



Economic Health



Offer 8.2: Utilities: Light & Power - Core Operations

2019: \$10,477,457 and 71.00 FTE, 3.32 Hourly FTE

2020: \$10,766,362 and 71.00 FTE, 3.32 Hourly FTE

Offer Summary

This offer will fund the ongoing operation of the Administration and General Operations (A&G), Electric Standards Engineering, Electric System Substations and Control, Smart Grid and System Operations, Electric Field Services, and Electric Systems Engineering departments for the City's Light & Power (L&P) electric utility.

The offer consists of personnel and associated overhead costs supporting L&P management, 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, vehicles and tools related to design and construction practices are included.

A safe, reliable and cost-effective electric system is a foundation to economic health, public safety and virtually every activity in the community. To ensure system integrity, City electric facilities are designed, constructed, operated and maintained by qualified personnel only.

The Utility has installed more than 99.7% of the electric distribution system underground, which has contributed to a high level of reliability and a clean, attractive community. The high reliability of the electric system, which exceeds national and regional averages, contributes to the economic health of the community by keeping businesses operating and minimizing production losses.

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

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- ECON 3.6 - Invest in utility infrastructure aligned with community development
- HPG 7.1 - Provide world-class municipal services to residents and businesses

Additional Information

- Funds the Light & Power Administrative and General Operations department which ensures effective and efficient management of operations and maintenance and the newly formed Smart Grid and System Operations Division, which includes Advanced Meter Infrastructure management, the electric system control center, and GIS functions.



Offer 8.2: Utilities: Light & Power - Core Operations

- Funds the Light & Power Electric System Design, Substations and Controls which ensures the safe and reliable operation of our substations.
- Funds the Light & Power Field Services Department operations and maintenance functions which include the replacement of existing infrastructure to ensure continued safe and reliable system operations.
- Funds the Light & Power Standards Engineering Division personnel and associated overhead costs in support of the acquisition, application, handling, distribution and performance analysis of the materials and equipment required for the operation of the system. Prior to the purchase of materials and equipment required for the system, the Standards group develops specifications for materials.
- Funds the Light & Power Electric System Engineering Division personnel and overhead costs required to support the design and planning for extension and replacement of electrical infrastructure. Prior to any construction by the Field Services Department the project must be designed and the impact it has on the system must be analyzed to ensure the proper operation of the system.

Links to Further Details:

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

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates: Proactively manage assets and personnel for greatest community value. Use data and analysis to determine greatest return on investment in asset replacements while keeping rates stable.
- ECON 3.6 - Invest in utility infrastructure aligned with community development: Provide necessary capacity, reliability, and programs that support residents and businesses.
- HPG 7.1 - Provide world-class municipal services to residents and businesses: Provide the reliability, cost benefits, and customer service that enable the City brand to be leveraged for initiatives such as Broadband.

Improvements & Efficiencies

- Proactively addressing hourly personnel priorities and preparing for changes to hourly positions.
- Contact voltage survey has found energized poles, fences, and other objects and enabled Light and Power to fix or address those issues to prevent injury and reduce our emissions from unused electricity.
- Enhanced mapping services provided by GIS positions has increased field crew productivity by providing visual aids and ease of use of spatial systems.



Offer 8.2: Utilities: Light & Power - Core Operations

- In 2015, a crew was dedicated to the inspection and data of the entire electric distribution system. Their efforts found issues that could be corrected to avoid unplanned outages. L&P records these as "avoided outage minutes". This crew is also gathering baseline data on cable and other infrastructure age in order to develop replacement plans.

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

Personnel Changes

- Light and Power management is proactive in addressing the use of hourly employees. This includes evaluating whether a position is needed, combining positions, re-purposing under-utilized positions, and not adding any hourly FTE's. Overtime should remain flat after an increase in the 17-18 cycle, as workload and operational changes hold steady this cycle.

Differences from Prior Budget Cycles

- This offer adds the Smart Grid and Systems Operation Division to the Light and Power Operations Core Offer. Much of this Division was added through re-organization within Light and Power.

Explanation of Any Adjustments to Personnel Costs using object 519999

- \$10,000 has been budgeted for knowledge transfer costs for over-hire of retiring employees to train their replacement. Also, includes funding for the 1986 Early Retirement Enhancement.
\$18,800 for 2019 and \$3,350 for 2020 was added in business unit 14000000 to keep level of service in place for hourly conversion effort.

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

Added some budget during second round to maintain level of service for the hourly conversion effort.

Offer Profile

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



8.2: Utilities: Light & Power - Core Operations

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	71.00	71.00	- %
Hourly (FTE)	3.32	3.32	- %
Expenses			
511000 - Salaries & Wages	6,121,706	6,312,838	3.1%
512000 - Benefits	1,764,783	1,853,656	5.0%
519000 - Other Personnel Costs	(160,378)	(182,405)	13.7%
510000 - Personnel Services	7,726,111	7,984,089	3.3%
521000 - Professional & Technical	148,500	138,000	-7.1%
522000 - Governmental Services	1,500	1,500	- %
529000 - Other Prof & Tech Services	37,170	37,170	- %
520000 - Purchased Prof & Tech Services	187,170	176,670	-5.6%
531000 - Utility Services	100,660	102,725	2.1%
532000 - Cleaning Services	7,800	7,800	- %
533000 - Repair & Maintenance Services	552,844	566,431	2.5%
534000 - Rental Services	5,000	5,000	- %
535000 - Construction Services	75,000	75,000	- %
530000 - Purchased Property Services	741,304	756,956	2.1%
542000 - Communication Services	76,671	76,671	- %
544000 - Employee Travel	143,500	143,500	- %
549000 - Other Purchased Services	126,600	131,000	3.5%
540000 - Other Purchased Services	346,771	351,171	1.3%
551000 - Vehicle & Equipment Supplies	293,301	314,476	7.2%
552000 - Land & Building Maint Supplies	500	500	- %
553000 - Infrastructure Maint Supplies	20,000	20,000	- %
554000 - Utility Supplies	941,900	941,900	- %
555000 - Office & Related Supplies	24,500	24,700	0.8%
556000 - Health & Safety Supplies	67,400	67,400	- %
559000 - Other Supplies	128,500	128,500	- %
550000 - Supplies	1,476,101	1,497,476	1.4%
Total Expenses	10,477,457	10,766,362	2.8%



