



## City of Fort Collins

### 2022 Offer Narratives

#### Economic Health



### ***Offer 2.1: Utilities: Light & Power - Wholesale Purchased Power***

***Offer Type: Ongoing***

2022: \$94,230,000 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 delivered through the City's electrical distribution system to the residential and businesses customers in Fort Collins.

Platte River is governed by an eightperson 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 more than tripled its wind and solar supply since 2013 and has tripled it again in 2020 with the addition of the 225megawatt (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.

While driving utility innovation, its mission is 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 and continuously reviews and improves environmental performance, policies, and sustainable business practices.



## **Offer 2.1: Utilities: Light & Power - Wholesale Purchased Power**

### **Offer Type: Ongoing**

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**

- 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 early 2021, 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 225 MW of new wind energy online 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/irp/>
- <https://www.prpa.org/der/>

### **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.



## ***Offer 2.1: Utilities: Light & Power - Wholesale Purchased Power***

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

- 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 sets 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.
- In December 2019, Platte River together 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 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, more than 50% of the energy delivered to Platte River's owner communities comes from non-carbon sources.
- 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 lowload 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 through flexible service offerings.
- Platte River and its owner communities' utilities of Estes Park, Fort Collins, Longmont and Loveland are working to develop a strategy to integrate distributed energy resources (DERs). The ability to successfully integrate DERs will play an important role in achieving the goals of Platte River's Resource Diversification Policy.

### **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.

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



## ***Offer 2.1: Utilities: Light & Power - Wholesale Purchased Power***

***Offer Type: Ongoing***

- 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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



## 2.1: Utilities: Light & Power - Wholesale Purchased Power

### Ongoing Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
557000 - Purchased Power		94,230,000
	550000 - Supplies	94,230,000
	<b>Total Expenses</b>	<b>94,230,000</b>
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	94,230,000
	<b>Funding Source Total</b>	<b>94,230,000</b>



## **Offer 2.2: Utilities: Light & Power - Core Operations**

**Offer Type: Ongoing**

2022: \$10,790,856 and 70.00 FTE, 1.44 Hourly FTE

### **Offer Summary**

Funding this Offer will allow the ongoing operation of the Administration and General Operations (A&G); Electrical Engineering; Operations and Technology; and Electric Field Services departments, comprised of 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. 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 L&P Utility has installed more than 99.8% 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, on-going 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.

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Funds the Light & Power Operational Technology Department, including substations and controls that ensure 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 2.2: 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:**

- Not applicable

### **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 that 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 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 has increased field crew productivity by providing visual aids and ease of use of spatial systems.
- Light & Power Operations re-organized in 2019 and includes Operational Technology, Electrical Engineering and Electric Field Services. The reorganization streamlined the organizational structure and reduced the number of direct reports to the Light and 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 2.2: 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.

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

- Not applicable

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

- Amount needed for required 1986 early retirement enhancement payments, per the budget manual.

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

- Not applicable

### **Offer Profile**

Offer Owner: tmccollough

Financial Lead: pladd

Lead Department: Utilities Strategic Planning





## 2.2: Utilities: Light & Power - Core Operations

### Ongoing Programs and Services

	2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>	70.00
<b>Hourly (FTE)</b>	1.44
<b>Expenses</b>	
511000 - Salaries & Wages	6,515,161
512000 - Benefits	1,803,488
519000 - Other Personnel Costs	(204,679)
<b>510000 - Personnel Services</b>	<b>8,113,970</b>
521000 - Professional & Technical	186,700
522000 - Governmental Services	1,500
529000 - Other Prof & Tech Services	16,950
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>205,150</b>
531000 - Utility Services	100,330
532000 - Cleaning Services	9,000
533000 - Repair & Maintenance Services	796,615
534000 - Rental Services	5,000
535000 - Construction Services	20,000
539000 - Other Property Services	10,000
<b>530000 - Purchased Property Services</b>	<b>940,945</b>
542000 - Communication Services	49,480
544000 - Employee Travel	52,456
549000 - Other Purchased Services	138,300
<b>540000 - Other Purchased Services</b>	<b>240,236</b>
551000 - Vehicle & Equipment Supplies	270,860
552000 - Land & Building Maint Supplies	1,500
553000 - Infrastructure Maint Supplies	12,000
554000 - Utility Supplies	771,250
555000 - Office & Related Supplies	40,500
556000 - Health & Safety Supplies	71,470
559000 - Other Supplies	122,975
<b>550000 - Supplies</b>	<b>1,290,555</b>
<b>Total Expenses</b>	<b>10,790,856</b>



**Funding Sources**

501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	10,790,856
	<b>Funding Source Total</b>	<b>10,790,856</b>



## Offer 2.3: Utilities: Light & Power - System Additions & Replacements - Ongoing

**Offer Type: Asset Management**

2022: \$4,272,980 and 33.00 FTE, 0.00 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 differ 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.
- 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.



## Offer 2.3: Utilities: Light & Power - System Additions & Replacements - Ongoing

**Offer Type: Asset Management**

### Impact to Ongoing Expenses

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

Ongoing Cost Description:

N/A for Asset Management Ongoing Offers

### Scalability and explanation

This Offer can be scaled down and the needed funds for materials, labor and equipment for development projects will continue to be charged to existing budgets until funds are recovered from development fees. Subdivision construction appears to be ramping up, but it is possible that with delays on some projects that L&P could defer 20% of this budget (\$845,596) value for a scalability minimum of \$3,417,404, and could seek an off-cycle appropriation to address the shortfall.

### Links to Further Details:

- Not applicable

### 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.

### 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.



## ***Offer 2.3: Utilities: Light & Power - System Additions & Replacements - Ongoing***

***Offer Type: Asset Management***

### **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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



## 2.3: Utilities: Light & Power - System Additions & Replacements - Ongoing

### Enhancement to Programs and Services

	2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>	33.00
<b>Hourly (FTE)</b>	-
<b>Expenses</b>	
511000 - Salaries & Wages	2,996,550
512000 - Benefits	857,303
519000 - Other Personnel Costs	(1,457,473)
<b>510000 - Personnel Services</b>	<b>2,396,380</b>
529000 - Other Prof & Tech Services	93,000
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>93,000</b>
533000 - Repair & Maintenance Services	5,100
534000 - Rental Services	5,000
535000 - Construction Services	17,500
<b>530000 - Purchased Property Services</b>	<b>27,600</b>
553000 - Infrastructure Maint Supplies	60,000
554000 - Utility Supplies	1,174,000
559000 - Other Supplies	5,000
<b>550000 - Supplies</b>	<b>1,239,000</b>
561000 - Land	17,000
<b>560000 - Capital Outlay</b>	<b>17,000</b>
579000 - Other	500,000
<b>570000 - Other</b>	<b>500,000</b>
<b>Total Expenses</b>	<b>4,272,980</b>

### Funding Sources

501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	4,272,980
	<b>Funding Source Total</b>	<b>4,272,980</b>



## Offer 2.4: Utilities: Light & Power - Vehicles & Equipment - Ongoing

### Offer Type: Asset Management

2022: \$929,000 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).

#### - 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

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



## Offer 2.4: Utilities: Light & Power - Vehicles & Equipment - Ongoing

**Offer Type: Asset Management**

### Impact to Ongoing Expenses

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

Ongoing Cost Description:

N/A for Asset Management Ongoing Offers

### Scalability and explanation

This offer could be scaled based on funds availability. Objectives and performance measures would be harder to achieve. Vehicle reliability and fuel efficiency would be reduced. This offer can not be scaled below \$739,000 without significant impacts to the current level of service.

### Links to Further Details:

- Not applicable

### 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.

### 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 alternative fuel choices are cost effective.





## ***Offer 2.4: Utilities: Light & Power - Vehicles & Equipment - Ongoing***

### ***Offer Type: Asset Management***

- 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.

### **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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



## 2.4: Utilities: Light & Power - Vehicles & Equipment - Ongoing

### Enhancement to Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
565000 - Vehicles & Equipment		929,000
	<b>560000 - Capital Outlay</b>	<b>929,000</b>
	<b>Total Expenses</b>	<b>929,000</b>
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	929,000
	<b>Funding Source Total</b>	<b>929,000</b>



## **Offer 2.5: Utilities: Light & Power - Electric Substation Capital Upgrade Program - Ongoing**

**Offer Type: Asset Management**

2022: \$762,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This Offer will fund projects in 2022 needed to ensure that electrical substations and associated systems will operate reliably and provide for updated equipment that can be maintained if a failure occurs.

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:

- Oil Containment Walls for Substation Power Transformers: Oil containment is necessary in the event of a major oil leak
- Replace HVAC Units: Replace HVAC equipment on substation switchgear buildings, as required
- Transformer Radiator Replacements: Install new radiators to replace those that are leaking as required
- D20MX RTU Replacements: Replace outdated computer Remote Terminal Units (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: Replace outdated substation feeder protective relays to the current standard
- Substation Gravel: Replace 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: Replace 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
- Miscellaneous Substation Improvements: Provides funds for unexpected events that may occur at the electrical 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 2.5: Utilities: Light & Power - Electric Substation Capital Upgrade Program - Ongoing***

### ***Offer Type: Asset Management***

- Funds are in the existing Substation Capital parent account and are already appropriated for this kind of work. Some projects are ongoing multi-year projects, such as the Supervisory Control and Data Acquisition (SCADA) system and remote Terminal Unit (RTU)\Relay upgrade, so funds will carry over into future year budgets.
- RTU\Relay Upgrade - RTUs (Remote Terminal Units) are used to collect all the data from devices in a substation and transmit it back to the control room at 700 Wood St. for monitoring and control. Many of our RTUs are 20-30 years old and, although are still performing well, need to be upgraded to interface with the standard suite of protective relays we will be using at the substations.
- Feeder Relay Replacements - The SEL251 relay is used to monitor and control the feeder breaker at the electrical substation. The relay provides for fault protection, event recording, and real time load monitoring. This project involves replacing all obsolete SEL251 relays with the SEL351S relays currently installed at our newest substations.
- PRPA Circuit Switcher Installations - Load break circuit switchers are being installed to replace non-load break motor operated disconnect switches connected to the 50MVA power transformers. Circuit switchers provide for disconnecting a faulted substation transformer from the PRPA transmission system without interrupting service to the bulk electric system.
- Transformer Radiator Replacements - Radiators are an integral component of substation power transformers and are used to cool the oil contained in the transformer. Over time, the cooling fins and header pipes can develop oil leaks. If the radiator banks develop severe enough leaks, the power delivery capacity of the transformer will be compromised, requiring it to be taken out of service.

### **Impact to Ongoing Expenses**

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

\$0

Ongoing Cost Description:

N/A for Asset Management Ongoing Offers

### **Scalability and explanation**

This Offer is not scalable since equipment replacement is scheduled based on manufacturers' recommendations to ensure the operability of major equipment such as transformers and electrical switchgear. Other auxiliary equipment such as relays and computer equipment must be upgraded based on end of support life and integration with other Utility automation projects.

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

- Not applicable



## Offer 2.5: Utilities: Light & Power - Electric Substation Capital Upgrade Program - Ongoing

**Offer Type: Asset Management**

### 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 predictable 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.

### 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.

### 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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



## 2.5: Utilities: Light & Power - Electric Substation Capital Upgrade Program - Ongoing

### Enhancement to Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
569000 - Other Capital Outlay		762,000
	<b>560000 - Capital Outlay</b>	<b>762,000</b>
	<b>Total Expenses</b>	<b>762,000</b>
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	762,000
	<b>Funding Source Total</b>	<b>762,000</b>



## **Offer 2.6: Utilities: Light & Power - Electric Distribution Transformer Replacement Program - Ongoing**

**Offer Type: Asset Management**

2022: \$1,078,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this Offer 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.

By analyzing transformer loading data and applying heat transfer models to help predict the expected lifetime of transformers, nearly 1,200 transformers have been identified as having a higher risk of failure than the rest of the population. Additional analysis and prioritization helped select a subset of those transformers for replacement in 2022 to better maintain and improve reliability metrics. This new data driven analysis improves the ability to proactively maintain critical assets, reduce costs associated with unplanned outages and improve the reliability of our electrical distribution system.

Part of this project also will provide replacements for transformers located in cable replacement areas identified as having a higher risk of failure due to mechanical degradation. Application of the original isolated population of 1,200 transformers during planning and design stages for cable replacement areas, as well as support from electric field crews to inspect and identify in service transformers showing signs of impending mechanical failure related to leaking or corrosion yielded another subset of transformers for replacement.

With the growth of residential rooftop solar and electric vehicles, Light & Power 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 previously mentioned overloading conditions stemming from customer load growth.

To assure reliable service, maintenance inspections continue to identify transformers that require replacement.

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.



## ***Offer 2.6: Utilities: Light & Power - Electric Distribution Transformer Replacement Program - Ongoing***

***Offer Type: Asset Management***

### **Additional Information**

- 'Proposed 2022 transformer replacement funding will be distributed as follows:
  - Routine replacements and purchases aligned with system growth and equipment failure: \$630,000
  - Predictive Directed Maintenance replacements for long-term overload degradation: \$201,000
  - Replacements aligned with cable replacement projects: \$250,000
 Total estimated cost for the work above is approximately \$1.078M.
- In 2020, the number of transformers in the field increased by 75 units total. During normal operations 112 transformers were set in the field and 77 were removed. Of those removed, a significant number (over 30 units) were removed for impending risk of failure and were appropriately recycled, while the remaining units pulled from the field were immediately reused or reconditioned.
- In 2020, planned outages scheduled to address transformer issues avoided an estimated 206,213 customer outage minutes. Continued attention to maintenance and condition assessment avoids unplanned outages, which improves customers' experiences and service quality.
- 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 targets consistent with the goals in our Climate Future, which Fort Collins follows in supporting our mission. Planned transformer replacements improve both up-time and reduce outage frequency and are consistent with policy guidance that governs Utilities' actions.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$0
- Ongoing Cost Description:  
N/A for Asset Management Ongoing Offers

### **Scalability and explanation**





## Offer 2.6: Utilities: Light & Power - Electric Distribution Transformer Replacement Program - Ongoing

### Offer Type: Asset Management

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. Suggested scalability: Remove transformer replacements in the cable replacement areas. Major impact would be in customer experience related to multiple outages. Scalability minimum is: \$792,811.

### 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 predictable utility rates.
- 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 that benefit our overall community.
- 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. Coordinating transformer replacements with cable replacement areas is efficient and ultimately benefits customers' experiences by reducing overall outage minutes and dropping from two outages into one combined outage.

### 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 2020, approximately 76,800 customers experienced a 99.9981% electric distribution reliability index (ASAI). Part of this success directly results from proactively replacing transformers and ensuring we have critical assets available to serve evolving and increasing loads. If all our customers had been out of power, they would have experienced 10.15 minutes of outage time (SAIDI).

### Differences from Prior Budget Cycles



***Offer 2.6: Utilities: Light & Power - Electric Distribution Transformer Replacement Program - Ongoing***

***Offer Type: Asset Management***

- 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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



## 2.6: Utilities: Light & Power - Electric Distribution Transformer Replacement Program - Ongoing

### Enhancement to Programs and Services

2022 Projected  
Budget

Full Time Equivalent (FTE) Staffing

-

Hourly (FTE)

-

#### Expenses

569000 - Other Capital Outlay

1,078,000

560000 - Capital Outlay

1,078,000

Total Expenses

1,078,000

#### Funding Sources

501-Light & Power Fund: Ongoing Revenue

Ongoing Restricted

1,078,000

Funding Source Total

1,078,000



## Offer 2.7: Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program - Ongoing

**Offer Type: Asset Management**

2022: \$1,110,000 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 in 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. Other high intensity discharge (HID) technologies, such as mercury vapor and metal halide, will also be replaced by light emitting diodes (LEDs) under this offer.

New this cycle is a funding request and a plan for replacement of residential post top streetlights (representing about 4,500 lights in Fort Collins) and high mast 1,000 W metal halide lights Downtown. 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. LED streetlights last three to four times longer than HPS streetlights, which is the primary justification for streetlight replacements. Lighting technologies using LEDs can:

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

An attrition based program will convert streetlights to LED only when the existing components in HPS lights fail. Expected failure rates in 2018 and 2019 were very close to actual failure rates. Review of failure rates for residential streetlights resulted in increased overall replacement numbers from roughly 1,200 to 1,600 lights per year for this cycle. At these expected failure rates, completion for the replacement program will be in 2027.

As part of this project, Fort Collins Utilities also will 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



## **Offer 2.7: Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program - Ongoing**

### **Offer Type: Asset Management**

- 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 circuits. The cost savings from reduction in purchased power and coincident peak demand costs will be at least \$30,000 per year.
- 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.
- 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.

