer 66.1: Urban Renewal Authority***

### ***Offer Type: Ongoing***

- The URA refinanced a loan with the City in December 2019. This refinance freed up \$5 million of General Fund money for other budget priorities while lowering debt service payments for the URA.
- The URA has worked with the Stormwater and Engineering Departments to identify a unified approach to managing stormwater detention and water quality on the west side of College Avenue in the North College Plan Area with an outfall into the Poudre River. These stormwater facilities will be integrated with an ultimate alignment and design for Mason Street from Willox to Alpine.

### **Performance Metrics**

- ECON 60. Survey - Percent of businesses rating a positive performance of economic health initiatives  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=558078.html>

Performance Measure Reason: Tax Increment Financing (TIF) provides an incentive for developers to remediate blighted property and create development that would otherwise be infeasible

### **Personnel Changes**

- N/A

### **Differences from Prior Budget Cycles**

- Rolls in expenses from an approved enhancement in 2019/20 which expanded the URA board to 11 members- adding part time staff for logistics, a MinuteTraQ license, and FCTV support. Also modified to include Larimer County Fee as an expense (previously netted out) to promote transparency and clearer accounting of the URA's costs.

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

- Not applicable

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

CAO/CPIO edits  
added measure reason

### **Offer Profile**

Offer Owner: WBricher

Lead Department: Urban Renewal Authority



**66.1: Urban Renewal Authority**

**Ongoing Programs and Services**

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		2.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		232,587
512000 - Benefits		53,810
519000 - Other Personnel Costs		(4,567)
	<b>510000 - Personnel Services</b>	<b>281,830</b>
521000 - Professional & Technical		247,339
529000 - Other Prof & Tech Services		-
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>247,339</b>
535000 - Construction Services		194,114
	<b>530000 - Purchased Property Services</b>	<b>194,114</b>
541000 - Insurance		25,000
542000 - Communication Services		1,240
543000 - Internal Admin Services		430
544000 - Employee Travel		1,365
549000 - Other Purchased Services		2,625
	<b>540000 - Other Purchased Services</b>	<b>30,660</b>
555000 - Office & Related Supplies		1,690
559000 - Other Supplies		3,505
	<b>550000 - Supplies</b>	<b>5,195</b>
	<b>Total Expenses</b>	<b>759,138</b>

**Funding Sources**

800-URA N. College District: Ongoing Revenue	Ongoing Restricted	552,486
801-URA Prospect South TIF Dist: Ongoing Revenue	Ongoing Restricted	68,347
803-URA Mall Fund: Ongoing Revenue	Ongoing Restricted	138,305
	<b>Funding Source Total</b>	<b>759,138</b>



**Offer 66.2: URA Debt Service**

**Offer Type: Ongoing**

2021: \$5,947,606 and 0.00 FTE, 0.00 Hourly FTE

**Offer Summary**

This offer funds the payment of Urban Renewal Authority (URA) debt and obligation payments across three tax increment financing (TIF) districts. The College and Drake URA does not have obligation payments since it was established in 2020. These debts and obligations include bond payments (North College and Foothills Mall), Redevelopment/Project Agreements, and City loan agreements.

The URA uses tax increment funding for all debt and obligation payments; the URA is not dependent on the General Fund.

North College TIF Debt/Obligation Payments:

Total Debt

2021 Principal \$953,567    2022 Principal \$985,781

2021 Interest \$315,034    2022 Interest \$281,219

Market Bonds:

2021 Principal \$665,000    2022 Principal \$690,000

2021 Interest \$283,963    2022 Interest \$257,363

RMI2 Loan (from General Fund):

2021 Principal \$288,567    2022 Principal \$295,781

2021 Interest \$31,071    2022 Interest \$23,856

Prospect South TIF Debt/Obligation Payments:

2021 Principal \$220,000    2022 Principal \$230,000

2021 Interest \$149,544    2022 Interest \$138,544

Foothills TIF Debt/Obligation Payments:

Total 2021 \$4,309,461    Total 2022 \$4,395,651

2021 Property Tax Increment Payments \$3,813,265

2022 Property Tax Increment Payments \$3,889,530

2021 Sales Tax Increment \$496,196

2022 Sales Tax Increment \$506,120

Note: North College Repayment derived from fixed URA 1.5% administration charge on property tax increment.