Funding Sources

501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	10,477,457	10,766,362	2.8%
	Funding Source Total	<u><u>10,477,457</u></u>	<u><u>10,766,362</u></u>	<u><u>2.8%</u></u>



Offer 8.3: Utilities: Light & Power - Ongoing Capital System Additions

2019: \$5,349,466 and 31.00 FTE, 0.50 Hourly FTE

2020: \$5,420,346 and 31.00 FTE, 0.50 Hourly FTE

Offer Summary

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

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

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

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

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

Additional Information

- Not applicable

Links to Further Details:

- <https://arcg.is/eSna4>

Linkage to Strategic Objectives

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

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates: XX

Improvements & Efficiencies

- XX

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 8.3: Utilities: Light & Power - Ongoing Capital System Additions

Personnel Changes

- XX

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

- Not applicable

Offer Profile

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



8.3: Utilities: Light & Power - Ongoing Capital System Additions

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change	
Full Time Equivalent (FTE) Staffing	31.00	31.00	- %	
Hourly (FTE)	0.50	0.50	- %	
Expenses				
511000 - Salaries & Wages	2,790,280	2,873,389	3.0%	
512000 - Benefits	807,160	845,645	4.8%	
519000 - Other Personnel Costs	(1,597,974)	(1,648,688)	3.2%	
510000 - Personnel Services	1,999,466	2,070,346	3.5%	
529000 - Other Prof & Tech Services	455,000	455,000	- %	
520000 - Purchased Prof & Tech Services	455,000	455,000	- %	
535000 - Construction Services	34,000	34,000	- %	
530000 - Purchased Property Services	34,000	34,000	- %	
553000 - Infrastructure Maint Supplies	70,000	70,000	- %	
554000 - Utility Supplies	2,211,000	2,211,000	- %	
559000 - Other Supplies	80,000	80,000	- %	
550000 - Supplies	2,361,000	2,361,000	- %	
579000 - Other	500,000	500,000	- %	
570000 - Other	500,000	500,000	- %	
Total Expenses	5,349,466	5,420,346	1.3%	
Funding Sources				
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	5,349,466	5,420,346	1.3%
Funding Source Total		5,349,466	5,420,346	1.3%



Offer 8.4: Utilities: Light & Power - Purchase Power

2019: \$94,441,000 and 0.00 FTE, 0.00 Hourly FTE

2020: \$97,817,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the purchase of wholesale electric power in 2019 and 2020 from Platte River Power Authority (Platte River). The power is purchased through Platte River Tariff 1. Continuing from 2017, the energy purchased through Tariff 1 will be a blend of conventional and renewable sources. The wholesale energy purchased is then delivered through the City’s electrical distribution system to the residential and businesses customers in Fort Collins.

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

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates: XX

Improvements & Efficiencies

- XX

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>

Personnel Changes

- Not Applicable

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999



Offer 8.4: Utilities: Light & Power - Purchase Power

- Not applicable

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

- Not applicable

Offer Profile

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



8.4: Utilities: Light & Power - Purchase Power

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
557000 - Purchased Power	94,441,000	97,817,000	3.6%
550000 - Supplies	94,441,000	97,817,000	3.6%
Total Expenses	94,441,000	97,817,000	3.6%
Funding Sources			
501-Light & Power Fund: Ongoing Revenue	94,441,000	97,817,000	3.6%
Ongoing Restricted Revenue			
Funding Source Total	94,441,000	97,817,000	3.6%



Offer 8.5: CAPITAL REPLACEMENT - Utilities: Light & Power - Vehicles and Equipment

2019: \$372,000 and 0.00 FTE, 0.00 Hourly FTE

2020: \$522,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide for the purchase or replacement of Minor Capital Light & Power enterprise-related assets.

This offer includes bucket trucks, service trucks, backhoes, pulling equipment and vehicles used in the design, construction, operation, maintenance and repair of the electric system. The amount requested increased this cycle due to new replacement guidelines set forth by Operation Services on the replacement schedules for vehicles and equipment. Some cost increases are expected due to the exploration and implementation of alternative fuel vehicles. Light & Power is also combining the offer for all its sub ledgers for the 2019-2020 cycle.

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

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

Additional Information

- Electric Field Services:
 - 2019 - 1 F550 CNG bucket truck 150,000
 - 2019 - 2 F550 CNG Crew Truck 240,000
 - 2019 - 2 F250 CNG Sod truck 60,000
 - 2019 - 1 Portable Light tower 10,000
 - 2019 - 1 Chev Colorado 30,000
 - 2020 - 1 Linetruck 350,000
 - 2020 - 1 F550 Crew truck 120,000
 - 2020 - 1 F250 Sod truck 30,000
- Electric Standards Engineering
\$52,000 in 2019 and \$52,000 in 2020 for replacements to Meter Technician vehicles per Operation Services Guidelines, including CNG up-fits.