### **Impact to Ongoing Expenses**

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

Ongoing Cost Description:

N/A for Asset Management Ongoing Offers

### **Scalability and explanation**

This offer can be scaled down with the impact that any streetlight fixtures with failed components will still have to be visited for a repair, will not be upgraded, and the labor and expense will be charged to existing operations and maintenance budgets. To offer scalability, L&P could forego the budget for existing mercury vapor lights (\$34,000) and some portion of control and monitoring capabilities (\$20,000), making the scalability minimum \$1,056,000.

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

- Not applicable



## Offer 2.7: Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program - Ongoing

### Offer Type: Asset Management

#### 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 three to four times longer than their HPS 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 to move towards a smart lighting network using dynamic lighting controls. With a smarter lighting network capable of dynamic lighting levels, we could improve upon the energy reduction even beyond what we will see from installing LED lights.

#### 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 2020, 37% of our streetlight inventory was LED. Through this attrition-based conversion, Light & Power expects to see our LED population increase by 10% each year with a CO2 equivalent reduction of at least 400 metric tons annually.

#### 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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



## 2.7: Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program - Ongoing

### Enhancement to Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
569000 - Other Capital Outlay		1,110,000
	<b>560000 - Capital Outlay</b>	<b>1,110,000</b>
	<b>Total Expenses</b>	<b>1,110,000</b>
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	1,110,000
	<b>Funding Source Total</b>	<b>1,110,000</b>



## **Offer 2.8: Utilities: Light & Power - Electric System Cable Replacement Program - Ongoing**

**Offer Type: Asset Management**

2022: \$1,021,000 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.

Cables and cable accessories that were installed in the 1970s when the electric distribution system was first placed underground are reaching end-of -life . In the past 10 years, the average number of primary cable failures Light & Power experiences annually has tripled, from approximately five to 17 per year. Without proactive replacement, the number of annual failures will increase. The requested funding is required to maintain the current level of service, as measured by industry standard performance indices. Electric distribution cable is one of the largest asset investments that Light & Power maintains 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 also includes a one- time funding of \$490,000 in 2022 for emergency reserves for cable replacements. This amount was originally included in the 2021 funding amount, but was intentionally deferred to 2022 to relieve rate pressure on the 2021 budget year. These emergency funds will not be used unless an urgent, unanticipated risk to reliability emerges.

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 2.8: Utilities: Light & Power - Electric System Cable Replacement Program - Ongoing***

### ***Offer Type: Asset Management***

- Reliability (as measured by metrics ASAI, CAIDI, and SAIFI) is one of the targets consistent with the goals in our Climate Future, which Fort Collins follows in supporting our mission. Since targeted cable replacement will prevent degradation of reliability, it is consistent with policy guidance that governs Utilities' actions.
- Each year the cable replacement model is updated to reflect new failure model inputs with additional equipment failures, customer impacts and cost assumptions.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$0
- Ongoing Cost Description:  
N/A for Asset Management Ongoing Offers

### **Scalability and explanation**

This offer can be scaled to forego projects with the understanding that any resulting unplanned failures would be charged to operations and maintenance budgets and result in degraded reliability. Without significantly compromising reliability, the emergency \$490,000 reserves funding could be removed for an offer scalability minimum of \$531,000.

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

- Not applicable

### **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 data collected in the field.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.: L&P coordinates with Connexion, informing them of replacement areas and when they will occur, allowing fiber to be installed during the cable replacement job.

### **Performance Metrics**



## ***Offer 2.8: Utilities: Light & Power - Electric System Cable Replacement Program - Ongoing***

### **Offer Type: Asset Management**

- 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.

### **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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



## 2.8: Utilities: Light & Power - Electric System Cable Replacement Program - Ongoing

### Enhancement to Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
569000 - Other Capital Outlay		1,021,000
	<b>560000 - Capital Outlay</b>	<b>1,021,000</b>
	<b>Total Expenses</b>	<b>1,021,000</b>
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	1,021,000
	<b>Funding Source Total</b>	<b>1,021,000</b>



## **Offer 2.9: Utilities: Light & Power - Distribution Automation**

**Offer Type: Capital Project**

2022: \$200,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This Offer funds the addition of two automated switches in the electric distribution system. 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 improved customer support.

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 require field crews to conduct on-site monitoring and maintenance. Sensors in the switches proactively verify outages in conjunction with the information provided by 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 and expanding the communications network to integrate it with other systems will provide system operators increased visibility, allowing them 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.

These funds have previously been utilized to fund the automation aspects that are part of new circuit installation capital enhancement projects as long as the proposed automation location meets specific criteria including utilization frequency in switching orders and whether the existing location presents a significant operations or safety hazard for crew personnel.

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**



## **Offer 2.9: Utilities: Light & Power - Distribution Automation**

### **Offer Type: Capital Project**

- 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 extremely high reliability of the system already. Automating strategic locations such as switches increases operational efficiency and personnel safety with greater cost benefit.
- 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, outage verification can occur more quickly, providing customers with more timely information regarding an interruption to their power and when they can expect it to be restored.
- Prior to 2021, this ongoing program (funded separately each BFO cycle) 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 is funded through the Operational Technology parent account.
- Historically, 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 are now specified and purchased with all automation and communications equipment built into the design.

### **Impact to Ongoing Expenses**

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

\$0

Ongoing Cost Description:

There is no increased ongoing cost associated with this Offer.

### **Scalability and explanation**

If scaled, this Offer should be funded at \$150,000 minimum to provide the amount needed for the worst case scenario to automate one switch location.

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

- Not applicable

### **Linkage to Strategic Objectives**

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



## Offer 2.9: Utilities: Light & Power - Distribution Automation

### Offer Type: Capital Project

- ✓ 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. It eliminates the need for crews to drive to the switch to investigate, allowing 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 switches reduces crews responding to verify status of the switch, as well as labor and fuel cost and emissions.

### 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: Reducing outage duration times through precise, accurate troubleshooting of outages.
- 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 on green house gas emitted.

### 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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



## 2.9: Utilities: Light & Power - Distribution Automation

### Enhancement to Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
569000 - Other Capital Outlay		200,000
	<b>560000 - Capital Outlay</b>	<b>200,000</b>
	<b>Total Expenses</b>	<b>200,000</b>
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	200,000
	<b>Funding Source Total</b>	<b>200,000</b>



## **Offer 2.10: RESTORE: Utilities: Light & Power - Core Operations**

**Offer Type: Enhancement**

2022: \$88,483 and 0.00 FTE, 0.25 Hourly FTE

### **Offer Summary**

This Offer restores the Light & Power Operations core offer (2.2) by 3% from what was reduced in the 2021 fiscal year. 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
- Conference and Travel
- Vehicle repair services
- Intern staffing

Light & Power anticipated maintaining short-term service levels with these reductions in 2021. The long term impacts of maintaining these reductions in these line items will risk deferred maintenance impacts to the infrastructure and fleet. Long-term reductions in training or learning opportunities will have impacts to employee engagement and professional development opportunities for Light & Power employees.

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**

- Not applicable

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$88,483  
Ongoing Cost Description:  
Restoring the funding from items that were reduced in 2021 will have direct impact to the ongoing costs.

### **Scalability and explanation**

This Offer is scalable down to \$0 as it was developed by identifying line items in the budget that were eliminated in the 2021 budget year.

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

- Not applicable





## **Offer 2.10: RESTORE: Utilities: Light & Power - Core Operations**

**Offer Type: Enhancement**

### **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.: Long-term reductions in training or learning opportunities will have impacts to employee engagement and professional development opportunities for Light & Power employees.

### **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.

### **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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



## 2.10: RESTORE: Utilities: Light & Power - Core Operations

### Enhancement to Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		0.25
<b>Expenses</b>		
511000 - Salaries & Wages		9,000
512000 - Benefits		914
	<b>510000 - Personnel Services</b>	<b>9,914</b>
531000 - Utility Services		3,000
	<b>530000 - Purchased Property Services</b>	<b>3,000</b>
544000 - Employee Travel		70,044
549000 - Other Purchased Services		250
	<b>540000 - Other Purchased Services</b>	<b>70,294</b>
559000 - Other Supplies		5,275
	<b>550000 - Supplies</b>	<b>5,275</b>
	<b>Total Expenses</b>	<b>88,483</b>
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	88,483
	<b>Funding Source Total</b>	<b>88,483</b>



## Offer 2.11: Utilities: Light & Power - Install East Prospect and I-25 Circuit

**Offer Type: Capital Project**

2022: \$1,733,000 and 0.00 FTE, 0.00 Hourly FTE

### Offer Summary

Funding this Offer will support labor and construction materials to efficiently provide affordable, safe and reliable electric service to build an electrical feeder needed to serve new load for a development northeast of I- 25 and Prospect Road. Adding the proposed feeder Circuit 324 to the newly developed area will help unload and provide backup for Circuit 308, which currently serves the area.

Feeder circuits provide electric service to new and existing customers and are the backbone and foundation of the electrical delivery system. Circuit projects consist of 750kcmil aluminum cables and medium voltage switches to distribute electricity from substations. Appropriately loading electrical feeder circuits promotes reliability and quality of service to customers.

This Offer specifically covers the resources needed to Install 28,000 circuit feet of medium voltage 750kcmil aluminum cable from the Timberline substation east along Prospect and then north along Carriage Parkway to meet the new load. This circuit requires the installation of two medium voltage switches to help support reliable operation of the circuits in the area. Also included is the construction labor and materials to build the final 4,000 feet of a 2x4 duct bank and five vaults that will house the portion of the circuit from Prospect to Fox Grove along Carriage Parkway.

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.

### Additional Information

- A developer has recently requested a "Will Serve" letter from L&P as part of their due diligence period, indicating that this development has a greater possibility of occurring and will likely need the construction to start in 2022.
- The proposed development has a large parcel of industrial zoning with calls for a wide range of load densities, making a strong case for supporting that load with a feeder versus continuing to serve the area with a smaller lateral circuit.



## Offer 2.11: Utilities: Light & Power - Install East Prospect and I-25 Circuit

Offer Type: Capital Project

### Impact to Ongoing Expenses

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

### Scalability and explanation

This project is not scalable.

### Links to Further Details:

- Not applicable

### 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, providing sufficient capacity and backup capability on our electrical feeders prevents overload conditions in case of equipment failure.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Providing adequate circuit capacity and a backup circuit improves the reliability and resiliency of the electric distribution system, to better support the 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: Appropriate loading of circuits allows for backup and sectionalizing, allowing for more customers to be re-energized earlier, reducing outage duration times and allowing careful precise, accurate troubleshooting of outages in the isolated cable sections.

### 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 2.11: Utilities: Light & Power - Install East Prospect and I-25 Circuit***

***Offer Type: Capital Project***

**Offer Profile**

Offer Owner: tmccollough

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



## 2.11: Utilities: Light & Power - Install East Prospect and I-25 Circuit

### Enhancement to Programs and Services

2022 Projected  
Budget

Full Time Equivalent (FTE) Staffing

-

Hourly (FTE)

-

#### Expenses

569000 - Other Capital Outlay

1,733,000

560000 - Capital Outlay

1,733,000

Total Expenses

1,733,000

#### Funding Sources

501-Light & Power Fund: Ongoing Revenue

Ongoing Restricted

1,733,000

Funding Source Total

1,733,000



## **Offer 2.12: Utilities: Light & Power - Install Circuit to Timberline Road and East Vine to Serve New Load**

**Offer Type: Capital Project**

2022: \$720,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this Offer will support labor and construction materials to build an electrical feeder to efficiently provide affordable, safe and reliable electric service to new loads in the Timberline and East Vine area. Feeder circuits provide electric service to new and existing customers and are the backbone and foundation of the electrical delivery system. This Circuit project consists of 750kcmil aluminum cables and medium voltage switches to distribute electricity from the substation. Appropriately loading electrical feeder circuits promotes reliability and quality of service to customers.

This offer specifically covers the resources needed to install 14,000 circuit feet of 750kcmil aluminum medium voltage cable as Circuit 322 from the Timberline substation north to the intersection of Timberline and East Vine to serve new loads developing east of Timberline. This circuit requires the installation of three medium voltage switches to help support reliable operation of the circuits in the area.

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.

### **Additional Information**

- Circuits feeding the area near Timberline Road and East Vine are at capacity, so a new circuit must be brought in to support new load and back up existing circuits.

### **Impact to Ongoing Expenses**

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

Ongoing Cost Description:

### **Scalability and explanation**

This project is not scalable.

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

- Not applicable



## **Offer 2.12: Utilities: Light & Power - Install Circuit to Timberline Road and East Vine to Serve New Load**

**Offer Type: Capital Project**

### **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 loading, providing sufficient capacity, and installing backup capability on our electrical feeders prevents overload conditions in case of equipment failure.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Providing adequate circuit capacity and a backup circuit improves the reliability and resiliency of the electric distribution system to better support the 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: Appropriate loading of circuits allows for backup and sectionalizing, allowing for more customers to be re-energized earlier, reducing outage duration times and allowing careful precise, accurate troubleshooting of outages in the isolated cable sections.

### **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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning





## 2.12: Utilities: Light & Power - Install Circuit to Timberline Road and East Vine to Serve New Load

### Enhancement to Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
569000 - Other Capital Outlay		720,000
	<b>560000 - Capital Outlay</b>	<b>720,000</b>
	<b>Total Expenses</b>	<b>720,000</b>
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	720,000
	<b>Funding Source Total</b>	<b>720,000</b>



## **Offer 2.13: Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade**

**Offer Type: Capital Project**

2022: \$932,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This Offer funds reliability and security improvements to the City's advanced metering infrastructure (AMI). The AMI system facilitates the transfer of water and electric usage data from customer meters to the City IT servers. Water and electric utility billing, including Time of Day (TOD) billing, relies on prompt and accurate communications of customer usage data. Challenges that can be costly include:

- Billing based on estimates that require future adjustments
- Troubleshooting the cause of degraded communication signals and attempting to relocate equipment – often requiring a traffic plan and scheduling crews to do the work after hours
- Unsupported equipment

AMI expenditures that are anticipated in 2022 will seek to either reduce or eliminate the costs and vulnerabilities identified above by:

Upgrading data collection devices called Gatekeepers (GK) from current models that are at the end of the product lifecycle to next-generation models that will afford approximately 10 more years of active support, offer cyber security protection, and ease data traffic congestion. Staff anticipates improved meter read success rates and reductions in truck rolls to perform equipment upgrades and electric service connects and disconnects.

Modifying the AMI system configuration to rely on fiber rather than wide area network (WAN) wireless routers. The existing routers will reach end of support in 2023. With the build out of Connexion, the timing is optimal to transition away from WAN routers that are susceptible to weak wireless signals and utilize fiber optic technology instead for more reliable communications.

This Offer would fund the second year in a three- year replacement program of the AMI technology and includes the portion of capital investment proposed for 2021 that was deferred to relieve short-term rate pressure. Not funding this Offer would defer all remaining costs into 2023 (>\$1.4M).

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**



## **Offer 2.13: Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade**

### **Offer Type: Capital Project**

- We have experienced seasonal changes that negatively impact the WAN. High frequency wireless signals cannot penetrate foliage, which has the potential to block the signal completely. With the arrival of the Connexion broadband utility, it makes fiscal and technical sense to leverage Connexion fiber as the AMI backhaul as opposed to wireless signals going forward.
- We expect the Connexion monthly subscription fee to be a cost effective way to transmit AMI data; however, we have the option to leverage existing Gateway (Utilities fiber) locations to install GKs, utilize the existing Light & Power AMI fiber ring, and to reduce the monthly subscription fee associated with Connexion.
- The new generation of GKs are high speed connection capable devices. On the AMI system, there are currently 84 GKs. One third of these devices will be replaced each year and connected to a Connexion Optical Network Terminal (ONT) over the project cycle.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$25,000

#### **Ongoing Cost Description:**

The difference in annual support costs between our existing wireless infrastructure and the proposed Connexion based backhaul system is roughly \$25,000 per year.

### **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:**

- Not applicable

### **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 2.13: Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade**

### **Offer Type: Capital Project**

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.: Manufacturer support for existing routers, which provides cyber security related patches as attack vectors are identified in the industry, will end in 2023 and create a potential vulnerability. By modifying the method of transmitting meter information from these wireless routers to Connexion fiber, we will be significantly reducing future susceptibility to potential cyber related attacks.
- 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 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 equipment being replaced is part of the network that funnels outage notification messages from electric meters to the Outage Management System. 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 SAIDI index.

- 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. 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.

### **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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



## 2.13: Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade

### Enhancement to Programs and Services

2022 Projected  
Budget

Full Time Equivalent (FTE) Staffing

-

Hourly (FTE)

-

#### Expenses

569000 - Other Capital Outlay

932,000

560000 - Capital Outlay

932,000

Total Expenses

932,000

#### Funding Sources

501-Light & Power Fund: Ongoing Revenue

Ongoing Restricted

542,700

502-Water Fund: Ongoing Revenue

Ongoing Restricted

389,300

Funding Source Total

932,000



## **Offer 2.14: Utilities: Light & Power - Asset Register and Work Order Management System Upgrades**

**Offer Type: Capital Project**

2022: \$340,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this Offer will support a continued, multi- year implementation of the IBM Maximo Utilities Asset Register and Work Order Management System. This system enables the organization to address a number of core areas to support long term areas of significant value to serving the public. Included in this offer is post go live system support and multiple new system deployments in the Light & Power service unit.