## **Offer 66.2: URA Debt Service**

### **Offer Type: Ongoing**

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

### **Additional Information**

- Not applicable

### **Links to Further Details:**

- Not applicable

### **Linkage to Strategic Objectives**

(*the primary objective is marked with a ✓*)

- ✓ ECON 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.: The Urban Renewal Authority is a partner in helping achieve the goals for infill and redevelopment outlined in City Plan. The core mission of the URA is to foster sustainable infill and redevelopment outcomes for the betterment of the community within targeted redevelopment areas where development constraints are significantly impeding these outcomes.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations: One of the major impediments to infill development in the community is aging transportation infrastructure. Tax increment financing is an important tool that can make intersection upgrades feasible upon redevelopment.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: This offer supports the City’s climate action goals by having established policy and procedures incentivizing projects that achieve green building outcomes. Buildings are approximately 60% of emissions in Fort Collins, and this offer provides more efficient and comfortable buildings for those projects that leverage the URA.

### **Improvements & Efficiencies**

- N/A

### **Performance Metrics**

- ECON 60. Survey - Percent of businesses rating a positive performance of economic health initiatives  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=558078.html>





## **Offer 66.2: URA Debt Service**

### **Offer Type: Ongoing**

Performance Measure Reason: The URA pledges TIF to pay for debt it issues. The success of the URA's debt service offer is, therefore, linked to the effectiveness of TIF as an incentive for development.

### **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**

CAO/CPIO edits

new measure & reason added

### **Offer Profile**

Offer Owner: WBricher

Lead Department: Urban Renewal Authority



**66.2: URA Debt Service**

**Ongoing Programs and Services**

		2021 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
535000 - Construction Services		4,309,461
	<b>530000 - Purchased Property Services</b>	<b>4,309,461</b>
581000 - Debt Service		1,638,145
	<b>580000 - Debt &amp; Other Uses</b>	<b>1,638,145</b>
	<b>Total Expenses</b>	<b>5,947,606</b>
<hr/>		
<b>Funding Sources</b>		
800-URA N. College District: Ongoing Revenue	Ongoing Restricted	1,268,601
801-URA Prospect South TIF Dist: Ongoing Revenue	Ongoing Restricted	369,544
803-URA Mall Fund: Ongoing Revenue	Ongoing Restricted	4,309,461
	<b>Funding Source Total</b>	<b>5,947,606</b>



## **Offer 70.1: Convention and Visitor's Bureau Annual Support**

**Offer Type: Ongoing**

2021: \$1,133,915 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

The City of Fort Collins contracts with Visit Fort Collins (VFC) to provide convention and visitor services. Since 2006, the contract has been based on a funding model whereby VFC receives 70% of the 3% lodging tax dollars; the Cultural Resources Board receives the remaining 30% to distribute as Fort Fund grants.

VFC's convention sales and marketing efforts focus on three major markets: sports (youth and amateur), religious and associations. VFC attends industry trade shows, hosts familiarization tours, and builds partnerships with CSU, the Bike Share Program, area brewers, the Downtown Business Association, the Downtown Development Authority, North and South Business Associations, and multiple City departments.

VFC produces numerous marketing tools including: a website that includes a popular calendar featuring local events and cultural activities, a section for residents, and a mobile site; and the Official Visitors and Community Resource Guide, used by visitors, CSU students and parents, and local residents. With a limited advertising budget, VFC focuses on direct sales, social media and public relations to carry the Fort Collins message and maximize return on investment. This offer also includes research projects including conversion studies to measure marketing effectiveness, convention and meeting marketing intelligence platforms, and visitor profiles.

Sustainability programs are a major part of VFC's public relations efforts, promoting Fort Collins as a leading city in sustainability and protection of the natural environment.