Links to Further Details:

- <https://arcg.is/1T8Pqv>

Linkage to Strategic Objectives

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



Offer 8.5: CAPITAL REPLACEMENT - Utilities: Light & Power - Vehicles and Equipment

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates: Reliable vehicles and equipment are critical for maintaining electric systems.
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals: Tertiary Level: Updating the equipment in a 20 year old fleet to modern engines will reduce emissions due to higher standards manufacturers now follow.

Improvements & Efficiencies

- The new Operations Services guidelines set replacements based on a points system that includes maintenance costs, age, and mileage. Some equipment that didn't previously qualify for replacement will now qualify under the current standard, which will reduce maintenance costs and down times.
- Efficiencies will be achieved by the use of alternative fuel vehicles. Better emissions and less maintenance can be achieved with these.

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>
- ENV 6. Percent decrease in municipal Greenhouse Gas (GHG) Emissions from 2005 baseline
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6282&object=measure&objectId=91343.html>
- ENV 111. Average Fuel Economy in miles/hours per gallon
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=313972.html>

Personnel Changes

- None.

Differences from Prior Budget Cycles

- Increases due to rising equipment costs and additional replacements with new Operation Services guidelines.
Although there are sometimes incentives for CNG and Electric vehicles, the cost of both is usually greater at purchase.

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 8.5: CAPITAL REPLACEMENT - Utilities: Light & Power - Vehicles and Equipment

CPIO edits

Offer Profile

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



8.5: CAPITAL REPLACEMENT - Utilities: Light & Power - Vehicles and Equipment

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
565000 - Vehicles & Equipment	372,000	522,000	40.3%
560000 - Capital Outlay	372,000	522,000	40.3%
Total Expenses	372,000	522,000	40.3%
Funding Sources			
501-Light & Power Fund: Ongoing Revenue	372,000	522,000	40.3%
Funding Source Total	372,000	522,000	40.3%



Offer 8.6: CAPITAL REPLACEMENT - Utilities: Light & Power - Substation Capital Upgrades

2019: \$649,000 and 0.00 FTE, 0.00 Hourly FTE

2020: \$624,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

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

Substations are the source of the distribution power delivery system. Substations represent an investment to the City of approximately \$60M.

Substations are composed of many types of equipment and systems that must be kept up to date to ensure the reliability of the distribution system. The following projects ensure that the electrical substations and associated systems will operate reliably and provide up-to-date equipment that can be maintained should a failure occur.

- Substation Improvements Misc.- This capital project provides funds for unexpected events that may occur at the electrical substations.
- Substation Security - Cameras and Infrared beams
- Automated Distribution Switches
- Re-gasket and Paint Substation Transformers
- Install Capacitor Bank Buildings - Electrical equipment used to correct system power factor as seen by Platte River Power Authority
- Improve Oil Containment For Substation Power Transformers - Oil containment is necessary should there be a major oil leak and/or transformer fire.
- Upgrade Relays and Computer Remote Terminal Units at Electrical Substations
- Install Power Quality Meters - Power quality meters capture and log a waveform of electrical faults, which occur on the distribution system.
- Circuit Switchers at Harmony Substation - Install Conduit and Wiring in conjunction with Platte River Power Authority Circuit Switchers at Harmony Substation
- Refurbish Overland Substation Spare Transformer

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

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

Additional Information

- Not applicable

Links to Further Details:



Offer 8.6: CAPITAL REPLACEMENT - Utilities: Light & Power - Substation Capital Upgrades

- <https://arcg.is/n4jvq>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates: XX

Improvements & Efficiencies

- XX

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>

Personnel Changes

- XX

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Removed land purchase from offer. Identified current capital appropriations to accomplish the land purchase.

Offer Profile

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



8.6: CAPITAL REPLACEMENT - Utilities: Light & Power - Substation Capital Upgrades

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
579000 - Other	649,000	624,000	-3.9%
570000 - Other	649,000	624,000	-3.9%
Total Expenses	649,000	624,000	-3.9%
Funding Sources			
501-Light & Power Fund: Ongoing Revenue	649,000	624,000	-3.9%
Funding Source Total	649,000	624,000	-3.9%



Offer 8.7: CAPITAL REPLACEMENT - Utilities: Light & Power - Electric Distribution Transformer Replacement

2019: \$577,000 and 0.00 FTE, 0.00 Hourly FTE

2020: \$732,500 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 transformer replacements.

With the growth of residential rooftop solar and electric vehicles, Light & Power staff monitors load-growth on transformers and often upgrades transformers to meet customer demands as required. In any given year, transformers in the field are placed 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.

In 2017, the number of transformers in the field increased by 174 units total – 411 transformers were set in the field and 237 were removed. Of those removed, 128 could either be immediately reused or reconditioned and 109 were appropriately recycled.

To ensure 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 - Maintain utility systems, services, infrastructure and predictable rates

Additional Information

- Attention paid to transformer replacements helps to prevent unplanned outages, improving the Utilities' SAIFI metric (System Average Interruption Frequency Index) by reducing the frequency of outages.
- In 2017, planned outages scheduled to address transformer issues avoided an estimated 690,750 customer outage minutes. Continued attention to maintenance and condition assessment avoids unplanned outages, which improves customers' impression of service quality.
- In 2017, planned outages scheduled to address transformer issues avoided an estimated 690,750 customer outage minutes.
- 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.