More than \$2 billion in assets support services to the residents of Fort Collins. This asset management system enables and supports Utilities' ability to proactively and accurately manage, operate and maintain those assets to help ensure that quality and reliable services are provided. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction, reliability, efficiency and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan (CIP).

#### **Work Management:**

Managing, scheduling and tracking maintenance and repair work done by multiple crews is critical to providing all utility services. This system not only supports scheduling and planning of that work, it also integrates and records the work with critical asset status records.

#### **Knowledge Transfer and Data Collection:**

Moving toward a data driven organization requires the ability to capture both the institutional knowledge and the historical data against assets. This system provides a means for accomplishing that kind of data collection so that it can be analyzed accordingly to aid in key decision making.

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

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ✓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**



## Offer 2.14: Utilities: Light & Power - Asset Register and Work Order Management System Upgrades

### Offer Type: Capital Project

- Key projects supported by the funding for 2022 are the support and training for the Maximo module that manages serialized equipment (such as transformers and electric distribution switches) operations, and the conversion of databases used for tracking poles and for tracking inspections and condition assessment electric system assets.

### Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

### Scalability and explanation

This offer can be scaled down to delay specific portions of the implementation of Maximo in Light & Power. L&P can forego immediate work on converting our structures database, deferring that cost of \$70,880 to a later budget cycle for a scalability minimum of \$269,120.

### Links to Further Details:

- Not applicable

### Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: IBM Maximo provides asset management, work management and materials management functionality for water, wastewater, stormwater, electric and broadband utilities on a single platform.
- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: IBM Maximo will be the asset management software used to track assets providing us with a better ability to document and plan for preventive maintenance on the electric distribution system.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: The asset data that is collected in the system is used for documenting asset condition, age, and cost of renewal/ replacement. The work management data can be analyzed and used to enhance equipment reliability practices.

### Performance Metrics

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



## ***Offer 2.14: Utilities: Light & Power - Asset Register and Work Order Management System Upgrades***

### **Offer Type: Capital Project**

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

Performance Measure Reason: Our ability to better track assets and their condition will allow a more directed approach to infrastructure upgrades and investments and will have a direct impact on the frequency in which our customers experience outages.

### **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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning





## 2.14: Utilities: Light & Power - Asset Register and Work Order Management System Upgrades

### Enhancement to Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
569000 - Other Capital Outlay		340,000
	<b>560000 - Capital Outlay</b>	<b>340,000</b>
	<b>Total Expenses</b>	<b>340,000</b>
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	340,000
	<b>Funding Source Total</b>	<b>340,000</b>



## **Offer 2.15: Utilities: Light & Power - Operational Technology (OT) Graphic Work Design Upgrade**

**Offer Type: Capital Project**

2022: \$450,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This Offer funds a software upgrade and data migration work necessary for the existing GIS based Graphic Work Design program that enables electric system design and streamlines business processes into the Advanced Distribution Management System (ADMS).

In 2017/2018, Light & Power embarked on a Strategic Technology Roadmap (STR) for major operational technology enhancements, integrating with new technology and replacing legacy systems. The STR is comprised of Business Releases (BR) 0 through 6 that implement an enterprise GIS platform and an Advanced Distribution Management System (ADMS).

Light & Power achieved BR2 in 2020/2021, replacing 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.

This work entailed a major data migration from CAD to GIS. In BR3, there is a second major migration. Within the GIS, staff will be required to migrate from one electric distribution model to another. This upcoming migration is one that the entire electric utility industry must accommodate as Esri, the primary GIS vendor, has produced the next generation of network model and will be ending support for the previous model.

In order to best prepare for this migration, staff must upgrade the current GWD system to ensure that is compatible with both the old and new network models. Besides being capable of running the new network model, other benefits include a much improved user experience plus enhanced and expanded functionality. It is also a service based system, meaning it will be easier to administer, install, and maintain from an IT perspective.

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.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

### **Additional Information**



## Offer 2.15: Utilities: Light & Power - Operational Technology (OT) Graphic Work Design Upgrade

### Offer Type: Capital Project

- Our GWD software, called Designer, is produced by Schneider Electric and is built upon the Esri GIS platform. Esri is migrating all its electric utility customers to the new Utility Network (UN) and will end support for the Geometric Network (GN) in 2024. Migrating our GWD to the new Schneider Electric Designer software will enable us to remain in support with Esri.
- The mapping systems at the City are being upgraded to ArcGIS Pro in 2021. Our current GWD software is not compatible with ArcGIS Pro, forcing Light & Power to remain out of standard until we can complete this proposed upgrade.
- The new, more intuitive, interface allows project managers to do their work without having to be a GIS expert as their current software requires. Training new project managers will not require extensive GIS training.
- The new GWD system integrates directly with our existing implementation of ArcFM Mobile. This will allow field personnel to directly work with designs during construction for easier and more accurate communication with project managers as well as operations staff.
- It is built on modern, services-based architecture with integration APIs to enable information exchange with external systems, the most important being the Maximo Work Management System (WMS), which also includes warehouse materials reservation and checkout.

### Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$0
- Ongoing Cost Description:
- There is no increased ongoing cost associated with this Offer.

### 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://download.schneider-electric.com/files?p\\_enDocType=Brochure&p\\_File\\_Name=ArcFMDesignerXI\\_SS.pdf&p\\_Doc\\_Ref=ArcFM\\_Designer\\_XI](https://download.schneider-electric.com/files?p_enDocType=Brochure&p_File_Name=ArcFMDesignerXI_SS.pdf&p_Doc_Ref=ArcFM_Designer_XI)

### 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.



## **Offer 2.15: Utilities: Light & Power - Operational Technology (OT) Graphic Work Design Upgrade**

### **Offer Type: Capital Project**

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: An already highly capable system will be upgraded to an even more capable system. The new software architecture is service based, allowing for streamlined communications and integrations with other systems.
- 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.

### **Performance Metrics**

- HPG 32. Utilities - Customer Satisfaction - Residential Overall

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

Performance Measure Reason: Customers, primarily those engaging with L&P through a development project, will benefit from a more streamlined electric distribution design process. Designs will take less time, enabling better customer support by project managers.

- HPG 164. % of Employees Who Said "Process Improvement" Would Most Improve Job Performance  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=538308.html>

Performance Measure Reason: This new system comes with a much-improved Process Framework Administration tool, which will enable us greater ability to adjust our capital project work flows for various types of projects. With its service-based architecture, we can integrate closely with our Work Management System and avoid the manual process of keeping these systems in sync.

### **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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



## 2.15: Utilities: Light & Power - Operational Technology (OT) Graphic Work Design Upgrade

### Enhancement to Programs and Services

2022 Projected  
Budget

Full Time Equivalent (FTE) Staffing

-

Hourly (FTE)

-

#### Expenses

569000 - Other Capital Outlay

450,000

560000 - Capital Outlay

450,000

Total Expenses

450,000

#### Funding Sources

501-Light & Power Fund: Ongoing Revenue

Ongoing Restricted

450,000

Funding Source Total

450,000



## **Offer 2.18: Utilities: Light & Power - 700 Wood Street Backup Power, Dual Feed, and Auto Transfer**

**Offer Type: Capital Project**

2022: \$394,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This Offer will fund the design and construction of improvements to the Utilities Service Center (USC) at 700 Wood St. to make the electric service fully redundant, meaning that there are zero single points of failure. These improvements were identified as critical additions during design discussions for the current remodel of USC that enables the new Supervisory Control Operations (SCO) center for Light & Power and Network Operations Center (NOC) for Connexion.

USC is currently served by a single electric circuit with emergency electric loads in the building backed up with an Uninterruptible Power Supply (UPS) and backup generation to support necessary electric system operations. The existing generator is 50+ years old, fueled by propane, and is extremely difficult to maintain or obtain replacement parts. This situation places USC and the new operations control centers at a higher vulnerability to power outages or disruptions than what is considered to be acceptable for emergency operations. To mitigate this vulnerability and achieve full redundancy, the following items will be addressed:

- replace the existing generator with a unit fueled by natural gas
- install a standby electric feed with automated transfer switching capability in the event of an electric system disruption.

Operations Services has provided L&P with a quote for an upgraded generator and L&P has identified a new electric system necessary to provide the second electric feeder to the Wood Street location.

Failure to fund this Offer will leave the 24/7/365 operations centers with a higher level of vulnerability to power disruptions than typically acceptable in the industry.

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

### **Additional Information**

- The existing generator at USC is at the end of useful life and is utilizing an expensive fuel source that is less reliable than the industry standard. Replacement of the generator is necessary to ensure the existing level of reliability is maintained.
- The increased possibility of equipment failure or fuel shortage related to the generator paired with a single source of electricity creates a level of risk not acceptable to industry standard electric system and network operations centers.



## **Offer 2.18: Utilities: Light & Power - 700 Wood Street Backup Power, Dual Feed, and Auto Transfer**

### **Offer Type: Capital Project**

- UPS systems typically only provide temporary support during a power interruption or during the period of time it takes to transfer electric sources when a power interruption occurs. Dual source electric service utilizing a UPS and backed up by a reliable generator provides a higher level of reliability than a system with one source backed up with generator and UPS.
- Dual circuit costs: \$123K  
Generator Costs: \$161K  
Auto Transfer Material and Install: \$110K

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$0
- Ongoing Cost Description:  
There is no increased ongoing cost associated with this Offer.

### **Scalability and explanation**

This Offer could be scaled back to include only the generator replacement (\$161,000). This would ensure that the reliability of electric service in USC is maintained at current levels. However, the current level of reliability is below the industry standard for electric service for electric system and network operations centers.

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

- Not applicable

### **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 maintains/enhances electric reliability to the building that contains the electric system operations center. Any interruption to that reliability negatively affects the utility's ability to provide exceptional service to our community.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.: This offer maintains/enhances the electric reliability to the building that will house the NOC for Connexion. Any interruption to that reliability negatively affects Connexion's ability to provide reliable internet service to our community.

### **Performance Metrics**

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



## ***Offer 2.18: Utilities: Light & Power - 700 Wood Street Backup Power, Dual Feed, and Auto Transfer***

### **Offer Type: Capital Project**

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

Performance Measure Reason: This Offer would provide the ability for USC to not be included in customer counts, which has a small impact on the SAIDI and CAIDI metrics. Being able to respond and operate the electric system during a power interruption could positively affect the length of outages and subsequently our SAIDI metric.

- SAFE 41. % of residents responding very good/good quality of - emergency preparedness in Fort Collins

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=9523&object=measure&objectId=109964.html>

Performance Measure Reason: This Offer is related to our utility's continuity of operations in emergency situations. The more reliable the electric service to our electric system operations center is, the better we can respond to and restore outages in our community.

### **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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning





## 2.18: Utilities: Light & Power - 700 Wood Street Backup Power, Dual Feed, and Auto Transfer

### Enhancement to Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
569000 - Other Capital Outlay		256,100
	<b>560000 - Capital Outlay</b>	<b>256,100</b>
579000 - Other		137,900
	<b>570000 - Other</b>	<b>137,900</b>
	<b>Total Expenses</b>	<b>394,000</b>
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	137,900
502-Water Fund: Ongoing Revenue	Ongoing Restricted	39,400
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	39,400
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	39,400
505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	137,900
	<b>Funding Source Total</b>	<b>394,000</b>



## **Offer 2.19: Utilities: Light & Power - System Relocations Due to Road, Intersection, and Alley Improvements**

**Offer Type: Capital Project**

2022: \$230,000 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 (ROW). Light & Power collaborates with the Engineering Department in the design and completion of a broad range of City initiated capital projects such as roadway and intersection improvements, and bridge replacements. During construction of these projects, Light & Power is required to relocate facilities if there is a conflict with the ROW improvements. Funding 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 amount 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 2022 we anticipate system relocation to occur in conjunction with the following roadway improvement projects:  
2022 Projects
  - DDA Alley improvements
  - College & Trilby Intersection Improvements
  - Taft Hill Road Widening between Horsetooth and Brixton
  - Laporte elevated bike lanes and new road cross-section on same stretch where bridges were replaced in 2021



## Offer 2.19: Utilities: Light & Power - System Relocations Due to Road, Intersection, and Alley Improvements

Offer Type: Capital Project

### Impact to Ongoing Expenses

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

Ongoing Cost Description:

### Scalability and explanation

This has been scaled down to the minimum amount needed to move a duct bank in a single intersection project. Any additional needed system relocation projects will continue to be charged to Operations & Maintenance (O&M) budgets. There is risk if scaling this down any further than \$230,000 as the O&M budget is expected to have less contingency available in 2022.

### Links to Further Details:

- Not applicable

### 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 use 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

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



***Offer 2.19: Utilities: Light & Power - System Relocations Due to Road, Intersection, and Alley Improvements***

***Offer Type: Capital Project***

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

**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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



## 2.19: Utilities: Light & Power - System Relocations Due to Road, Intersection, and Alley Improvements

### Enhancement to Programs and Services

2022 Projected  
Budget

Full Time Equivalent (FTE) Staffing

-

Hourly (FTE)

-

#### Expenses

569000 - Other Capital Outlay

230,000

560000 - Capital Outlay

230,000

Total Expenses

230,000

#### Funding Sources

501-Light & Power Fund: Ongoing Revenue

Ongoing Restricted

230,000

Funding Source Total

230,000



## Offer 2.20: Utilities: Light & Power - Disaster Recovery Site Improvements

**Offer Type: Capital Project**

2022: \$663,000 and 0.00 FTE, 0.00 Hourly FTE

### Offer Summary

This Offer will fund the design and construction of improvements to the existing Utilities building located southwest of the intersection of Mulberry Street and Overland Trail, commonly known as Overland Substation. The improvements will ensure functional and efficient use of this building as it contains three existing employee workstations and will include a new electric operations center disaster recovery (DR) site. The main improvements necessary include:

Water/Sewer taps

Restroom facilities

Extension of the 800 MHz radio system that communicates to crew personnel in the field; this will necessitate a redundant fiber loop to be installed and a replacement of the existing fiber patch panel

A reconfiguration of the building space that includes new operator consoles and still accommodates the existing use case for substation personnel

Due to office space limitations at the Utilities Service Center (USC), the substation technician personnel relocated to this building about three years ago even though it was never intended for this purpose. In March 2020, when City staff began to work from home to avoid potential exposure to COVID 19, L&P staff prepared to move and connect control center equipment on make shift work stations at Overland. Almost immediately after those accommodations were made and complete, USC (and subsequently the control center) was closed to all employees for a week due to possible COVID 19 contamination. Enabling the control center operations at Overland during this time ensured continuity of operations for L&P. However, it also identified several improvements necessary to make this space viable for electric system operations.

Failure to fund this Offer will negatively affect employee wellbeing and perpetuate technical issues with the current work environment as a 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



## **Offer 2.20: Utilities: Light & Power - Disaster Recovery Site Improvements**

### **Offer Type: Capital Project**

- The fenced yard at the 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.
- 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.
- Operations Services has provided a quote for all of the above improvements to the building. The estimate for 2022 is \$663,257.28, which includes contingency funds.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$8,630

Ongoing Cost Description:

Approximate cost for annual service and maintenance for additional radio consoles.

### **Scalability and explanation**

The most important aspect of this Offer from an employee well being standpoint is to obtain water and sewer services in this building in order to provide restroom facilities. The line items enabling a Disaster Recovery operations center could be deferred if necessary.

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

- Not applicable

### **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 also will provide a higher level of security that protects unauthorized access to our communications infrastructure (e.g. SCADA and AMI)



## ***Offer 2.20: Utilities: Light & Power - Disaster Recovery Site Improvements***

### **Offer Type: Capital Project**

- 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 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.

- SAFE 41. % of residents responding very good/good quality of - emergency preparedness in Fort Collins

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=9523&object=measure&objectId=109964.html>

Performance Measure Reason: This offer will fund implementation of a functional disaster recovery site for our electric system operations, which will enhance our continuity of operations in the event of an emergency or disaster.

### **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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning





## 2.20: Utilities: Light & Power - Disaster Recovery Site Improvements

### Enhancement to Programs and Services

2022 Projected  
Budget

Full Time Equivalent (FTE) Staffing

-

Hourly (FTE)

-

#### Expenses

569000 - Other Capital Outlay

663,000

560000 - Capital Outlay

663,000

Total Expenses

663,000

#### Funding Sources

501-Light & Power Fund: Ongoing Revenue

Ongoing Restricted

663,000

Funding Source Total

663,000



## Offer 2.21: Utilities: Light & Power - Joint Training Field with Poudre Fire Authority

**Offer Type: Capital Project**

2022: \$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), which 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 for entering the field.