VFC will utilize the operation of the Downtown Visitor Information Center to inform visitors and residents of the many recreational and cultural activities in Fort Collins. The Certified Tourism Ambassador program will engage all aspects of the community in tourism. Since the program's introduction in 2014, over 674 individuals have become certified.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.
- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

### **Additional Information**



## **Offer 70.1: Convention and Visitor's Bureau Annual Support**

### **Offer Type: Ongoing**

- Much of VFC's resources are devoted to attracting meetings, conventions and sporting events by working cooperatively with area hotels, transportation, facilities and engaging residents to attract association meetings to Fort Collins, providing a high level of service and accountability by measuring leads, room night production and focusing on off-season business to drive hotel occupancy.
- In 2014, the Certified Tourism Ambassador Program was launched to train many residents across the business, government and educational community in what makes Fort Collins unique, special and a great place to visit.
- To maximize impact, VFC utilizes targeted public relation efforts. Collaboration with a wide variety of partners is key for the organization's success. Articles in 2019 ran in publications such as Forbes, Kensington & Chelsea Review and 5280 Magazine. Partnerships with the Colorado Tourism Office and regional destinations are also critical to success.
- The website provides visitors with high-quality real-time information. The refreshed website design was awarded the Hemes Creative Award as one of the creative industry's best overall websites. Over 120,000 Visitor Guides were distributed by mail, digitally, at hotels and at welcome centers throughout the state.
- Tourism marketing through online and print advertising, social media and direct sales to tour operators is showing stability in the last two years. An economic study for 2019/2020 will be released in June along with a visitor profile. This effort is repeated every two years for continual feedback and benchmarking. Partnerships across channels allow a maximum ROI of 50:1.

### **Links to Further Details:**

- <http://www.visitftcollins.com/>
- <https://www.facebook.com/VisitFortCollins>
- <https://twitter.com/VisitFtCollins>

### **Linkage to Strategic Objectives**

*(the primary objective is marked with a ✓)*

- ✓ ECON 3.1 - Facilitate government and local partners to achieve effective regional economic resilience.: VFC is a partner in the Front Range Tourism Region, a collective of destinations including Loveland, Estes Park, Greeley, Boulder and Longmont that applies for and receives marketing grants from the Colorado Tourism Office for advertising and marketing efforts. VFC also partners with the Colorado Tourism Office to maximize exposure and public relations opportunities.



## **Offer 70.1: Convention and Visitor's Bureau Annual Support**

### **Offer Type: Ongoing**

- ECON 3.2 - Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.: VFC works closely with the CSU Recreation and Tourism Program and Hospitality Management Program to provide internships, industry training and service learning experiences and projects to better prepare students for entry into the fields of hospitality and tourism.
- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.: VFC's Events Calendar on the [www.visitftcollins.com/events](http://www.visitftcollins.com/events) site allows both visitors and residents to seek out and access recreational and cultural activities throughout the community. Cultural events make up the majority of events on the site, including those at the Lincoln Center, Museum of Discovery and other local venues.

### **Improvements & Efficiencies**

- According to the 2016/2017 Economic Impact of Tourism Study by RRC Associates, Inc., tourism accounts for \$274.6M in economic activity in Fort Collins. Jobs attributed to tourism totaled 3,801, while household income was at \$89.4M and \$7.7M in tax revenue to the City. Updated study results will be distribution in June 2020.
- Fort Collins is the FIRST community in Colorado to certify and train residents on tourism and hospitality to better serve the visiting public on the unique assets of the community. Over 100 50 businesses have participated with 674 current ambassadors from hospitality employees, CSU departments, Poudre School District, retail merchants, major businesses and employers, and City & County departments.
- In 2019, VFC partnered with Colorado State University (CSU) to continue to manage the Rambassador hospitality program in tandem with Colorado State University's Football Program. Training for hotel front desk personnel was also hosted along with the distribution of maps and stadium guides.
- In 2019, VFC assisted with Fortitude 10K, a second-time event with over 8,000 participants. They assisted with recruitment of volunteers, distribution of community information as well as participating in the event both with event runners and volunteers.
- VFC consistently partners with Economic Health to reach out to local businesses, educators and residents encouraging them to invite their professional associations, focusing on the City's targeted industry clusters.
- VFC earned \$6.8M in paid media value from public relations efforts which include stories in Forbes, Kensington & Chelsea Review and 5280 Magazine.
- Private membership revenue brought in \$89,000 along with Special Lodging District contributions of over \$25,000. Thirty-one new partner businesses joined the organization in 2019.



## ***Offer 70.1: Convention and Visitor's Bureau Annual Support***

***Offer Type: Ongoing***

### **Performance Metrics**

- ECON 6. Lodging Occupancy Rates

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=91339.html>

Performance Measure Reason: VFC focuses on direct sales, social media and public relations to carry the Fort Collins message and maximize return on investment. Partnership with Economic Health allows for engagement to local businesses, educators and residents' encouraging them to invite their professional associations, focusing on the City's targeted industry clusters.