Offer 8.7: CAPITAL REPLACEMENT - Utilities: Light & Power - Electric Distribution Transformer Replacement

- Reliability (as measured by metrics ASAI, CAIDI, and SAIFI) is considered as one of the aspects of the Energy Policy that Fort Collins Utilities follows in supporting our mission, and since planned transformer replacements improve both up-time and outage frequency, it is consistent with policy guidance that governs Utilities' actions.

Links to Further Details:

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

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates: Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates. Diagnosis and replacement of existing infrastructure, which is at the end of its useful life, helps maintain a reliable system. Additionally, high quality equipment and materials along with the skilled labor force to insure the highest quality of installation also helps maintain high reliability.

Improvements & Efficiencies

- XX

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>

Personnel Changes

- XX

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CPIO edits

Oct 2018 Per Council guidance: reduce offer by \$223k in 2019 and by \$95k in 2020 to help offset funding offers 9.90 & 9.92

Offer Profile



***Offer 8.7: CAPITAL REPLACEMENT - Utilities: Light & Power - Electric
Distribution Transformer Replacement***

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**8.7: CAPITAL REPLACEMENT - Utilities: Light & Power - Electric Distribution
Transformer Replacement**

Ongoing Programs and Services

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Hourly (FTE)		-	-	- %
Expenses				
579000 - Other		577,000	732,500	26.9%
	570000 - Other	577,000	732,500	26.9%
	Total Expenses	577,000	732,500	26.9%
Funding Sources				
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	577,000	732,500	26.9%
	Funding Source Total	577,000	732,500	26.9%



Offer 8.8: CAPITAL REPLACEMENT - Utilities: Light & Power - Attrition-Based LED Streetlight Conversion

2019: \$341,360 and 0.00 FTE, 0.00 Hourly FTE

2020: \$351,600 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide labor and materials for an attrition-based conversion of 150-watt, 250-watt, and 400-watt high pressure sodium (HPS) streetlights that are primarily located on arterial and collector streets in Fort Collins. An attrition-based program will only convert streetlights to LED as the existing HPS lights require maintenance or fail. Time to complete replacement is approximately seven years.

Based on expected failure rates, approximate quantity and types of lights that will be replaced with this offer in 2019 and 2020 are:

- 650 150-watt HPS lights
- 220 250-watt HPS lights
- 70 400-watt HPS lights

Studies performed in 2015 and 2016 have yielded design practices that will improve flexibility and minimize stock needed for any ongoing maintenance. These design practices also address concerns 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. As part of this project, Fort Collins Utilities will also test and explore the viability of control and monitoring technologies that could reduce streetlight patrol costs and allow for future dynamic control of streetlighting.

LED streetlights are expected to last three to four times longer than HPS streetlights. This is the primary economic mechanism by which LED streetlight replacements are justified. Lighting technologies using light emitting diodes (LEDs) can:

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



Offer 8.8: CAPITAL REPLACEMENT - Utilities: Light & Power - Attrition-Based LED Streetlight Conversion

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

- ✓ ECON 3.6 - Invest in utility infrastructure aligned with community development
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

Additional Information

- Improved streetlighting efficacy will reduce overall illuminance over the levels emitted by the HPS lights, but will still 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 618,000 kilowatt-hours (kWh). This capacity will then be available to serve other customers or to potentially defer capital projects intended to increase capacity on the circuits serving the streetlights.
- The cost savings from the reduction in energy consumption will come from avoided purchased power and coincident peak demand costs and will be at least \$30,300 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 \$48,800 in avoided annual maintenance costs over the life span of the LED lights.
- This project is well aligned with the goals of the Climate Action Plan Framework with the expectation that these reductions in energy expenditures will result in an annual CO2 equivalent reduction of at least 450 metric tons.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

- ✓ ECON 3.6 - Invest in utility infrastructure aligned with community development: Maintain utility systems and services; infrastructure integrity; and stable, competitive rates. : Installation of energy efficient streetlights reduces load on electric distribution systems, thereby deferring the need to increase distribution system capacity.
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: Maintain assets to reduce life-cycle costs while improving reliability and accessibility. Careful selection of streetlights with an increased life-cycle performance will reduce maintenance trips and associated costs, freeing up time to pursue other maintenance efforts.



Offer 8.8: CAPITAL REPLACEMENT - Utilities: Light & Power - Attrition-Based LED Streetlight Conversion

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals: Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals. Viewing energy consumption from a systems approach requires not only local generation of energy to achieve a net zero goal, but reduction in overall consumption as well, and LED street lights are part of the solution.

Improvements & Efficiencies

- XX

Performance Metrics

- ENV 23. Annual electricity savings from efficiency and conservation programs
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=105090&object=measure&objectId=91396.html>
- ENV 6. Percent decrease in municipal Greenhouse Gas (GHG) Emissions from 2005 baseline
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6282&object=measure&objectId=91343.html>

Personnel Changes

- XX

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CPIO edits

Offer Profile

Offer Owner: tmccollough
Lead Department: Utilities Strategic Planning



8.8: CAPITAL REPLACEMENT - Utilities: Light & Power - Attrition-Based LED Streetlight Conversion

Ongoing Programs and Services

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Hourly (FTE)		-	-	- %
Expenses				
579000 - Other		341,360	351,600	3.0%
	570000 - Other	341,360	351,600	3.0%
	Total Expenses	341,360	351,600	3.0%
Funding Sources				
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	341,360	351,600	3.0%
	Funding Source Total	341,360	351,600	3.0%



Offer 8.9: CAPITAL REPLACEMENT - Utilities: Light & Power - System Cable Replacement

2019: \$500,000 and 0.00 FTE, 0.00 Hourly FTE

2020: \$500,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide labor, construction materials and equipment 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.