This Offer is the second year of a project begun in 2021.

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 2.21: Utilities: Light & Power - Joint Training Field with Poudre Fire Authority

### Offer Type: Capital Project

- 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 2021. 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
- Ongoing Cost Description:

### 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 also will increase and decrease the practical functionality of the envisioned training field.

### Links to Further Details:

- Not applicable

### 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



## ***Offer 2.21: Utilities: Light & Power - Joint Training Field with Poudre Fire Authority***

### **Offer Type: Capital Project**

- 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: Training to restore power in multiple scenarios will shorten outage times.

- 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.

### **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

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



## 2.21: Utilities: Light & Power - Joint Training Field with Poudre Fire Authority

### Enhancement to Programs and Services

2022 Projected  
Budget

Full Time Equivalent (FTE) Staffing

-

Hourly (FTE)

-

#### Expenses

569000 - Other Capital Outlay

110,000

560000 - Capital Outlay

110,000

Total Expenses

110,000

#### Funding Sources

501-Light & Power Fund: Ongoing Revenue

Ongoing Restricted

110,000

Funding Source Total

110,000



## **Offer 2.22: Utilities: Light & Power - Electric SCADA Hardware/Software - Enhanced**

**Offer Type: Asset Management**

2022: \$75,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This Offer will fund and maintain the City's Electric Supervisory Control and Data Acquisition (eSCADA) system, relied upon for the management of Fort Collins' power system network and its components. The City receives its power supply at seven different substation locations. The power is then delivered to individual customers in a form that optimizes reliability and efficiency, with safety being the number one priority.

The eSCADA System is comprised of many hardware and software components that together offer a cost-effective solution for accomplishing those objectives successfully. eSCADA features and capabilities include:

- 24/7 monitoring of system load, anomalies, power quality, power faults
- Remote control allowing operation of circuit switches safely from the office and minimizing power interruption time experienced by customers
- Communications for delivery of critical fault data, real time
- Time series data logging of load data and a variety of events related to exceeded thresholds and other set triggers that are stored in a data historian database

System improvements and upkeep costs anticipated in 2022 include:

- System integrations design and implementation between SCADA and Advanced Distribution Management System (ADMS)
- System security software
- User Interface software upgrades
- SCADA hardware purchases to accommodate new renewable energy sources

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**

- Adding renewable energy sources can dramatically change how our electric grid operates. The eSCADA system provides a tool for the utility to deal with the inherent complexities that come with integrating renewable energy sources.



## Offer 2.22: Utilities: Light & Power - Electric SCADA Hardware/Software - Enhanced

**Offer Type: Asset Management**

### Impact to Ongoing Expenses

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

Ongoing Cost Description:

There is no increased ongoing cost associated with this Offer.

### Scalability and explanation

This Offer is not scalable because the anticipated software and integration work must be performed to support ongoing integration with other Utility software integration projects such as Substation Automation and Monitoring, Geographic Information Systems (GIS), Advanced Distribution Management System (ADMS), Distribution Automation, Distributed Energy Resource monitoring, and Distribution System Modeling Software.

### Links to Further Details:

- Not applicable

### 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 eSCADA system plays a crucial role in maintaining the reliability of our electric utility. It provides the necessary data for system planning, outage management, and system monitoring and control of the electric 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: Reducing outage duration times through precise, accurate troubleshooting of outages.

### Differences from Prior Budget Cycles

- Not applicable

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

- Not applicable

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



***Offer 2.22: Utilities: Light & Power - Electric SCADA Hardware/Software - Enhanced***

***Offer Type: Asset Management***

- Not applicable

**Offer Profile**

Offer Owner: tmccollough

Financial Lead: pladd

Lead Department: Utilities Strategic Planning





## 2.22: Utilities: Light & Power - Electric SCADA Hardware/Software - Enhanced

### Enhancement to Programs and Services

2022 Projected  
Budget

Full Time Equivalent (FTE) Staffing

-

Hourly (FTE)

-

#### Expenses

569000 - Other Capital Outlay

75,000

560000 - Capital Outlay

75,000

Total Expenses

75,000

#### Funding Sources

501-Light & Power Fund: Ongoing Revenue

Ongoing Restricted

75,000

Funding Source Total

75,000



## **Offer 2.24: Utilities: Light & Power - 0.75 FTE Conversion, Increase and Repurpose to 1.0 FTE Sr. Electric Field Services Technician**

### **Offer Type: Enhancement**

2022: \$48,924 and 0.25 FTE, 0.00 Hourly FTE

#### **Offer Summary**

Funding this Offer will repurpose an existing 0.75 FTE position as a planner/scheduler/dispatcher to work very closely with Light & Power crews in relation to the new Computer Maintenance Management System (CMMS). The staff member will ensure accurate data entry, provide system training/support, and act as a central dispatcher for taking and distributing all calls for Light & Power Operations (LPO). This role will support equipment and inventory maintenance, provide high-level metric reporting and act as a stopgap for the many clerical duties within the department. Without the establishment of this position, these duties will fall on current staff, leading to decreased time in the field performing work.

Fort Collins Utilities is currently undergoing a large-scale, enterprise CMMS implementation. This undertaking was set forth in an effort to streamline asset/work management and provide a single source for metric reporting, asset replacement/maintenance planning, and system condition monitoring. This new initiative and coinciding increase in workload on staff has highlighted the necessity to establish the role of a planner/scheduler/dispatcher within LPO.

This robust CMMS is designed to support the work of roughly 80 field crew and 40 office personnel within the LPO division, as well as being the system of records for hundreds of thousands of assets throughout the City. In an effort to fully leverage the skills and knowledge of maintenance operators, engineers and management team, it is essential to not burden them with excessive clerical, data entry, and dispatch duties. In recent years, there has been an increase in the demand for high-level system reporting capabilities, thorough asset condition monitoring, streamlined maintenance planning/scheduling, and improved customer service. Leveraging an advanced CMMS solution to facilitate these demands is not unique to Utilities, but is an industry standard nationwide.

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**

- Maintenance management industry standards state there should be one Planner/Scheduler for every 20-30 maintenance personnel. Although this role would be supporting up to 80 maintenance personnel and 40 office personnel, it would still greatly improve our ability to increase 'wrench time' and decrease downtime for our crews.



## ***Offer 2.24: Utilities: Light & Power - 0.75 FTE Conversion, Increase and Repurpose to 1.0 FTE Sr. Electric Field Services Technician***

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

- Electric Field Services, Substations and the Electric Meter Shop receives in excess of 1,500 customer service calls annually. This puts a large burden on our skilled operators and managers, which takes away from their ability to quickly and efficiently do work. Redistributing these responsibilities will free up time for our staff to focus on their specific skill sets.
- The new CMMS will utilize standard operating procedure documents, job plans and scheduled preventative maintenance – all of which are designed to improve the efficiency of our crews in the field. This position will assume the responsibility of creating, updating and maintaining this information rather than pushing these duties onto non-technical, maintenance personnel.
- Parallel to the CMMS implementation, we have also implemented an enterprise Geographic Information System (GIS) to replace legacy CAD maps. With maps being a core component of business processes, there have been many changes in workflow for crews and supporting office staff. This position will alleviate many of these pressures by assuming some tasks that would otherwise fall on map staff.
- Various crew members and crew chiefs have been coming in from the field up to an hour early to fill out work orders, update inventories, and run reports. This position will assume many of these responsibilities, which will free up time for our crews to spend more time in the field doing maintenance.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$60,000

#### **Ongoing Cost Description:**

The proposed position is repurpose a 0.75 FTE service scheduling coordinator. There is a net increase of changing this position to a 1.0 FTE at different pay grade.

### **Scalability and explanation**

This Offer is not scalable to less than 1.0 FTE. Maintenance management industry standards state there should be one Planner/Scheduler for every 20-30 maintenance personnel.

This position is being created in the other utility divisions to support the enterprise Computer Maintenance Management System. This allows coverage between the divisions and the ability for divisions to scale up or down based on current workloads.

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

- Not applicable



## **Offer 2.24: Utilities: Light & Power - 0.75 FTE Conversion, Increase and Repurpose to 1.0 FTE Sr. Electric Field Services Technician**

**Offer Type: Enhancement**

### **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, programmatic, and proactive construction, replacement and rehabilitation projects allow us to maintain a reliable and sustainable electric system.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: The planner/scheduler/dispatcher will work very closely with our maintenance crews in relation to our new Computer Maintenance Management System (CMMS). This position will ensure accurate data entry, provide system training/support, act as a central dispatcher Operations, support equipment and inventory maintenance, and provide high- level metric reporting.

### **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: Planned and predictive maintenance activities are the best way to maintain and improvement system reliability. This position supports those activities.

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

- Additional personnel costs have been added to this offer so it will represent the true cost of adding an additional position to the budget. This is a result of vacant positions being loaded into the budget automatically at 35% of the job architecture range.

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

- Not applicable

### **Offer Profile**

Offer Owner: tmccollough

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



**2.24: Utilities: Light & Power - 0.75 FTE Conversion, Increase and Repurpose to 1.0 FTE Sr. Electric Field Services Technician**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		0.25
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
511000 - Salaries & Wages		24,824
512000 - Benefits		4,691
519000 - Other Personnel Costs		19,409
	<b>510000 - Personnel Services</b>	<b>48,924</b>
	<b>Total Expenses</b>	<b>48,924</b>
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	48,924
	<b>Funding Source Total</b>	<b>48,924</b>



## ***Offer 15.1: Engineering Support for Broadband Inspections***

***Offer Type: Ongoing***

2022: \$152,903 and 2.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will continue to provide a Contractual Construction Inspector and a Business Support Position to work in the Engineering Department. The Inspector position will primarily be used for inspection of restoration to the right-of-way for the City of Fort Collins Broadband program. This offer will also provide an administrative position (Business Support) to handle the volume of permits, billing, contractor licenses, and closeout documentation 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 Construction Inspector contractual position will inspect the repairs and restoration to the public right of way infrastructure that will be needed after the Broadband fiber is installed. The Construction Inspectors will also inspect the location of the new fiber for required clearances from existing City assets.

Currently the Engineering department has 2 FTEs to support right of way inspections, and 1 FTE for administrative support. It is anticipated that one inspector position (reducing 1 FTE inspector) and the business support position will continue to maintain the average amount of projects for 2022.

The Construction Inspector position will be responsible for the Broadband- related inspections and will be able to supplement the classified FTE inspectors as needed. The Business Support position will be responsible for the outlined duties above in addition to assisting other Engineering Business Support needs.

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:**

- [www.fcgov.com/engineering/inspection](http://www.fcgov.com/engineering/inspection)
- [www.fcgov.com/engineering/excavation](http://www.fcgov.com/engineering/excavation)



## **Offer 15.1: 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, permitting, post construction documentation, and contractor licensing 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.

### **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**

- Not applicable

### **Offer Profile**

Offer Owner: JMartin

Financial Lead: ccosmas

Lead Department: Engineering



## 15.1: Engineering Support for Broadband Inspections

### Ongoing Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		2.00
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
511000 - Salaries & Wages		118,695
512000 - Benefits		33,155
519000 - Other Personnel Costs		(3,037)
	<b>510000 - Personnel Services</b>	<b>148,813</b>
542000 - Communication Services		890
543000 - Internal Admin Services		200
	<b>540000 - Other Purchased Services</b>	<b>1,090</b>
551000 - Vehicle & Equipment Supplies		500
555000 - Office & Related Supplies		2,000
556000 - Health & Safety Supplies		200
559000 - Other Supplies		300
	<b>550000 - Supplies</b>	<b>3,000</b>
	<b>Total Expenses</b>	<b>152,903</b>
<b>Funding Sources</b>		
292-Transportation Services Fund: Ongoing Revenue	Ongoing Restricted	142,903
292-Transportation Services Fund: Work for Others	Ongoing Restricted	10,000
	<b>Funding Source Total</b>	<b>152,903</b>





## **Offer 15.2: 1.0 FTE Contractual Conversion to Classified - Business Support III (Right-of-Way Construction)**

**Offer Type: Enhancement**

2022: \$3,910 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer is to convert a contractual to FTE in order to provide support services for Engineering Right-of-Way (ROW) Inspection & Management. This role also serves as backup support for two other Engineering Business Support positions. The status of this position is justified as a classified FTE vs contractual due to ongoing duties and responsibilities of this position no longer being tied to a single program that has an anticipated end date. Fort Collins has demonstrated continued construction and ROW utilization that is not expected to change in any identifiable future. This position is a critical support to Engineering ROW Inspection & Management. Below are ongoing processes that will continue to be required:

- Processes & maintains all licensing for ROW contractors
- Coordinates the Excavation permit process from submittal to payment
- Coordinates the newly required Small Cell permit application and review process mandated by the FCC
- Coordinates all other required ROW permits through the Engineering Department
- Provides Customer Service & Business Support to internal (City departments) and external (public and private utilities) customers as required

Converting this position to a long-term FTE will allow Engineering Inspection staff and management to focus on work that is required from those positions. This gained efficiency will allow the team to continue to be focused on the customer base and provide world class services. In addition, this position is one of three business supports in the Engineering Department that assist in the overall workload for the department, which accounts for many miscellaneous tasks and backfill during rotating vacation time.

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.
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.

### **Additional Information**

- Not applicable



## **Offer 15.2: 1.0 FTE Contractual Conversion to Classified - Business Support III (Right-of-Way Construction)**

### **Offer Type: Enhancement**

#### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$3,910

#### **Ongoing Cost Description:**

This additional cost is attributable to the cost associated with the conversion from contractual to classified, which provides for retirement benefits as an FTE position and is not provided for a contractual position.

#### **Scalability and explanation**

The offer isn't scalable in the sense that the position is already currently funded as a contractual position and the offer seeks to convert the position's job classification.

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

- [www.fcgov.com/engineering/inspection](http://www.fcgov.com/engineering/inspection)
- [www.fcgov.com/engineering/smallcell](http://www.fcgov.com/engineering/smallcell)
- [www.fcgov.com/engineering/excavation](http://www.fcgov.com/engineering/excavation)

#### **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, permitting, post construction documentation, and contractor licensing of broadband installation ensures high quality infrastructure (both broadband and otherwise).
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.: Contractual positions are intended for positions that have an identifiable project or duration. As construction, development, and redevelopment is ongoing throughout the City with no identifiable change in the foreseeable future, the ability to engage and retain this position would benefit from funding this offer.

#### **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 that all activities in the right-of-way are permitted and performed by City licensed contractors.

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

- N/A



***Offer 15.2: 1.0 FTE Contractual Conversion to Classified - Business Support III (Right-of-Way Construction)***

***Offer Type: Enhancement***

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

- Not applicable

**Offer Profile**

Offer Owner: JMartin

Financial Lead: ccosmas

Lead Department: Engineering



**15.2: 1.0 FTE Contractual Conversion to Classified - Business Support III  
(Right-of-Way Construction)**

**Enhancement to Programs and Services**

			2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>			-
<b>Hourly (FTE)</b>			-
<b>Expenses</b>			
511000 - Salaries & Wages			422
512000 - Benefits			3,568
519000 - Other Personnel Costs			(80)
	<b>510000 - Personnel Services</b>		<b>3,910</b>
	<b>Total Expenses</b>		<b>3,910</b>
<b>Funding Sources</b>			
292-Transportation Services Fund: Ongoing Revenue	Ongoing Restricted		3,910
	<b>Funding Source Total</b>		<b>3,910</b>



### ***Offer 33.1: Convention and Visitor's Bureau Annual Support***

***Offer Type: Ongoing***

2022: \$1,260,000 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 other 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 hosts a popular calendar featuring local events and cultural activities, a section for residents, and a robust blog; 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 engages and educates all aspects of the community in tourism.

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 33.1: 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 have run 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 was released in June along with an updated 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 33.1: 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 2019/2020 Economic Impact of Tourism Study by RRC Associates, Inc., tourism accounts for \$346.3M in economic activity in Fort Collins. Jobs attributed to tourism totaled 4,197, while labor income attributable to tourism is at \$112.2M. Visitors contribute an estimated \$10M in tax revenue to the City.
- 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 150 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.
- 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.
- A Destination Master Plan was completed in 2020 which includes short and long-term strategies to enhance and increase tourism activities in Fort Collins. The Plan also includes strategies to support tourism recovery efforts.

#### **Performance Metrics**

- ECON 6. Lodging Occupancy Rates  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=91339.html>

***Offer 33.1: Convention and Visitor's Bureau Annual Support******Offer Type: Ongoing***

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.