### **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**

CAO/CPIO edits

### **Offer Profile**

Offer Owner: CHMartinez

Lead Department: Comm. & Public Involvement



70.1: Convention and Visitor's Bureau Annual Support

Ongoing Programs and Services

	2021 Projected Budget
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Full Time Equivalent (FTE) Staffing	-
Hourly (FTE)	-

Expenses

574000 - Grants		1,133,915
	570000 - Other	1,133,915
	<b>Total Expenses</b>	<b>1,133,915</b>

Funding Sources

100-General Fund: Lodging Taxes	Ongoing Restricted	1,133,915
	<b>Funding Source Total</b>	<b>1,133,915</b>



**Offer 74.1: DDA Operating and Capital Budget**

**Offer Type: Ongoing**

2021: \$19,534,122 and 0.00 FTE, 0.00 Hourly FTE

**Offer Summary**

The Fort Collins Downtown Development Authority (DDA) was created in 1981, according to Colorado Revised Statutes 31-25-804, 1973, as amended, for the purpose of planning and implementing projects and programs within the boundaries of the DDA. By state statute the purpose of the ad valorem tax levied on all real and personal property in the Downtown development district, not to exceed five mills, shall be for the budgeted operations of the authority. Additionally, the DDA and the City adopted a Plan of Development that specifies the projects and programs the DDA would undertake. In order to carry out the purposes of the state statute and the Plan of Development, the City, on behalf of the DDA, has issued various debts, which require debt servicing.

This Offer supports the following Strategic Objectives (*the primary objective is marked with a ✓*):

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.

**Additional Information**

- Note: this Offer is currently reflective of the 2020 DDA budget; the 2021 budget is in development and will be approved by the DDA Board in September.

**Links to Further Details:**

- Not applicable

**Linkage to Strategic Objectives**

(*the primary objective is marked with a ✓*)

- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.: xx

**Improvements & Efficiencies**

- xx

**Performance Metrics**

- A performance measure has not yet been created, see explanation below for the proposed metric, if this Enhancement offer is funded.

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893586.html>

Performance Measure Reason: xx

**Personnel Changes**

- N/A





## ***Offer 74.1: DDA Operating and Capital Budget***

***Offer Type: Ongoing***

### **Differences from Prior Budget Cycles**

- Not applicable

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

- Used for Personnel Costs

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

Added note re: the timing of the DDA Board approval.

### **Offer Profile**

Offer Owner: CFORST

Lead Department: Downtown Development Authority



**74.1: DDA Operating and Capital Budget**

**Ongoing Programs and Services**

		<b>2021 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
519000 - Other Personnel Costs		642,502
	<b>510000 - Personnel Services</b>	<b>642,502</b>
521000 - Professional & Technical		160,825
529000 - Other Prof & Tech Services		1,450
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>162,275</b>
532000 - Cleaning Services		300
533000 - Repair & Maintenance Services		14,565
534000 - Rental Services		34,699
539000 - Other Property Services		10,318,409
	<b>530000 - Purchased Property Services</b>	<b>10,367,973</b>
541000 - Insurance		7,543
542000 - Communication Services		4,320
544000 - Employee Travel		30,000
549000 - Other Purchased Services		5,200
	<b>540000 - Other Purchased Services</b>	<b>47,063</b>
555000 - Office & Related Supplies		15,800
559000 - Other Supplies		6,567
	<b>550000 - Supplies</b>	<b>22,367</b>
574000 - Grants		12,000
579000 - Other		23,394
	<b>570000 - Other</b>	<b>35,394</b>
581000 - Debt Service		8,256,548
	<b>580000 - Debt &amp; Other Uses</b>	<b>8,256,548</b>
	<b>Total Expenses</b>	<b>19,534,122</b>



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**Funding Sources**

820-DDA Operations: Ongoing Revenue	Ongoing Restricted	7,359,165
820-DDA Operations: Reserves	Reserve	3,918,409
822-DDA Debt Service: Ongoing Revenue	Ongoing Restricted	6,463,294
822-DDA Debt Service: Reserves	Reserve	1,793,254
	<b>Funding Source Total</b>	<b>19,534,122</b>