Specifically, this offer will fund efforts surrounding cable system replacement projects as well as diagnostic equipment to provide timely information to guide these replacement projects. Electric distribution cable is one of the largest investments that Fort Collins Utilities has in place, and care must be taken to ensure its reliability. For example, when conditions were identified in the Midtown area that would lead to imminent failure such as advanced neutral corrosion, replacements were scheduled and performed to prevent future cable failures. Funding this offer allows Fort Collins Utilities to continue similar proactive cable replacement activities for other areas of town.

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 are addressed and failure risk is minimized.

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

✓ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

Additional Information

- While even anecdotal evidence suggests that funds spent to replace cable populations with a higher failure propensity reduce outage frequencies (improve SAIFI), more detailed studies also show this to be true with an investment model that follows a larger targeted investment with consistent replacement efforts from thereon.
- By reducing the frequency of outages through cable replacement efforts, customers' impression of service quality improves.
- The cost of unplanned outages is not only higher for utilities, but also for customers, so the most effective and efficient model is well-targeted, proactive replacement.
- Reliability (ASAI, CAIDI, and SAIFI) is considered as one of the aspects of the Energy Policy that Fort Collins Utilities follows in supporting our mission, and since targeted cable replacement improves both ASAI and SAIFI, it is consistent with policy guidance that governs Utilities' actions.



Offer 8.9: CAPITAL REPLACEMENT - Utilities: Light & Power - System Cable Replacement

Links to Further Details:

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

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates: Services, infrastructure integrity and stable, competitive rates. Diagnosis and replacement of existing infrastructure which is at the end of its useful life helps maintain a reliable system. Additionally, high quality equipment and materials along with the skilled labor force to insure the highest quality of installation also helps maintain high reliability.

Improvements & Efficiencies

- Steady progress towards a complete system cable inventory and catalog has been made since 2015. Currently 73% of the system cable has been inventoried and cataloged.

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>

Personnel Changes

- XX

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

added improvement

Offer Profile

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



8.9: CAPITAL REPLACEMENT - Utilities: Light & Power - System Cable Replacement

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
579000 - Other	500,000	500,000	- %
570000 - Other	500,000	500,000	- %
Total Expenses	500,000	500,000	- %
Funding Sources			
501-Light & Power Fund: Ongoing Revenue	500,000	500,000	- %
Funding Source Total	500,000	500,000	- %



Offer 8.12: ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 724 to Serve North College Area

2019: \$980,000 and 0.00 FTE, 0.00 Hourly FTE

2020: \$0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund the installation of an electric distribution circuit (feeder) from the Linden substation to serve the North College area.

Electric distribution feeders are constructed of underground electric cables and above-ground switches that deliver power to customers from the source at the substation to designated areas of the service territory. Current circuits feeding this area (714, 726 and 722) are at full load capacity during summer peak load. The 20-year distribution capacity plan indicates a total of 14 Mega Volt Amps (MVA) of load will develop in this area. MVA is a measure of "apparent power" because it takes into consideration both the resistive load and the reactive load.

Circuit 724 will require 14,300 feet of cable and two switches. Each new feeder can deliver up to 6 MVA of capacity.

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

- ✓ ECON 3.6 - Invest in utility infrastructure aligned with community development
- ECON 3.4 - Foster infill and redevelopment that enhances the community
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

Additional Information

- Not applicable

Impact to Ongoing Expenses

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

Scalability and explanation

this offer is not scalable

Links to Further Details:

- <https://arcg.is/1e50zW>

Linkage to Strategic Objectives

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



Offer 8.12: ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 724 to Serve North College Area

- ✓ ECON 3.6 - Invest in utility infrastructure aligned with community development: Invest in utility infrastructure aligned with community development
- ECON 3.4 - Foster infill and redevelopment that enhances the community: Foster infill and redevelopment that enhances the community
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: Maintain assets to reduce life cycle costs while improving reliability and accessibility

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>

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

minor language edits.

Offer Profile

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



8.12: ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit 724 to Serve North College Area

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
579000 - Other	980,000	-	- %
570000 - Other	980,000	-	- %
Total Expenses	980,000	-	- %
Funding Sources			
501-Light & Power Fund: Ongoing Revenue	980,000	-	- %
Funding Source Total	980,000	-	- %



Offer 8.15: ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit to Serve Drake & Lemay Area

2019: \$500,000 and 0.00 FTE, 0.00 Hourly FTE

2020: \$0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund the installation of an electric distribution circuit (feeder) from the Drake substation east along Drake Road.

Electric distribution feeders are constructed of underground electric cables and above-ground switches that deliver power to customers from the source at the substation to designated areas of the service territory. This circuit is required to provide additional capacity for a contractual agreement of 6 Mega Volt Amps (MVA) to an industrial customer on East Drake. MVA is a measure of "apparent power" because it takes into consideration both the resistive load and the reactive load.

Circuit 236 will require 7,000 feet of cable and one switch. Each new feeder can deliver up to 6 MVA of capacity.

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

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

Additional Information

- Not applicable

Impact to Ongoing Expenses

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

Scalability and explanation

this offer is not scalable

Links to Further Details:

- <https://arcg.is/1e50zW>

Linkage to Strategic Objectives

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

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates: Circuit will provide capacity and infrastructure needed in the East Drake area.