**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: aking

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement





### 33.1: Convention and Visitor's Bureau Annual Support

#### Ongoing Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
574000 - Grants		1,260,000
	570000 - Other	1,260,000
	<b>Total Expenses</b>	<b>1,260,000</b>
<b>Funding Sources</b>		
100-General Fund: Lodging Taxes	Ongoing Restricted	1,260,000
	<b>Funding Source Total</b>	<b>1,260,000</b>



## **Offer 36.1: Downtown Parks and Amenities Maintenance**

**Offer Type: Ongoing**

2022: \$1,914,358 and 13.70 FTE, 5.67 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 approximately 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 36.1: Downtown Parks and Amenities Maintenance**

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

- IMPACT TO PROJECTED REVENUE: Parks provides grounds maintenance for the Utility building 222 Laporte, the Firehouse Alley Parking Structure and the renovated Linden Street. Approximately \$73,000 will be collected. Community Capital Improvement Program (CCIP) maintenance funds will be used for Poudre River Whitewater Park, \$50,000, Willow Street expansion, \$11,000 and Linden Street, \$12,000.
- 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 36.2. The City also has a shared maintenance agreement with DDA for Old Town Square (OTS). The City contributes 1/3 of the maintenance for OTS which is \$85,120 in 2022.
- A section of Linden Street between Walnut and Jefferson Street was scheduled for renovation in 2021. Due to the pandemic this project has been delayed until 2022. This offer includes \$62,925 for funding a partial year of maintenance in 2022. A full year of maintenance is anticipated to be \$150,000 which will be included in the 2023/2024 budget cycle.
- 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 New West Fest. Parks is a resource for these events and is involved in event logistics and final touches to the cleanup after the events, restoring 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 36.1: Downtown Parks and Amenities Maintenance***

***Offer Type: Ongoing***

### **Improvements & Efficiencies**

- The Parks Department 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 55% conversion rate for hand-held equipment.
- In 2020, the City of Fort Collins was awarded the Clean Air Champions Award by the Regional Air Quality Council for the City's efforts to reduce emissions through the Municipal Lawn and Garden Equipment Replacement program and Fleet's Municipal Fleet Electrification program.
- Conventional festoon lighting in Trimble Court was replaced with energy-efficient LED lighting.
- Staff improved annual flower planting process by creating an assembly line planting approach in a holding lot and transferring planted pots to downtown locations. This eliminated the inefficiency of moving from one pot to another along the sidewalks which hindered foot traffic and increased cleanup from the plantings.
- The downtown district now uses an iPad to record water quality readings for the downtown interactive water features. This allows central-point data collection and archiving. The iPad is also used for the video training library.
- The downtown district continues to create a series of manuals and videos 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**

- 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 the Trained Observer Program to rate the quality of maintenance in the downtown area from a citizen's perspective. The 2020 trained observer ratings targeted an 85% "No Problems" rating. This rating was met in 2020, 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.

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

***Offer 36.1: Downtown Parks and Amenities Maintenance******Offer Type: Ongoing***

- An ongoing enhancement offer submitted in the last budget cycle was approved for new areas of responsibility in the Downtown core including the Linden Street renovation project. This project was delayed due to the pandemic, but a partial year of maintenance funding has been added to this ongoing offer (\$62,925) in anticipation of project completion in 2022.
- The Parks Financial Analyst II position was upgraded to a Financial Manager position and 100% of this position is in Offer 42.1. 25% of the Financial Analyst II position was previously included in this 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**

- Not applicable

**Offer Profile**

Offer Owner: MCalhoon

Financial Lead: dgorkowski

Lead Department: Parks



### 36.1: Downtown Parks and Amenities Maintenance

#### Ongoing Programs and Services

	2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>	13.70
<b>Hourly (FTE)</b>	5.67
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	867,657
512000 - Benefits	275,124
519000 - Other Personnel Costs	(18,622)
<b>510000 - Personnel Services</b>	<b>1,124,159</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	92,000
532000 - Cleaning Services	29,500
533000 - Repair & Maintenance Services	397,369
534000 - Rental Services	35,256
<b>530000 - Purchased Property Services</b>	<b>554,125</b>
542000 - Communication Services	4,800
543000 - Internal Admin Services	1,056
544000 - Employee Travel	2,100
549000 - Other Purchased Services	550
<b>540000 - Other Purchased Services</b>	<b>8,506</b>
551000 - Vehicle & Equipment Supplies	48,552
552000 - Land & Building Maint Supplies	132,418
553000 - Infrastructure Maint Supplies	5,200
555000 - Office & Related Supplies	3,500
556000 - Health & Safety Supplies	8,500
558000 - Chemical Supplies	3,000
559000 - Other Supplies	21,898
<b>550000 - Supplies</b>	<b>223,068</b>
<b>Total Expenses</b>	<b>1,914,358</b>



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**Funding Sources**

100-General Fund: CCIP O&M	Ongoing Restricted	73,000
100-General Fund: Ongoing	Ongoing	1,498,358
100-General Fund: Park Fees	Ongoing Restricted	73,000
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Restricted		180,000
Ongoing Revenue		
252-GID Fund: Ongoing Revenue	Ongoing Restricted	90,000
<b>Funding Source Total</b>		<b>1,914,358</b>



## **Offer 36.2: Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square**

**Offer Type: Ongoing**

2022: \$458,518 and 2.35 FTE, 2.62 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 (OTS) and DDA renovated alleys.

Maintenance includes litter control, irrigation maintenance, shrub bed maintenance, infrastructure repair, graffiti removal, power washing, snow/ice 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 2022 will be \$257,501; DDA's share is \$172,381. The City's share, \$85,120 is included in the Downtown Landscaping offer (36.1).

The City also has an Intergovernmental Agreement with the DDA for maintenance of renovated alleys, which include Old Firehouse Alley, Montezuma Fuller Alley, Campus North sub district alleys (Dalzell Alley, Wattles Alley and Corbin Alley), Beardmore Alley, Reidhead Alley, and Godinez Alley. Construction of Tenney Alley North and West Oak Alley is to be completed in Q4 of 2021. Total maintenance costs in this offer for the alleys are \$251,137 for 2022. The DDA pays 100% of maintenance costs for the alleys.

The partnership between the City and 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 36.2: Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square***

### ***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 including, 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 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 Parks and Amenities Maintenance offer 36.1 and is supported by funding from the General Improvement District (GID) fund.

### **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 Department 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 55% conversion rate for hand-held equipment.
- In 2020, the City of Fort Collins was awarded the Clean Air Champions Award by the Regional Air Quality Council for the City's efforts to reduce emissions through the Municipal Lawn and Garden Equipment Replacement program and Fleet's Municipal Fleet Electrification program.



## ***Offer 36.2: Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square***

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

- Staff improved annual flower planting process by creating an assembly line planting approach in a holding lot and transferring planted pots to downtown locations. This eliminated the inefficiency of moving from one pot to another along the sidewalks and plazas which hindered foot traffic and increased cleanup from the plantings.
- The downtown district now uses an iPad to record water quality readings for the downtown interactive water features. This allows central point data collection and archiving. The iPad is also used for the video training library.
- The downtown district continues to create a series of manuals and videos 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**

- 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 2020.

- 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.

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

- An ongoing enhancement offer submitted in the last budget cycle was approved for new areas of responsibility in the downtown core including two newly renovated alleys at Tenney Alley North and West Oak Alley. This offer includes a full year of maintenance (\$80,863) for those alleys.

### **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 36.2: Downtown Maintenance - Downtown Development Authority  
Facilities & Infrastructure, Old Town Square***

***Offer Type: Ongoing***

Offer Owner: MCalhoon

Financial Lead: dgorkowski

Lead Department: Parks



## 36.2: Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square

### Ongoing Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		2.35
<b>Hourly (FTE)</b>		2.62
<b>Expenses</b>		
511000 - Salaries & Wages		174,625
512000 - Benefits		47,083
519000 - Other Personnel Costs		(2,712)
	<b>510000 - Personnel Services</b>	<b>218,996</b>
532000 - Cleaning Services		1,000
533000 - Repair & Maintenance Services		115,226
	<b>530000 - Purchased Property Services</b>	<b>116,226</b>
551000 - Vehicle & Equipment Supplies		4,000
552000 - Land & Building Maint Supplies		80,782
553000 - Infrastructure Maint Supplies		800
556000 - Health & Safety Supplies		1,000
558000 - Chemical Supplies		3,500
559000 - Other Supplies		33,214
	<b>550000 - Supplies</b>	<b>123,296</b>
	<b>Total Expenses</b>	<b>458,518</b>
<b>Funding Sources</b>		
100-General Fund: DDA Contributions	Ongoing Restricted	458,518
	<b>Funding Source Total</b>	<b>458,518</b>



### **Offer 36.3: 1.0 FTE - Technician I, Parks (Downtown Horticulture)**

**Offer Type: Enhancement**

2022: \$78,387 and 1.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

Funding this offer provides support for the expansion of the Parks Division's horticulture maintenance for facilities and infrastructure within the Downtown core, City facilities and surrounding parks.

The expansion of the Downtown horticulture program has outgrown the capacity of the one existing horticulture technician position to successfully handle the current workload. Horticulture responsibilities in the Downtown core include approximately 194,000 sq. ft. of shrub/flower beds along streets, City facilities, plazas and parks. In addition, there are approximately 350 pots planted with annual flowers and 110 hanging baskets located throughout the Downtown core along streets, plazas, alleys and City facilities. This equates to approximately 5 acres of extensive horticulture responsibility including annual planting, maintenance, shrub bed renovations, fall cleanup and holiday decorations.

Additionally, this position is needed to meet the logistical needs of designing, ordering plants, irrigation maintenance, and care of approximately 45,000 annual flowers, as well as providing daily coordination, oversight and training of hourly employees. In 2022, additional horticulture maintenance will include the Linden Street renovation (located between Walnut Street and Jefferson Street) and two DDA owned renovated alleys (Tenney Alley North and Oak Street Alley).

It is the Parks Division's plan to expand the scope of this horticulture technician's responsibilities to include the government buildings/public facilities/parks surrounding Downtown that are currently lacking a dedicated horticulture technician and do not meet the standards of excellence of the Downtown core.

Funding this position is imperative to sustaining and improving the current level of service in the Downtown and creating a sustainable program into the future.

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**



### ***Offer 36.3: 1.0 FTE - Technician I, Parks (Downtown Horticulture)***

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

- An additional horticulture technician will allow the Parks Division to meet the strict planting timeline required to maximize the growing season to ensure the public spaces are planted quickly enough for the businesses and community members to enjoy throughout the season. With each additional property, the overall planting timeline extends further into the limited growing season.
- Aging properties require refreshes and redesigns as landscapes reach their life expectancy. The adopted design path is to reduce turf grass and replace with water-wise ornamental plantings. This requires specialized horticultural knowledge to properly maintain these additional landscape requirements.
- The lack of resources to maintain shrub beds at City facilities is the major reason Trained Observer ratings for downtown facility grounds have been lower and at times not meeting the target of 85% "No Problems" for this performance metric.

#### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$75,323

##### **Ongoing Cost Description:**

Costs for this offer include salary and benefits for a Technician I, Parks and costs associated with a new employee.

#### **Scalability and explanation**

This offer is not scalable. The position requested in this offer is imperative to the Parks Division continuing to provide the current level of service. With the changes in City policies regarding use of hourly workers, an hourly workforce is no longer a sustainable option and fulltime staff is needed.

#### **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.: This offer directly relates to creating an attractive downtown core which draws people and businesses, which creates a vibrant and successful business community.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This offer supports maintaining and protecting downtown assets and infrastructure which improve the customer experience.

#### **Performance Metrics**

**Offer 36.3: 1.0 FTE - Technician I, Parks (Downtown Horticulture)****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 2020 trained observer ratings targeted an 85% “No Problems” rating. This rating was met in 2020, but challenges continue to persist with attracting and retaining staff for seasonal work. This affects the quality of maintenance, specifically horticulture care around facilities.

- 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.

**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: MCalhoon

Financial Lead: dgorkowski

Lead Department: Parks



### 36.3: 1.0 FTE - Technician I, Parks (Downtown Horticulture)

#### Enhancement to Programs and Services

	2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>	1.00
<b>Hourly (FTE)</b>	-
<b>Expenses</b>	
511000 - Salaries & Wages	49,478
512000 - Benefits	19,648
519000 - Other Personnel Costs	(1,383)
<b>510000 - Personnel Services</b>	<b>67,743</b>
533000 - Repair & Maintenance Services	1,000
534000 - Rental Services	3,064
<b>530000 - Purchased Property Services</b>	<b>4,064</b>
541000 - Insurance	137
542000 - Communication Services	660
543000 - Internal Admin Services	69
544000 - Employee Travel	500
<b>540000 - Other Purchased Services</b>	<b>1,366</b>
551000 - Vehicle & Equipment Supplies	1,500
556000 - Health & Safety Supplies	150
559000 - Other Supplies	500
<b>550000 - Supplies</b>	<b>2,150</b>
581000 - Debt Service	3,064
<b>580000 - Debt &amp; Other Uses</b>	<b>3,064</b>
<b>Total Expenses</b>	<b>78,387</b>

#### Funding Sources

100-General Fund: Ongoing	Ongoing	75,323
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	3,064
<b>Funding Source Total</b>		<b>78,387</b>





## **Offer 36.4: 4.0 FTE Long-Term Seasonal (Grounds Worker II) Conversion to 4.0 FTE Classified - Worker I, Parks**

### **Offer Type: Enhancement**

2022: \$51,980 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer is critical to providing consistent, high level daily cleaning and maintenance expected in the Downtown district. With the changes in City policies regarding hourly employees, an hourly workforce is no longer a sustainable option and classified staff is needed.

Classified Worker I positions are necessary because Downtown maintenance requires more technical expertise with interactive water features, pump systems, lighting systems, irrigation systems and hardscape repair. Positions also support Parks' snow removal operations in the winter. It is a year-round, seven-days-a-week operation and needs appropriate staffing to meet those obligations.

Downtown maintenance positions have been historically filled by year round hourly employees. In 2019, the City created long term seasonal (LTS) positions due to the Affordable Care Act restrictions. LTS employees receive health care benefits and are required to take 1 month/year off work. The LTS employee program is due to sunset in 2022. The current approach is to fill vacated LTS positions with 6-month seasonal or part - time positions, which is creating a less qualified and inconsistent staffing model.

Classified staff are now spending more time hiring, training, managing and replacing hourly staff. This process is negatively impacting staff's ability to provide a consistent service to the community. The Downtown operation requires a consistent seasonal understanding of the cadence of the operations. Providing world class service requires classified staff with long term ownership of their roles to provide the services business owners and community members desire in the Downtown district.

The current staffing model of hiring 6-month and part- time seasonal positions is not efficient, cost effective or productive, and is not a sustainable model for the future.

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**

- Beyond the needed technical skills, these positions also interact with the Downtown Development Authority (DDA), business owners and community members. They will also have oversight over the hourly work force that still exists in this district. This requires a level of professionalism and communication skills not found with temporary seasonal staff.



## **Offer 36.4: 4.0 FTE Long-Term Seasonal (Grounds Worker II) Conversion to 4.0 FTE Classified - Worker I, Parks**

### **Offer Type: Enhancement**

- The downtown maintenance footprint continues to grow in 2022 with two newly renovated alleys and the renovated section of Linden Street. This will create additional responsibilities and stress on current classified staff (2 Technicians) that are already stretched thin. A stable, skilled and professional workforce is needed to continue providing the level of service expected in the downtown area.
- Both the City and the DDA continue to invest millions of dollars in renovating and improving the downtown district. Having qualified staff to maintain this infrastructure efficiently, cost effectively and sustainably is imperative to the long-term success of this important economic driver for the community.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$51,980

#### **Ongoing Cost Description:**

Ongoing costs are the additional costs needed to upgrade four Parks Grounds Worker II hourly positions working in the Downtown District to Worker 1, Parks classified positions including salary and benefit adjustments, clothing, communication supplies, and training needed for classified staff.

### **Scalability and explanation**

This offer is not scalable. All these positions are needed for seven-day per week coverage of this year-round maintenance operation.

### **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 quality of maintenance provided by these positions will continue the success of retaining business in the downtown core area.
- **HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.:** These positions will drive reliability of maintenance, improve efficiency and the customer experience in the downtown core.

### **Performance Metrics**



### ***Offer 36.4: 4.0 FTE Long-Term Seasonal (Grounds Worker II) Conversion to 4.0 FTE Classified - Worker I, Parks***

#### **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: These positions will have a direct impact on the public's perception, and the look and feel of the downtown core area.

#### **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: MCalhoon

Financial Lead: dgorkowski

Lead Department: Parks



### 36.4: 4.0 FTE Long-Term Seasonal (Grounds Worker II) Conversion to 4.0 FTE Classified - Worker I, Parks

#### Enhancement to Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
511000 - Salaries & Wages		29,621
512000 - Benefits		16,772
519000 - Other Personnel Costs		(929)
	<b>510000 - Personnel Services</b>	<b>45,464</b>
542000 - Communication Services		2,640
543000 - Internal Admin Services		276
544000 - Employee Travel		2,000
	<b>540000 - Other Purchased Services</b>	<b>4,916</b>
556000 - Health & Safety Supplies		600
559000 - Other Supplies		1,000
	<b>550000 - Supplies</b>	<b>1,600</b>
	<b>Total Expenses</b>	<b>51,980</b>
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	51,980
	<b>Funding Source Total</b>	<b>51,980</b>



### **Offer 36.5: RESTORE: Downtown Maintenance Reductions**

**Offer Type: Enhancement**

2022: \$51,114 and 0.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

Funding this restore offer will allow the Parks Department to resume service levels in the Downtown core. 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.