Offer 8.15: ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity - Circuit to Serve Drake & Lemay Area

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>

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Minor language change

Offer Profile

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**8.15: ENHANCEMENT: CAPITAL - Utilities: Light & Power - New Feeder Capacity -
Circuit to Serve Drake & Lemay Area**

Enhancement to Programs and Services

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Hourly (FTE)		-	-	- %
Expenses				
579000 - Other		500,000	-	- %
	570000 - Other	500,000	-	- %
	Total Expenses	500,000	-	- %
Funding Sources				
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	161,082	-	- %
501-Light & Power Fund: Reserves	Reserve	338,918	-	- %
	Funding Source Total	500,000	-	- %



Offer 8.25: ENHANCEMENT: CAPITAL - Utilities: Light & Power - Supervisory Control Operations Center Remodel

2019: \$0 and 0.00 FTE, 0.00 Hourly FTE

2020: \$950,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund a remodel and modernization of technology in the electric distribution Supervisory Control Operations (SCO) center.

The majority of the 700 Wood St. Utilities Service Center was recently renovated with the exception of the Light & Power Supervisory Control Operations (SCO) Center. SCO performs the remote supervisory control of the electric system equipment in the substations as well as several field switches. SCO also dispatches electric line crews during outages and works in coordination with field crews to ensure safe, reliable electric system operations. This control center has been largely unchanged in the last 30-40 years and is in need of a remodel and technology upgrade.

A preliminary design charrette and conceptual design has been completed.

This offer includes:

- Hiring a control room design consultant to ensure there is functional work space for each operator.
- Replacing the raised floor and installing modern and efficient control room lighting and acoustic technologies to ensure more efficient operations.
- Potential asbestos mitigation
- Reinforce the north wall of SCO to prepare it for a large video screen that will replace the current paper wall map.
- Video screen technology for dynamic viewing of the electronic distribution system map, SCADA system screens, Outage Management system, and other screens, such as the Emergency Operations Center (EOC) system.

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

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

Additional Information

- As the amount of distributed generation increases, the need for communication, data retrieval, and near real time system analyses also increases to ensure safe and reliable operation of our distribution system. The amount of photovoltaic system capacity interconnected to our system has increased by about 600% in the last 5 years and will only continue to grow in the future.
- Currently, there are three system operator work stations and four system operators. The current work stations are inefficient. State of the art consoles will allow for a work station for each operator and more efficient operation of the electric system during daily operations and outage restoration.



Offer 8.25: ENHANCEMENT: CAPITAL - Utilities: Light & Power - Supervisory Control Operations Center Remodel

- The current raised floor tiles are at the end of useful life and in need of replacement. It is generally understood that there will be asbestos encountered during the SCO remodel. Replacement of the floor, upgrading the lighting and installation of acoustical walls and ceiling will ensure the quiet and efficient work environment needed in an operations control center.
- The existing wall displaying the paper map will be reinforced to support the installation of a video screen used to dynamically display the electric system map/Outage Management System, SCADA system, etc. The video technology installed can integrate with the Emergency Operations Center technology to inform decision makers during emergency situations.
- The transition to a video wall and electronic field viewing tools (Operational Technology offer from 2017-2018) will all but eliminate paper maps produced for operations, which positively impacts the social, environmental, and economic aspects of our business.

Impact to Ongoing Expenses

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

Scalability and explanation

This offer is not scalable.

Links to Further Details:

- <https://arcg.is/0n90z9>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates: Refreshing the space and the technology in the control center will allow for ongoing high quality operations and maintenance of our utility systems.

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>

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 8.25: ENHANCEMENT: CAPITAL - Utilities: Light & Power -
Supervisory Control Operations Center Remodel***

Minor text edits based on round 1 feedback.

Offer Profile

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning



**8.25: ENHANCEMENT: CAPITAL - Utilities: Light & Power - Supervisory Control
Operations Center Remodel**

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
579000 - Other	-	950,000	- %
570000 - Other	-	950,000	- %
Total Expenses	-	950,000	- %
Funding Sources			
501-Light & Power Fund: Ongoing Revenue	-	950,000	- %
Funding Source Total	-	950,000	- %



Offer 30.1: Downtown Landscaping and Maintenance

2019: \$1,984,941 and 14.30 FTE, 5.60 Hourly FTE

2020: \$2,046,151 and 14.30 FTE, 5.60 Hourly FTE

Offer Summary

Funding this offer provides support for the Parks Department's outside grounds maintenance for City-owned facilities and infrastructure within the Downtown core area. The Downtown core is a unique attribute to the inventory of businesses in Fort Collins. Providing a clean, safe and attractive environment encourages visitation and a vibrant economy.

This area is defined as College Avenue between Cherry and Mulberry Streets, 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), City facilities, Linden Street north to the Poudre River, and Downtown Development Authority (DDA) renovated alleys. This offer also includes funding for the holiday lights along College Avenue and Old Town Square, and at the Police building.

Maintenance includes litter control; turf care; irrigation maintenance; shrub bed maintenance; tree trimming; infrastructure repair; graffiti removal; power washing College Avenue corners and sidewalks, alleys, and plaza areas; and fountain maintenance at Oak Street Plaza, Old Town Square, Lincoln Center and medians.

Flower beds, pots and hanging baskets are maintained throughout Downtown and at City facilities. The flower program includes planting and maintaining 135,000 square feet of flower beds, 244 hanging baskets and 350 pots.

Snow removal is provided during the winter months on the College Avenue corners, City facilities, Oak Street Plaza, Old Town Square and various parks.

Parks partners with the Downtown Development Authority (DDA) and the Downtown Business Association (DBA) to provide holiday lights Downtown. The DDA contributes \$35,000 annually to this program. The DBA has committed to fundraise a matching \$35,000 annually. The DDA also partners with Parks to maintain Old Town Square and three renovated alleys in the Downtown area.

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

- ✓ ECON 3.4 - Foster infill and redevelopment that enhances the community
- HPG 7.1 - Provide world-class municipal services to residents and businesses

Additional Information



Offer 30.1: Downtown Landscaping and Maintenance

- In 2019/2020 Keep Fort Collins Great (KFCG) - Other Community Priorities funding is being requested to continue the downtown flower program, cleaning sidewalks between blocks along College Avenue, and the holiday light program. KFCG - Other Community Priorities funding requested is \$255,480 in 2019 and \$263,066 in 2020. General Improvement District reserves are requested to fund holiday lights.
- Various large events take place in the downtown area during the summer months such as Taste of Fort Collins, Brew Fest, and New West Fest. Parks is a resource for all these events and is involved in event logistics, final touches of the cleanup for these events and helps restore the area to its previous condition. These events bring thousands of people from out of town to the downtown area.
- Staff plants approximately 40,000 annual flowers in pots, beds and baskets every spring. All flowers are bought and grown locally.
- The Parks Division uses its Trained Observer Program to rate the quality of maintenance in the downtown area from a citizen’s perspective. The 2017 trained observer ratings improved over 2016 ratings, but challenges still persist with attracting and retaining staff for seasonal work.
- The Parks Division maintains the downtown core with as little impact to the businesses and public as possible. Staff begins work between and 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".

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.4 - Foster infill and redevelopment that enhances the community: The cleanliness and attractiveness of the downtown areas encourages infill and redevelopment of the aging infrastructure in the area. The Old Town area is an attractive and popular location for business and this offer contributes to that success.
- HPG 7.1 - Provide world-class municipal services to residents and businesses: This offer contributes to the world-class municipal services provided to the residents of Fort Collins.

Improvements & Efficiencies

- The Parks Division continues to work towards Climate Action Plan goals converting to electric small equipment (backpack blowers, trimmers, chainsaws), replacing gas vehicles with electric and compressed natural gas (CNG) and smaller more efficient gas engines.
- With a City-wide emphasis on safety, the Parks Department had 120 employees participating in its Safety Awareness Program. Several new programs were instituted including installing mirrors, blinkers, horns, roll bars and seat belts on utility carts.



Offer 30.1: Downtown Landscaping and Maintenance

- In 2018, staff is implementing the use of various ground covers in tree medians downtown to cut down on weeding, regular maintenance/upkeep, and reduce labor costs associated with yearly re-mulching.
- In 2018, staff is continuing to install additional quick couplers in irrigation systems in the downtown core. This will reduce the use of tank mounted watering vehicles. As a result, fuel use would be reduced as well as staff time hand watering plants. Additionally there will be less congestion on sidewalks/street corners due to not having large watering vehicles in those locations.

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>

Personnel Changes

- None

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Reduced the Offer by \$5k for the elimination of the Living Wall on 222 Laporte (account string 703020.533260.0 Land Maintenance Services).

Oct 2018 Per Council guidance: reduce ongoing expenses by \$50k in each year

Offer Profile

Offer Owner: DGorkowski

Lead Department: Parks



30.1: Downtown Landscaping and Maintenance

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	14.30	14.30	- %
Hourly (FTE)	5.60	5.60	- %
Expenses			
511000 - Salaries & Wages	898,132	932,714	3.9%
512000 - Benefits	281,275	297,156	5.6%
519000 - Other Personnel Costs	(13,347)	(13,895)	4.1%
510000 - Personnel Services	1,166,060	1,215,975	4.3%
521000 - Professional & Technical	1,000	1,000	- %
529000 - Other Prof & Tech Services	3,500	3,500	- %
520000 - Purchased Prof & Tech Services	4,500	4,500	- %
531000 - Utility Services	66,300	66,700	0.6%
532000 - Cleaning Services	27,500	27,500	- %
533000 - Repair & Maintenance Services	345,736	359,861	4.1%
534000 - Rental Services	97,046	90,220	-7.0%
530000 - Purchased Property Services	536,582	544,281	1.4%
542000 - Communication Services	5,900	5,900	- %
543000 - Internal Admin Services	532	541	1.7%
544000 - Employee Travel	1,100	1,100	- %
549000 - Other Purchased Services	250	250	- %
540000 - Other Purchased Services	7,782	7,791	0.1%
551000 - Vehicle & Equipment Supplies	46,287	49,874	7.7%
552000 - Land & Building Maint Supplies	158,500	158,500	- %
553000 - Infrastructure Maint Supplies	5,000	5,000	- %
555000 - Office & Related Supplies	3,500	3,500	- %
556000 - Health & Safety Supplies	8,500	8,500	- %
558000 - Chemical Supplies	5,000	5,000	- %
559000 - Other Supplies	43,230	43,230	- %
550000 - Supplies	270,017	273,604	1.3%
Total Expenses	1,984,941	2,046,151	3.1%



Funding Sources

100-General Fund: CCIP O&M	Ongoing Restricted	11,500	11,500	- %
100-General Fund: DDA Contributions	Ongoing Restricted	277,393	282,257	1.8%
100-General Fund: One-time Revenue	One-Time Restricted	26,500	26,500	- %
100-General Fund: Ongoing	Ongoing	1,366,068	1,414,393	3.5%
100-General Fund: Park Fees	Ongoing Restricted	19,500	19,935	2.2%
252-GID Fund: Ongoing Revenue	Ongoing Restricted	55,000	55,000	- %
254-KFCG Fund: Other Community Priorities	Ongoing Restricted	228,980	236,566	3.3%
	Funding Source Total	1,984,941	2,046,151	3.1%



Offer 30.2: ENHANCEMENT: 2.0 FTE - Park Technician and Park Maintenance Worker with Expansion of Downtown Maintenance

2019: \$173,998 and 2.00 FTE, 0.00 Hourly FTE

2020: \$211,923 and 2.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer provides support for the expansion of the Parks Department's outside grounds maintenance for City-owned and Downtown Development Authority (DDA)-owned facilities and infrastructure within the Downtown core area and River District.