The Downtown maintenance services and supplies including watering at 90% of plant need and vehicle repairs are essential to keeping public facilities and infrastructure safe and in usable condition. It also enhances the infrastructure and supports growing demand for public spaces where people can meet, interact and build relationships. This program is imperative to preserving equity within the community to ensure that every household has access to high quality public spaces.

The Downtown core has a high density of amenities and attractions. These elements require significant attention and maintenance including after hours issues and response to operational emergencies. This level of response requires, at times, the use of overtime to meet the level of service expected by the community.

Professional development of staff is key to employee satisfaction and retention. Professional trade conferences and trainings are a vital part of educating staff with industry- specific topics. This a necessary and valuable investment in Parks employees.

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**

- Not applicable



## Offer 36.5: RESTORE: Downtown Maintenance Reductions

**Offer Type: Enhancement**

### Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$51,114

Ongoing Cost Description:

Ongoing funding to be restored in this offer are:

1. Overtime - \$17,000
2. Forestry pruning in the downtown core - \$10,114
3. Water at 90% of plant need, delayed non-emergency vehicle repairs - \$15,000
4. Staff support for conferences, training, educational programs - \$9,000

### Scalability and explanation

This offer is scalable. Offer priorities are:

1. Restoring water reductions - \$5,000
2. Restoring Forestry tree pruning - \$10,114
3. Restoring Staff Support - \$9,000
4. Restoring vehicle repairs - \$10,000
5. Restoring overtime - \$17,000

### 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.: This offer directly relates to the quality of maintenance in the downtown core which encourages new business and retention of current business in downtown.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This offer provides necessary maintenance operations and training of employees to provide effective and efficient services in the downtown core.

### 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: This offer supports the Train Observer ratings and the perception of the downtown core by the community.



### ***Offer 36.5: RESTORE: Downtown Maintenance Reductions***

***Offer Type: Enhancement***

#### **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: MCalhoon

Financial Lead: dgorkowski

Lead Department: Parks



### 36.5: RESTORE: Downtown Maintenance Reductions

#### Enhancement to Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
511000 - Salaries & Wages		17,000
	<b>510000 - Personnel Services</b>	<b>17,000</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>51,114</b>
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	51,114
	<b>Funding Source Total</b>	<b>51,114</b>





## Offer 36.6: Oak Street Plaza Improvements - Enhanced

### Offer Type: Asset Management

2022: \$85,000 and 0.00 FTE, 0.00 Hourly FTE

#### Offer Summary

This offer provides for improvements to Oak Street Plaza, with a focus on needed maintenance items. Funding this offer will provide improvements that may include water feature pump system upgrades, irrigation system improvements, landscape enhancements, planter replacements, pavement upgrades, lighting improvements, and new site furnishings. The quantity of improvements constructed will depend on the extent to which the available budget can fund the improvements, which will be prioritized based on the final cost determined at time of construction.

A 2021 offer was funded to improve the safety and function of the fountain, as well as resolve surface runoff and flooding of adjacent buildings. Those improvements are planned for completion in 2021. Additional pump system improvements are needed to provide long-term longevity and function of the system. The planting beds, turf areas and associated irrigation system need upgrades and repair. The existing planter pots have reached the end of their lifecycle and need replacement. Paver joints need improvements to deter weed growth. These and other plaza improvements would greatly enhance and improve the plaza, creating a vibrant and active environment for Downtown visitors, improving safety in the plaza, and supporting local business activity.

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

- This offer will be funded with General Improvement District (GID) tax incremental funding totaling \$85,000.
- 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.
- 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.



## Offer 36.6: Oak Street Plaza Improvements - Enhanced

### Offer Type: Asset Management

- 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
- Ongoing Cost Description:

### Scalability and explanation

This offer is scalable, but less improvements will be done if funding is reduced.

### 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 improves and protects highly visible infrastructure in the downtown core and improve the customer experience.

### 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: This offer will positively affect Trained Observer ratings at Oak Street Plaza.

### Differences from Prior Budget Cycles

- Not applicable

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

- Not applicable



***Offer 36.6: Oak Street Plaza Improvements - Enhanced***

***Offer Type: Asset Management***

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

- Not applicable

**Offer Profile**

Offer Owner: MCalhoon

Financial Lead: dgorkowski

Lead Department: Parks



### 36.6: Oak Street Plaza Improvements - Enhanced

#### Enhancement to Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
564000 - Improvements Other Than Bldg		85,000
	<b>560000 - Capital Outlay</b>	<b>85,000</b>
	<b>Total Expenses</b>	<b>85,000</b>
<b>Funding Sources</b>		
252-GID Fund: Ongoing Revenue	Ongoing Restricted	65,000
252-GID Fund: Reserves	Reserve	20,000
	<b>Funding Source Total</b>	<b>85,000</b>



## Offer 49.1: Downtown General Improvement District (GID) - Operating Budget

**Offer Type: Ongoing**

2022: \$207,544 and 0.25 FTE, 0.00 Hourly FTE

### Offer Summary

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

- \$100,000 to be used for work related to priority sidewalk and curb replacements.
- \$15,000 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.
- \$19,690 to be used for work related to Parks and Forestry work in the Downtown area
- \$37,740 for residential property tax rebate program
- \$6,324 for Larimer County Treasurer's fee for collecting the property tax
- \$28,790 for estimated operating costs, including utilities

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 part GID reserves) Funding this offer would support the needed repairs and upgrades in 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

- Total GID operating expenses in 2022, including the two outside offers, is \$409,009. This is funded by:

Offer 26.1 - GID Ongoing Revenue: \$207,200

Offer 36.1 - Ongoing Revenue: \$90,000

Offer 36.6 - Ongoing Revenue - \$65,000

Reserves: \$20,000

TOTAL - Ongoing Revenue: \$362,200

Reserves: \$20,000

Anticipated remaining GID reserves at the end of 2022 are about \$386,000.

- 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.



## Offer 49.1: Downtown General Improvement District (GID) - Operating Budget

### Offer Type: Ongoing

- 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 2022. Surplus revenues accumulate as reserves for capital projects and are projected to be about \$850k at the end of 2020. 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)
- [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?)

### 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



## ***Offer 49.1: Downtown General Improvement District (GID) - Operating Budget***

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

- 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.

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

- This budget (2021) includes a \$125k contribution to 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**

- Not applicable

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

- Not applicable

### **Offer Profile**

Offer Owner: JBirks

Financial Lead: wbricher

Lead Department: Economic Health Office



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

### Ongoing Programs and Services

	2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>	0.25
<b>Hourly (FTE)</b>	-
<b>Expenses</b>	
511000 - Salaries & Wages	19,495
512000 - Benefits	5,801
519000 - Other Personnel Costs	(506)
<b>510000 - Personnel Services</b>	<b>24,790</b>
521000 - Professional & Technical	6,324
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>6,324</b>
531000 - Utility Services	3,000
535000 - Construction Services	134,690
<b>530000 - Purchased Property Services</b>	<b>137,690</b>
549000 - Other Purchased Services	1,000
<b>540000 - Other Purchased Services</b>	<b>1,000</b>
573000 - Rebates & Incentives	37,740
<b>570000 - Other</b>	<b>37,740</b>
<b>Total Expenses</b>	<b>207,544</b>
<b>Funding Sources</b>	
252-GID Fund: Ongoing Revenue	Ongoing Restricted 207,544
<b>Funding Source Total</b>	<b>207,544</b>





## Offer 49.2: Metro Districts

**Offer Type: Ongoing**

2022: \$35,000 and 0.00 FTE, 0.00 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 Council adopted a revised policy related to the review and consideration of Metro District service plans, which expanded the circumstances in which City Council will consider the use of Metro Districts. Additionally, in April 2021 revised the 2018 policy to provide an analysis tool to be used in reviewing new metro district applications. Together these changes will affect the number of applications.

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 legal 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's Office; 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 affordable housing, denser land use patterns, Nature in the City, urban agriculture, renewable energy deployment, & 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.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals
- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.

### Additional Information



## Offer 49.2: Metro Districts

### Offer Type: Ongoing

- 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.
- 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 adopted additional changes to the Metro District policy and process. In April 2021, Council adopted a new process for evaluating proposed service plans that staff will implement.

### 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.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: This offer supports the Climate Action 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.



## ***Offer 49.2: Metro Districts***

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

- NLSH 1.6 - Align land use regulations and review procedures to guide development consistent with City Plan.: The new Metro District policy requires public benefits aligned with the outcomes desired by City Plan. Our Metro District policy requires Council approving a Public Benefits Agreement that secures the developer's commitment to deliver the public benefits promised in their Metro District.

### **Improvements & Efficiencies**

- 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.
- City Council now enters into a Public Benefits Agreement that ensures developers provide the public benefits promised in their Metro District Service Plan.
- City Council adopted an update to the Metro District policy on April 20, 2021. These changes provide predictability to the development community on what constitutes a public benefit and what thresholds a development must meet to obtain approval from City Council. The amended policy also outlines a clear process for review Metro District applications.

### **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.

### **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**

- Not applicable

### **Offer Profile**



***Offer 49.2: Metro Districts***

***Offer Type: Ongoing***

Offer Owner: JBirks

Financial Lead: wbricher

Lead Department: Economic Health Office



## 49.2: Metro Districts

### Ongoing Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
511000 - Salaries & Wages		20,000
512000 - Benefits		2,000
	<b>510000 - Personnel Services</b>	<b>22,000</b>
529000 - Other Prof & Tech Services		13,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>13,000</b>
	<b>Total Expenses</b>	<b>35,000</b>
<b>Funding Sources</b>		
100-General Fund: Economic Incentives	Ongoing Restricted	35,000
	<b>Funding Source Total</b>	<b>35,000</b>



### **Offer 49.3: Cluster & Innovation Support**

**Offer Type: Ongoing**

2022: \$67,450 and 0.00 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 by providing funds for sponsorships of partners and programmatic costs.

The Economic Health Leadership offer (49.5) 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 (subject to redeployment).
- Ongoing support and development of regional industry clusters in partnership with other regional communities and private entities (subject to redeployment).

The programmatic funds in 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.).

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**

- Startup Week Sponsorship: The City provides \$7,450 in direct support of Startup Week Fort Collins. This week-long 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.



### **Offer 49.3: Cluster & Innovation Support**

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

- 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.
- 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 (subject to redeployment).
- Industry Cluster Support: EHO worked collaboratively with regional partners to re-evaluate the target industries for the region. This work has shaped 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 (subject to redeployment).

#### **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.
- **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.



### ***Offer 49.3: Cluster & Innovation Support***

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

- 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.

#### **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)

<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.

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

- In 2021, the contractual Climate Economy Advisor position was removed from the offer and replaced with a minority business engagement specialist reducing the cost by \$38,083. The new contractual position will be placed in a continuing enhancement per BFO guidelines further reducing the cost. \$50k was redeployed to Business Support and will be placed in a continuing enhancement per BFO guidelines.





***Offer 49.3: Cluster & Innovation Support***

***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**

- Not applicable

**Offer Profile**

Offer Owner: JBirks

Financial Lead: wbricher

Lead Department: Economic Health Office



### 49.3: Cluster & Innovation Support

#### Ongoing Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
574000 - Grants		67,450
	570000 - Other	67,450
	<b>Total Expenses</b>	<b>67,450</b>
<b>Funding Sources</b>		
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Restricted Ongoing Revenue		67,450
	<b>Funding Source Total</b>	<b>67,450</b>



## ***Offer 49.4: Business & Workforce Support***

***Offer Type: Ongoing***

2022: \$401,578 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 (49.5) provides overall strategic leadership, organizational integration, and data analysis essential to the success of this offer.

This offer specifically focuses on 2 strategic plan priorities: 3.2) Understand trends in local labor market and work with key partners to grow diverse employment opportunities; and 3.3) Systematically engage the business community with an emphasis on starting, sustaining, and renewing businesses.

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

- 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.
- Engaging and supporting minority and women owned businesses with translation and engagement.
- Support of Larimer County Small Business Development Center through direct funding.
- Talent 2.0 implementation the county wide strategy for talent development including re training, employee/employer alignment, and other similar programs.

2020 and 2021 presented several challenging conditions for our business community. These conditions will persist into 2022 and beyond. As a result, the Economic Health Office enhanced the services it provided to businesses in several substantial ways funded through state and federal funds.



## **Offer 49.4: 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**

- Communication Tools: EHO manages the City Business page. In addition, EHO contributes to numerous other partner sites, including NoCoRecovers.com and ForFortCollins.com as part of the on-going response to the COVID-19 pandemic. Staff works collaboratively with the City's Communications and Public Involvement Office (CPIO) on business-related social media, weekly communications, and other tools.
- Response and Recovery Efforts: EHO staff worked on several new efforts and programs to support small and local businesses during 2021, including (a) A \$5.0 million county-wide loan fund intended to support business recovery; (b) small business grants totaling \$2.8 million paid out to over 300 businesses; and (c) a restaurant delivery program to reduce business costs.
- 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.
- Minority Business Engagement: EHO's business support team has invested time and resources creating relationships with individual businesses and entities representing minority- and women-owned businesses. This has included working with a cultural broker to refine our engagement and communication methods and the hiring of a Specialist tasked with engaging these underrepresented business owners.
- 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:**

- [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/](https://nocomfg.com/)



## **Offer 49.4: Business & Workforce Support**

### **Offer Type: Ongoing**

- [NoCo Health Sector Partnership](https://nocohealthsector.org/) – 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/>
- [ForFortCollins.com](https://forfortcollins.com) – A website created to support businesses and customers alike. The website provides a hub of resources and tools such as re-opening plans, marketing tools and a social asset creator, and community members can find shareable assets and a toolkit filled with different ways to show their support to those impacted. <https://forfortcollins.com>

### **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.
- **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.



## ***Offer 49.4: Business & Workforce Support***

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

- Larimer County Loan Fund – EHO staff retooled funds previously dedicated to a Main Street Lending program to support a county- wide loan program targeting business recovery. This fund leveraged private dollars and bank dollars to generate a total of \$5.0 million in lending capital.
- Minority Business Engagement Specialist – In 2021, EHO redeployed a previous contractual position to hire a full- time Specialist focused on engaging minority and women owned businesses. The individual hired is bilingual and has strong existing relationships to the Latinx 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.
- Business Relief Program – In 2020 and 2021, EHO used federal and state funds to provide approximately \$3.0 million in direct assistance to over 300 businesses. These programs provided much needed economic loss relief. Similar programs will continue into 2022 and beyond. Despite the Federal and State funds these programs consumed significant EHO staff bandwidth.
- Restaurant Delivery Service – At the end of 2020, EHO arranged for a program to support local restaurants experience significant revenue loss due to public health orders. The program in partnerships with NoCo Nosh subsidized the cost to restaurants of third- party food deliveries funded with federal dollars.

### **Performance Metrics**

- ECON 59. Average Weekly 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>



### ***Offer 49.4: Business & Workforce Support***

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

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.

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

- No changes to the 2021 budget 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**

- Not applicable

#### **Offer Profile**

Offer Owner: JBirks

Financial Lead: wbricher

Lead Department: Economic Health Office



## 49.4: Business & Workforce Support

### Ongoing Programs and Services

	2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>	2.00
<b>Hourly (FTE)</b>	-
<b>Expenses</b>	
511000 - Salaries & Wages	191,051
512000 - Benefits	51,621
519000 - Other Personnel Costs	(4,853)
<b>510000 - Personnel Services</b>	<b>237,819</b>
529000 - Other Prof & Tech Services	23,210
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>23,210</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>401,578</b>
<b>Funding Sources</b>	
100-General Fund: Ongoing	Ongoing 238,819
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Restricted	162,759
Ongoing Revenue	
<b>Funding Source Total</b>	<b>401,578</b>





## **Offer 49.5: Economic Health Leadership**

**Offer Type: Ongoing**

2022: \$289,609 and 1.75 FTE, 0.00 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 minority, women, and veteran owned businesses; innovation; redevelopment; and economic analysis and performance measurement.

EHO leadership manages a staff of 7.00 FTE (classified, contractual, and hourly) and an annual ongoing budget of nearly \$1.0 million (2020). In addition, EHO leadership provides strategic oversight and policy guidance to the Urban Renewal Authority (Offer 50.1) with an annual budget of \$5,224,766.

This offer focuses on strategic priorities: 3.1) Facilitate government and local partners to achieve effective regional economic resilience; 3.2) Understand trends in local labor market and work with key partners to grow diverse employment opportunities; and 3.3) Systematically engage the business community with an emphasis on starting, sustaining, and renewing businesses. 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.

The Director plans/develops policy for economic health and redevelopment, business engagement, workforce development, entrepreneurial support, and sector development.

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

- Engaging with and supporting the business community.
- Supporting regional workforce development efforts.
- 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.
- Developing relationships with minority, women, and veteran owned businesses (supported by a bilingual Specialist, Economic Sustainability – Offer 49.8).

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.



## **Offer 49.5: Economic Health Leadership**

**Offer Type: Ongoing**

### **Additional Information**

- **Economic Resilience:** In 2020 and 2021, EHO developed and executed new programs in response to the global pandemic, including: disbursing almost \$3.0 million in direct relief payments to over 300 businesses; supporting restaurant delivery service; and creating multiple new communication channels and platforms.
- **Regional Leadership:** The EHO director co-leads regional engagement of 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 2022.
- **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. \[www.nocorecovers.com\]\(http://www.nocorecovers.com\)](#)
- [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 ✓)*



## ***Offer 49.5: Economic Health Leadership***

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

- ✓ 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, biannual 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**

- ForFortCollins: In 2020 and 2021, EHO developed a new communication channel to engage with both local businesses and customers. This channel focuses on encouraging residents to support local businesses with a particular emphasis how to engage in the local economy during the pandemic.
- 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.
- Minority- and Women-Owned Business Engagement: In 2020 and 2021, EHO redeployed a contractual position (Offer 49.8) to focus engage historically underrepresented business owners (minority- and women-owners). EHO provided Spanish translation of all new program materials. With recovery funds a cultural broker was hired to provide advise on how best to engage with these business owners.
- 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.



## **Offer 49.5: Economic Health Leadership**

### **Offer Type: Ongoing**

- Business Relief Programs: Through federal and state funding, EHO provided nearly \$3.0 million in direct business relief funding in 2020 and 2021. These programs enabled enhanced engagement with local businesses resulting in a deeper connection and understanding of the challenges our local businesses face. This knowledge will be used to enhance EHO engagement and program development.

### **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.

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

- No changes from 2021.

### **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: JBirks

Financial Lead: wbricher

Lead Department: Economic Health Office



## 49.5: Economic Health Leadership

### Ongoing Programs and Services

	2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>	1.75
<b>Hourly (FTE)</b>	-
<b>Expenses</b>	
511000 - Salaries & Wages	165,135
512000 - Benefits	44,867
519000 - Other Personnel Costs	(4,200)
<b>510000 - Personnel Services</b>	<b>205,802</b>
521000 - Professional & Technical	9,570
529000 - Other Prof & Tech Services	10,647
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>20,217</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>289,609</b>
<b>Funding Sources</b>	
100-General Fund: Ongoing	Ongoing 289,609
<b>Funding Source Total</b>	<b>289,609</b>



## Offer 49.6: Use and Business Personal Property Tax Rebates

### Offer Type: Continuing Enhancement

2022: \$165,438 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. Personal Property Tax rebates extend until 2023.
- 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 (ending in 2023). In addition, the BPP rebate extends for 10 years (ending in 2024).

The payments for this budget cycle include:

- Use Tax Rebate: \$14,149; BPP Tax Rebate: \$68,570 for a total rebate of \$82,719.

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

Ongoing Cost Description:

This is a continuation of a program started in the 2021 Budget



## Offer 49.6: Use and Business Personal Property Tax Rebates

Offer Type: Continuing Enhancement

### Scalability and explanation

n/a

### 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.

### 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

- Not applicable

### Offer Profile

Offer Owner: JBirks

Financial Lead: wbricher

Lead Department: Economic Health Office



## 49.6: Use and Business Personal Property Tax Rebates

### Enhancement to Programs and Services

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
573000 - Rebates & Incentives		165,438
	<b>570000 - Other</b>	<b>165,438</b>
	<b>Total Expenses</b>	<b>165,438</b>
<b>Funding Sources</b>		
100-General Fund: Economic Rebate Incentive Reserves (315316.642)	Reserve	165,438
	<b>Funding Source Total</b>	<b>165,438</b>





## Offer 49.7: Economic Recovery Support

**Offer Type: Continuing Enhancement**

2022: \$50,000 and 0.00 FTE, 0.00 Hourly FTE

### Offer Summary

This offer funds \$50,000 of programmatic funding to provide flexibility for the Economic Health Office to respond to increasingly dynamic economic conditions, including economic recovery efforts related to the COVID-19 pandemic.

As the economy recovers from the COVID-19 pandemic and continues to evolve globally, conditions have become increasingly dynamic and can change rapidly. As a result, this offer provides funding to the Economic Health Office to develop rapidly responsive programs to meet these changing conditions. In 2021, these programs targeted response to the COVID 19 pandemic. In 2022, these funds will transition to long- term business recovery and investing in economic resilience. In future years, the response will vary based on dynamic conditions.

The value of these funds is the ability to be nimble and invest in programs that respond to current conditions. Not all uses of these funds have been identified and clear objectives help to clarify the value of these funds, including (not an exhaustive list):

- Supporting the transition of the ForFortCollins.com website from COVID 19 response to a long term shop local campaign.
- Supporting the grassroots organization of historically underserved business owners into formal business associations enabling their voices to be raised in community dialogues.
- Funds to support enhancing staff capacity to deliver on economic recovery and resiliency objectives.
- Supporting regional partnership activities that benefit the community.

EHO supports ForFortCollins.com and NoCoRecovers.com as digital resources for businesses during the statewide response to the COVID-19 pandemic. These have become central assets in the local and regional recovery. 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 multiyear 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.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

### Additional Information



## ***Offer 49.7: Economic Recovery Support***

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

- Recent Examples - These funds were used in 2020 to support the initial development of ForFortCollins.com and NoCoRecovers.com. They also supported specific promotional campaigns to encourage local shopping during the Stay-At-Home orders. Finally, funds were used to augment Federal and State direct assistance programs by supporting marketing and technical assistance.
- Programmatic Flexibility - In 2021, these funds provided much needed flexibility to support the long-term recovery of locally owned businesses. These funds do not carry the same regulatory restrictions and/or requirements of State or Federal funds. EHO was able to use these funds to support programs that would not have otherwise been able to receive needed funding.
- Local Match Funds – Additionally, these funds can be used to support the local match requirements for grant opportunities. Historically this has been a barrier to the City pursuing grant opportunities specifically in the economic and business support arena.
- Experimentation & Testing – These funds could also support the testing of new programs and services to support small businesses. The funding would be used to test new ideas in small and discrete increments. Then refine, as opposed to building out a program fully at higher cost and time. This would facilitate rapid learning and adjustment through iteration.

### **Impact to Ongoing Expenses**

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

\$0

#### **Ongoing Cost Description:**

This offer does not increase the ongoing cost as its a continuation of a redeployment that occurred in the 2021 budget. The net effect of continuing to fund this enhancement therefore does not increase the on-going cost to the City.

### **Scalability and explanation**

In 2021, these funds provided much needed flexibility to support the long-term recovery of locally owned businesses. The total amount of available funding could be reduced below \$50,000; however, this would further restrict the ability of the City to respond to the needs of locally owned businesses outside of the State and Federal requirements accompanying that form of aid.

### **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.



## **Offer 49.7: Economic Recovery Support**

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

- <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.
- <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 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 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.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: This offer supports tools developed in response to the COVID-19 pandemic provide new 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. Average Weekly 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 73. # Business Establishments per Capita (Larimer County)



## ***Offer 49.7: Economic Recovery Support***

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

<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.

### **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**

- Not applicable

### **Offer Profile**

Offer Owner: JBirks

Financial Lead: wbricher

Lead Department: Economic Health Office



## 49.7: Economic Recovery Support

### Enhancement to Programs and Services

2022 Projected  
Budget

Full Time Equivalent (FTE) Staffing

-

Hourly (FTE)

-

#### Expenses

529000 - Other Prof & Tech Services

50,000

520000 - Purchased Prof & Tech Services

50,000

Total Expenses

50,000

#### Funding Sources

100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Restricted  
Ongoing Revenue

50,000

Funding Source Total

50,000



## **Offer 49.8: 1.0 FTE Contractual - Minority Business Specialist**

**Offer Type: Continuing Enhancement**

2022: \$82,102 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer supports a Minority Business Specialist contractual 1.0 full-time equivalent (FTE) position. In 2021, this position was created by redeploying funds previously used to support the Climate Economy Advisory 1.0 full-time equivalent (FTE) position. The position works in the business support team to engage with minority-, women-, low-income-, and veteran-owned businesses.

During response to the COVID-19 pandemic, the Economic Health Office quickly learned that historically underserved businesses (minority-, women-, low-income-, and veteran-owned) were at a disadvantage to respond to the dynamic economic conditions. Additionally, these same businesses struggled to access resources available at the local, state, and federal level. The Minority Business Specialist has been able to engage directly with over 100 businesses supporting their applications for COVID relief.

The position will continue to 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 historically underserved 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, including translation to Spanish.

In 2021, EHO has continued to emphasize business recovery from the COVID-19 pandemic. As response transitions into recovery efforts, increased engagement directly with businesses will continue to be a priority to provide guidance, clarification, and connections to resources. The Minority Business Specialist will be key to engaging all businesses.

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 3.3 - 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**



### **Offer 49.8: 1.0 FTE Contractual - Minority Business Specialist**

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

- Engaging Historically Underserved Businesses - In the first few months of 2021, the Minority Business Specialist was able to significantly increase the City's connection to historically underserved business owners. Over 130 contacts were made, 90 plus businesses supported, 15 plus new businesses formed, over 20 organizations connected, and translated more than 50 communication items.
- Significant Barriers and Needs Identified – Engaging directly with historically underserved business owners has increased the City's knowledge regarding the types of support services that would be beneficial. These learnings are being actively used to develop recovery programs, organize businesses, and address long-standing barriers to business growth.
- Numerous Opportunities Identified – This position by engaging directly with businesses has identified numerous opportunities, including: potential entrepreneur explosion in historically underserved populations (especially those experiencing unemployment due to COVID-19), opportunities to provide tailored training programs, and potential partnerships to further support these businesses.
- Shared Services to Support Locally Owned-Businesses – By investing in connections with historically underserved communities, EHO has developed partnerships enabling the consideration and development of services for all locally owned businesses through a potential shared services program (access to book keeping, accounting, and financial reporting; human resources support; legal support; etc.).
- Cultural Awareness and Attunement – The connections developed by the Minority Business Specialist have enhanced the City's awareness of cultural differences that impact the provision of business support services to historically underserved populations. Additionally, these connections have helped to attune service delivery to meet cultural preferences increasing the efficacy of the programs.

#### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$82,102

##### **Ongoing Cost Description:**

This position was originally created and funded through the savings that came from redeploying the Climate Economy Advisory position. As a result, the City saved approximately \$38,000 annually in salary savings. Therefore, continuing to fund this position would not increase the ongoing costs to the City.

#### **Scalability and explanation**



## Offer 49.8: 1.0 FTE Contractual - Minority Business Specialist

### Offer Type: Continuing Enhancement

In 2021, this contractual position was filled at a lower level than the previously funded Climate Economy Advisory position netting approximately \$38,000 in annual on-going savings. Further reducing this position to less than 1.0 FTE is feasible but not recommended given the demand for support by historically underserved businesses.

### Links to Further Details:

- <https://www.latinxcommunitynetwork.com/> When the pandemic started a group of grassroots organizations got together to make sure all resources available to the most vulnerable were distributed to the ones that needed them the most. City staff from the Communication and Public Involvement Office (primary lead) and Economic Health Office have supported the formation and continuation of this group.
- <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.

### 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.: 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 historically underserved businesses in recovery is the ability to provide direct connections with solid guidance, clarification, and connections.
- ✓ ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.: This offer provides additional staff capacity to engage businesses during economic recovery. This staff position enables a focus on historically underserved and locally owned businesses.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: This 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. Average Weekly Wage

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



***Offer 49.8: 1.0 FTE Contractual - Minority Business Specialist******Offer Type: Continuing Enhancement***

Performance Measure Reason: By tracking the 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.

- 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 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.

**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**

- Not applicable

**Offer Profile**

Offer Owner: JBirks

Financial Lead: wbricher

Lead Department: Economic Health Office



**49.8: 1.0 FTE Contractual - Minority Business Specialist**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<b>Expenses</b>		
511000 - Salaries & Wages		66,950
512000 - Benefits		16,828
519000 - Other Personnel Costs		(1,676)
	<b>510000 - Personnel Services</b>	<b>82,102</b>
	<b>Total Expenses</b>	<b>82,102</b>
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	82,102
	<b>Funding Source Total</b>	<b>82,102</b>



## **Offer 49.9: Economic Health Strategic Plan**

### **Offer Type: 1-Time Enhancement**

2022: \$100,000 and 0.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

Funding this offer supports updating the Economic Health Strategic Plan, which was last updated in 2015. In 2015, City Council unanimously adopted the current Economic Health Strategic Plan. Since adoption, the Economic Health Office has been leading through dynamic and changing economic conditions and learning and maturing the City's understanding of how to support economic resilience in the community.

Now it is time to put the learnings of the past five years into strategy. The intent of this update will be multifold:

1. Refine and articulate a clear set of defined economic resilience goals.
2. Evaluate and develop a "both/and" approach to supporting main street businesses (locally owned and serving) and primary employers (businesses that generate over half their revenue from outside the City).
3. Engage with and develop specific programs to support historically underserved businesses in the community (minority , women, low - income, and veteran - owned).
4. Refine the City's role in supporting workforce development that focuses on creating community jobs.
5. Embracing the City's commitment to equity and inclusion leading with race and applying it to economic resilience.
6. Developing the role of innovation in designing and scaling solutions to address local/global environmental challenges/goals.

Funding this offer in 2022 will allow it to build upon the strategic planning completed as part of the City's COVID 19 recovery plan. That excellent plan provides guidance for the coming years, and yet it leaves the objectives above open or unresolved – not the least of which is the lack of clear and measurable goals over the long term. The City needs a set of economic resilience goals similar to its climate action and housing strategic plan goals.

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 3.1 - 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**



## **Offer 49.9: Economic Health Strategic Plan**

### **Offer Type: 1-Time Enhancement**

- This plan update will include community engagement – specifically with the business community and local labor force – to develop the long- term goals and supporting strategies. This engagement is intended to be inclusive and care will be made to reach out to historically under represented communities.
- Building on disaggregated data developed through the City’s recovery planning efforts. This offer will enable for historic analysis of disaggregated data to develop a clearer understanding of how economic participation has changed over time. Ultimately, this data and historic analysis will aid in developing clear and measurable economic resiliency goals.
- This funding supports one-time consultant fees for the planning effort. The funds will support community engagement, detailed data analysis – especially disaggregated data to understand how different parts of our community are experiencing our economy, and development of clear and measurable economic resiliency goals.
- Using community feedback and the data analysis, the planning effort will also develop strategies to achieve the stated goals. The strategies will focus on regional partnerships, triple bottom-line solutions, and the existing and potential strengths of the local community.
- If funded, staff would initiate this effort in the spring of 2022 and the plans would be complete in early 2023. Staff anticipates that this framework and policy would be updated again in the 2027/2028 budget cycle.

### **Impact to Ongoing Expenses**

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

Ongoing Cost Description:

n/a

### **Scalability and explanation**

Staff researched peer communities across the country to determine the proposed offer amount. The offer could be increased, and that increase would go directly toward additional community engagement and enhanced planning for resilience. Scaling down the offer would decrease community engagement and analysis of disaggregated data aiding the understanding necessary to develop solid economic resilience goals.

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

- [Community-rooted economic inclusion: A strategic action playbook.](https://www.brookings.edu/essay/community-rooted-economic-inclusion-a-strategic-action-playbook/?utm_campaign=Bass%20Newsletter&utm_medium=email&utm_content=117606789&utm_source=hs_email)  
([https://www.brookings.edu/essay/community-rooted-economic-inclusion-a-strategic-action-playbook/?utm\\_campaign=Bass%20Newsletter&utm\\_medium=email&utm\\_content=117606789&utm\\_source=hs\\_email](https://www.brookings.edu/essay/community-rooted-economic-inclusion-a-strategic-action-playbook/?utm_campaign=Bass%20Newsletter&utm_medium=email&utm_content=117606789&utm_source=hs_email))



## **Offer 49.9: Economic Health Strategic Plan**

### **Offer Type: 1-Time Enhancement**

- [Finding the business case for shared prosperity.](https://www.brookings.edu/blog/the-avenue/2018/11/01/finding-the-business-case-for-shared-prosperity/)  
(<https://www.brookings.edu/blog/the-avenue/2018/11/01/finding-the-business-case-for-shared-prosperity/>)
- [How family sustaining jobs can power an inclusive recovery in America's regional economies.](https://www.brookings.edu/essay/how-family-sustaining-jobs-can-power-an-inclusive-recovery-in-americas-cities/?utm_campaign=Metropolitan%20Policy%20Program&utm_medium=email&utm_content=112988351&utm_source=hs_email)  
([https://www.brookings.edu/essay/how-family-sustaining-jobs-can-power-an-inclusive-recovery-in-americas-cities/?utm\\_campaign=Metropolitan%20Policy%20Program&utm\\_medium=email&utm\\_content=112988351&utm\\_source=hs\\_email](https://www.brookings.edu/essay/how-family-sustaining-jobs-can-power-an-inclusive-recovery-in-americas-cities/?utm_campaign=Metropolitan%20Policy%20Program&utm_medium=email&utm_content=112988351&utm_source=hs_email))

### **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 data sources that support an enhanced economic analysis capability. This capability is supporting the development of an economic resilience index, biannual 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.
- **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.
- **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.

### **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.



### **Offer 49.9: Economic Health Strategic Plan**

#### **Offer Type: 1-Time Enhancement**

- 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.

#### **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**

- Not applicable

#### **Offer Profile**

Offer Owner: JBirks

Financial Lead: wbricher

Lead Department: Economic Health Office



## 49.9: Economic Health Strategic Plan

### Enhancement to Programs and Services

2022 Projected  
Budget

Full Time Equivalent (FTE) Staffing

-

Hourly (FTE)

-

#### Expenses

521000 - Professional & Technical

100,000

520000 - Purchased Prof & Tech Services

100,000

Total Expenses

100,000

#### Funding Sources

100-General Fund: Prior KFCG 0.25% for Other Comm & TransOne-Time Restricted  
1-Time Revenue

100,000

Funding Source Total

100,000



## **Offer 49.10: 1.0 FTE Contractual Conversion to Classified - Minority Business Specialist**

**Offer Type: Enhancement**

2022: \$0 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer supports the conversion of the Minority Business Specialist contractual 1.0 full time equivalent (FTE) position funded in Offer 49.8 into a classified position. Making a position classified demonstrates an ongoing commitment to the work of that position.

The City is on a journey to enhance its ability to address equity and inclusion across the community. Part of this journey is the formation of a City Equity Office. The Economic Health Office made its own move toward supporting equity and inclusion by hiring a Minority Business Specialist to support and engage with minority, women-, low income, and veteran owned businesses. These historically underserved business communities have been disproportionately impacted by the COVID 19 pandemic and past economic recessions. For the City to achieve true economic resilience all business owners need to be engaged and supported by programs.

Businesses owned by people of color, women and veterans share characteristics with the firms that, nationally, were more likely to be considered “at risk” or “distressed” before the pandemic. They had no employees and were sole proprietors, were very young (less than two years old) and had very small sales receipts (85% had less than \$100,000 in sales/receipts). Additionally, people of color and women are underrepresented among the self employed as compared to their share of the overall population. Finally, people of color (52-65%) and women (~40%) tend to rely on income from self employment to a higher degree than average (36%).

The Minority Business Specialist has successfully created relationships with these historically underserved communities. Making this a permanent ongoing position within the Economic Health Team supports the City’s commitment to equity and inclusion and the communities that have been engaged over the past year or more.

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**





## ***Offer 49.10: 1.0 FTE Contractual Conversion to Classified - Minority Business Specialist***

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

- Engaging Historically Underserved Businesses - In the first few months of 2021, the Minority Business Specialist was able to significantly increase the City's connection to historically underserved business owners. Over 130 contacts were made, 90 plus businesses supported, 15 plus new businesses formed, over 20 organizations connected, and translated more than 50 communication items.
- Significant Barriers and Needs Identified – Engaging directly with historically underserved business owners has increased the City's knowledge regarding the types of support services that would be beneficial. These learnings are being actively used to develop recovery programs, organize businesses, and address long-standing barriers to business growth.
- Numerous Opportunities Identified – The Minority Business Specialist through engaging directly with businesses has identified numerous opportunities, including: potential entrepreneur explosion in historically underserved populations (especially those unemployed due to COVID-19), opportunities for tailored training programs, and potential partnerships to further support these businesses.
- Shared Services to Support Locally Owned-Businesses – By investing in connections with historically underserved communities, EHO has developed partnerships enabling the consideration and development of services for all locally owned businesses through a potential shared services program (access to book keeping, accounting, and financial reporting; human resources support; legal support; etc.).
- Cultural Awareness and Attunement – The connections developed by the Minority Business Specialist have enhanced the City's awareness of cultural differences that impact the provision of business support services to historically underserved populations. Additionally, these connections have helped to attune service delivery to meet cultural preferences increasing the efficacy of the programs.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$4,703  
Ongoing Cost Description:  
Benefits associated with moving from Contractual to Classified.

### **Scalability and explanation**

N/A

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



## **Offer 49.10: 1.0 FTE Contractual Conversion to Classified - Minority Business Specialist**

### **Offer Type: Enhancement**

- <https://www.latinxcommunitynetwork.com/> When the pandemic started a group of grassroots organizations got together to make sure all resources available to the most vulnerable were distributed to the ones that needed them the most. City staff from the Communication and Public Involvement Office (primary lead) and Economic Health Office have supported the formation and continuation of this group.
- <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.

### **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 provides additional staff capacity to engage businesses during economic recovery. This staff position enables a focus on historically underserved 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 historically underserved businesses in recovery is the ability to provide direct connections with solid guidance, clarification, and connections.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: This 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. Average Weekly Wage

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

Performance Measure Reason: By tracking average 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.

- ECON 76. Occupation Diversity Score



## **Offer 49.10: 1.0 FTE Contractual Conversion to Classified - Minority Business Specialist**

### **Offer Type: Enhancement**

<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**

- Not applicable

### **Offer Profile**

Offer Owner: JBirks

Financial Lead: wbricher

Lead Department: Economic Health Office



**49.10: 1.0 FTE Contractual Conversion to Classified - Minority Business Specialist**

**Enhancement to Programs and Services**

**2022 Projected  
Budget**

**Full Time Equivalent (FTE) Staffing**

-

**Hourly (FTE)**

-

**Expenses**

511000 - Salaries & Wages

(8,606)

512000 - Benefits

3,443

519000 - Other Personnel Costs

5,163

**510000 - Personnel Services**

-

**Total Expenses**

-

**Funding Sources**

No Funding Source Required

Ongoing

-

**Funding Source Total**

-



## ***Offer 50.1: Urban Renewal Authority***

***Offer Type: Ongoing***

2022: \$575,148 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-bottomline benefits and placemaking. URA's revitalization objectives include:

- Transform blighted areas into vibrant neighborhoods
- Support projects that achieve objectives outlined in Community Investment Plans
- Catalyze projects and accelerate investments that would not otherwise happen, thereby creating improvements with lasting value
- Encourage development projects that enhance 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
- 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 taxing entities

The URA is not dependent on the General Fund; funding comes from incremental property and sales tax revenues resulting from new activity enabled and catalyzed by URA investments.



## Offer 50.1: 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
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

### Additional Information

- Existing Areas: (1) North College - centered on College Avenue from Vine Drive north to the City boundary and 1/4 mile either side of College; (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.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.: The Urban Renewal Authority Board has adopted Community Investment Plans for North College and Prospect South that utilize the GARE Equitable Development Framework as their basis supported by a series of metrics and indicators. These tools will help ensure the URA's investments advance equity for all, leading with race.

### Improvements & Efficiencies



### ***Offer 50.1: Urban Renewal Authority***

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

- 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.
- The URA Board has adopted investment plans for the North College and Prospect South plan areas. These plans provide greater clarity on the types of projects the Authority intends to support. These investment plans utilize the GARE Equitable Development Framework as their basis supported by a series of metrics and indicators. This will help ensure the URA advances equity for all, leading with race.
- The URA adopted its first Strategic Plan in 2020. The Strategic Plan establishes how the Urban Renewal Authority supports redevelopment while also supporting the communities in which it operates. The Strategic Plan has a series of guiding principles and tactics that keep ensure the Urban Renewal Authority acts to build community through redevelopment.

#### **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

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

- N/A

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

- Not applicable

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

- Not applicable

#### **Offer Profile**

Offer Owner: cfickey

Financial Lead: wbricher

Lead Department: Urban Renewal Authority



## 50.1: Urban Renewal Authority

### Ongoing Programs and Services

	2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>	2.00
<b>Hourly (FTE)</b>	-
<b>Expenses</b>	
511000 - Salaries & Wages	185,305
512000 - Benefits	50,769
519000 - Other Personnel Costs	(4,721)
<b>510000 - Personnel Services</b>	<b>231,353</b>
521000 - Professional & Technical	261,142
529000 - Other Prof & Tech Services	16,829
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>277,971</b>
535000 - Construction Services	30,334
<b>530000 - Purchased Property Services</b>	<b>30,334</b>
541000 - Insurance	25,000
542000 - Communication Services	2,180
543000 - Internal Admin Services	410
544000 - Employee Travel	1,000
549000 - Other Purchased Services	1,700
<b>540000 - Other Purchased Services</b>	<b>30,290</b>
555000 - Office & Related Supplies	1,850
559000 - Other Supplies	3,350
<b>550000 - Supplies</b>	<b>5,200</b>
<b>Total Expenses</b>	<b>575,148</b>

### Funding Sources

800-URA N. College District: Ongoing Revenue	Ongoing Restricted	384,239
801-URA Prospect South TIF Dist: Ongoing Revenue	Ongoing Restricted	69,017
803-URA Mall Fund: Ongoing Revenue	Ongoing Restricted	121,892
<b>Funding Source Total</b>		<b>575,148</b>





## ***Offer 50.2: Urban Renewal Authority Debt Service***

***Offer Type: Ongoing***

2022: \$5,224,766 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

2022 Principal \$985,781

2022 Interest \$281,219

Market Bonds:

2022 Principal \$690,000

2022 Interest \$257,363

RMI2 Loan (from General Fund):

2022 Principal \$295,781

2022 Interest \$23,856

Prospect South TIF Debt/Obligation Payments:

2022 Principal \$230,000

2022 Interest \$138,544

Foothills TIF Debt/Obligation Payments:

Total 2022 \$4,395,651

2022 Property Tax Increment Payments \$3,389,222

2022 Sales Tax Increment \$200,000

Note: North College Repayment derived from fixed URA 1.5% administration charge on property tax increment.



## **Offer 50.2: Urban Renewal Authority 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
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

### **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.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.: The Urban Renewal Authority Board has adopted Community Investment Plans for North College and Prospect South that utilize the GARE Equitable Development Framework as their basis supported by a series of metrics and indicators. These tools will help ensure the URA's investments advance equity for all, leading with race.

### **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 50.2: Urban Renewal Authority 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.

### **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: cfrikey

Financial Lead: wbricher

Lead Department: Urban Renewal Authority



## 50.2: Urban Renewal Authority Debt Service

### Ongoing Programs and Services

	2022 Projected Budget
Full Time Equivalent (FTE) Staffing	-
Hourly (FTE)	-

### Expenses

535000 - Construction Services		3,589,222
	<b>530000 - Purchased Property Services</b>	<b>3,589,222</b>
581000 - Debt Service		1,635,544
	<b>580000 - Debt &amp; Other Uses</b>	<b>1,635,544</b>
	<b>Total Expenses</b>	<b>5,224,766</b>

### Funding Sources

800-URA N. College District: Ongoing Revenue	Ongoing Restricted	1,267,000
801-URA Prospect South TIF Dist: Ongoing Revenue	Ongoing Restricted	368,544
803-URA Mall Fund: Ongoing Revenue	Ongoing Restricted	3,589,222
	<b>Funding Source Total</b>	<b>5,224,766</b>



## **Offer 61.1: Downtown Development Authority: Operating & Capital**

**Offer Type: Ongoing**

2022: \$23,884,505 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 3.4 - Foster infill and redevelopment opportunities consistent with City Plan policies.
- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.

### **Additional Information**

- Please note, this Offer is currently reflective of the 2021 DDA budget; the 2022 budget is in development and will be approved by the DDA Board in September, 2021.

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

- <https://downtownfortcollins.org/>
- <https://downtownfortcollins.com/>

### **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 Downtown Development Authority's specific purpose is to utilize the tax-increment resources afforded to the Authority to stimulate redevelopment in the central business district.
- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.: An organic by-product of the DDA's core mission to stimulate redevelopment in the central business district is enhanced health of the businesses that comprise the district, whether new or existing.

### **Improvements & Efficiencies**

- The DDA is always working to improve the delivery of its services based on best practices and lessons learned on each project that it undertakes.

***Offer 61.1: Downtown Development Authority: Operating & Capital******Offer Type: Ongoing*****Performance Metrics**

- This Offer has minimal impact on any program specific metrics

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=986040.html>

Performance Measure Reason: The DDA exists within, but separately from the core of the City's organization. While some City programs provide support for the DDA, the DDA itself is not charged with supporting any of the City's programs.

**Differences from Prior Budget Cycles**

- This Offer is updated each year based on the tax increment resources available to the Authority.

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

- The entirety of the DDA's personnel budget is included within this line item.

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

- Not applicable

**Offer Profile**

Offer Owner: kklenk

Financial Lead: cforst

Lead Department: Downtown Development Authority



## 61.1: Downtown Development Authority: Operating & Capital

### Ongoing Programs and Services

	2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>	-
<b>Hourly (FTE)</b>	-
<hr/>	
<b>Expenses</b>	
519000 - Other Personnel Costs	900,232
<b>510000 - Personnel Services</b>	<b>900,232</b>
521000 - Professional & Technical	247,677
529000 - Other Prof & Tech Services	750
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>248,427</b>
532000 - Cleaning Services	500
533000 - Repair & Maintenance Services	34,438
534000 - Rental Services	51,642
539000 - Other Property Services	15,067,545
<b>530000 - Purchased Property Services</b>	<b>15,154,125</b>
541000 - Insurance	8,403
542000 - Communication Services	5,154
544000 - Employee Travel	43,900
549000 - Other Purchased Services	6,300
<b>540000 - Other Purchased Services</b>	<b>63,757</b>
555000 - Office & Related Supplies	33,800
559000 - Other Supplies	6,764
<b>550000 - Supplies</b>	<b>40,564</b>
574000 - Grants	12,000
579000 - Other	33,789
<b>570000 - Other</b>	<b>45,789</b>
581000 - Debt Service	7,431,611
<b>580000 - Debt &amp; Other Uses</b>	<b>7,431,611</b>
<b>Total Expenses</b>	<b>23,884,505</b>



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**Funding Sources**

820-DDA Operations: Ongoing Revenue	Ongoing Restricted	8,385,349
820-DDA Operations: Reserves	Reserve	8,067,545
822-DDA Debt Service: Ongoing Revenue	Ongoing Restricted	6,630,081
822-DDA Debt Service: Reserves	Reserve	801,530
<b>Funding Source Total</b>		<b>23,884,505</b>





## **Offer 63.1: Utilities: Broadband - Core Operations**

**Offer Type: Ongoing**

2022: \$24,392,585 and 56.00 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) is 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 63.1: 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 93. Broadband Fiber Pulled

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1080675.html>

Performance Measure Reason: This is being updated shortly...

- ECON 94. Broadband Fiber Areas Complete

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1080676.html>

Performance Measure Reason: This is being updated shortly...

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



***Offer 63.1: Utilities: Broadband - Core Operations***

***Offer Type: Ongoing***

- 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**

- Not applicable

**Offer Profile**

Offer Owner: CKeane

Financial Lead: zmozer

Lead Department: Broadband



### 63.1: Utilities: Broadband - Core Operations

#### Ongoing Programs and Services

	2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>	56.00
<b>Hourly (FTE)</b>	-
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	4,018,390
512000 - Benefits	1,244,062
519000 - Other Personnel Costs	(78,470)
<b>510000 - Personnel Services</b>	<b>5,183,982</b>
521000 - Professional & Technical	267,275
522000 - Governmental Services	263,632
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>530,907</b>
533000 - Repair & Maintenance Services	284,692
534000 - Rental Services	3,500
<b>530000 - Purchased Property Services</b>	<b>288,192</b>
542000 - Communication Services	7,578,029
543000 - Internal Admin Services	1,248,801
544000 - Employee Travel	52,483
549000 - Other Purchased Services	220,000
<b>540000 - Other Purchased Services</b>	<b>9,099,313</b>
551000 - Vehicle & Equipment Supplies	159,312
552000 - Land & Building Maint Supplies	18,000
555000 - Office & Related Supplies	426,925
559000 - Other Supplies	160,000
<b>550000 - Supplies</b>	<b>764,237</b>
579000 - Other	1,256,783
<b>570000 - Other</b>	<b>1,256,783</b>
581000 - Debt Service	7,112,788
<b>580000 - Debt &amp; Other Uses</b>	<b>7,112,788</b>
591000 - Transfers to Funds	156,383
<b>590000 - Transfers Out</b>	<b>156,383</b>
<b>Total Expenses</b>	<b>24,392,585</b>



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**Funding Sources**

505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	24,392,585
	<b>Funding Source Total</b>	<b>24,392,585</b>