In 2019, additional maintenance responsibilities will include an additional nine months of maintenance for two DDA-owned renovated alleys (three months of maintenance was requested in the last budget cycle). The alleys are West Mountain Alley (alley by Walrus Ice Cream Shop) and an extension of Firehouse Alley connecting to the Elizabeth Hotel. Services provided will include annual flowers, trash service, contracted pressure washings, de-icing and vandalism mitigation.

Funding this offer also provides maintenance of the Whitewater Park. Responsibilities include shelter maintenance, green space, horticulture maintenance, trash removal, kayak amenities, snow removal, and bridge and parking area maintenance. Previous funding requested for this park in 2018 will be used to purchase equipment for the park.

Funding this offer also provides maintenance activities for the exterior landscaping at the Utilities Administration Building (UAB) at 222 Laporte Ave., the new Firehouse Alley Parking Structure and the Willow Street Plaza project. Previous budget cycle maintenance requested for 222 Laporte was minimal due to the two-year warranty period.

The Parks Department has been asked to maintain these areas as designed. This is an opportunity to expand the high level of presentation and maintenance that the DDA, business owners and residents expect of all properties associated with the Downtown core.

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

- ✓ ECON 3.4 - Foster infill and redevelopment that enhances the community
- HPG 7.1 - Provide world-class municipal services to residents and businesses

Additional Information

- Funding for these new areas is as follows:

Work for Other - \$47,085 and \$47,550 in 2019 and 2020

DDA Renovated Alleys - \$85,407 and \$102,183 in 2019 and 2020 (DDA funded maintenance)

Riverfront Kayak Park - \$38,500 in 2019 and 2020 (CCIP providing maintenance funding for 4 years)

General Fund - \$3,377 in 2019 and \$23,653 in 2020.



Offer 30.2: ENHANCEMENT: 2.0 FTE - Park Technician and Park Maintenance Worker with Expansion of Downtown Maintenance

- The Park Technician will be funded by Community Capital Improvement Program (CCIP) on-going maintenance funds, Utility funds paid to Parks to maintain the Utility Administration Building grounds, the General Funds contribution for Willow Street and Plaza maintenance. The Park Maintenance Worker is being funded by the DDA alley maintenance funds.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$211,000

Scalability and explanation

This offer is not scalable. Personnel positions requested in this offer are imperative to Parks 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 full time staff is needed.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.4 - Foster infill and redevelopment that enhances the community: The cleanliness and attractiveness of the downtown areas encourages infill and redevelopment of the aging infrastructure in the area. The Old Town area is an attractive and popular location for business and this offer contributes to that success.
- HPG 7.1 - Provide world-class municipal services to residents and businesses: This offer contributes to the world-class municipal services provided to the residents of Fort Collins.

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>

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

The Scalability section was changed,

Offer Profile



Offer 30.2: ENHANCEMENT: 2.0 FTE - Park Technician and Park Maintenance Worker with Expansion of Downtown Maintenance

Offer Owner: DGorkowski

Lead Department: Parks



30.2: ENHANCEMENT: 2.0 FTE - Park Technician and Park Maintenance Worker with Expansion of Downtown Maintenance

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %
Hourly (FTE)	-	-	- %
Expenses			
511000 - Salaries & Wages	81,907	92,989	13.5%
512000 - Benefits	35,163	40,578	15.4%
510000 - Personnel Services	117,070	133,567	14.1%
531000 - Utility Services	2,500	2,500	- %
533000 - Repair & Maintenance Services	15,379	20,000	30.0%
534000 - Rental Services	6,428	12,856	100.0%
530000 - Purchased Property Services	24,307	35,356	45.5%
542000 - Communication Services	1,320	1,320	- %
543000 - Internal Admin Services	76	78	2.6%
544000 - Employee Travel	600	600	- %
549000 - Other Purchased Services	3,125	2,744	-12.2%
540000 - Other Purchased Services	5,121	4,742	-7.4%
551000 - Vehicle & Equipment Supplies	4,000	6,500	62.5%
552000 - Land & Building Maint Supplies	17,000	22,258	30.9%
553000 - Infrastructure Maint Supplies	500	1,000	100.0%
556000 - Health & Safety Supplies	1,000	1,000	- %
558000 - Chemical Supplies	500	1,000	100.0%
559000 - Other Supplies	4,500	6,500	44.4%
550000 - Supplies	27,500	38,258	39.1%
Total Expenses	173,998	211,923	21.8%



Funding Sources

100-General Fund: CCIP O&M	Ongoing Restricted	38,500	38,500	- %
100-General Fund: DDA Contributions	Ongoing Restricted	85,407	102,183	19.6%
100-General Fund: Ongoing	Ongoing	3,006	23,690	688.1%
100-General Fund: Park Fees	Ongoing Restricted	47,085	47,550	1.0%
	Funding Source Total	173,998	211,923	21.8%



Offer 40.1: Urban Renewal Authority

2019: \$337,705 and 2.00 FTE, 0.73 Hourly FTE

2020: \$346,113 and 2.00 FTE, 0.73 Hourly FTE

Offer Summary

This offer funds the administration and continued operation of the Urban Renewal Authority (URA).

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 three active tax increment financing (TIF) districts and is contemplating a fourth in the area of College and Drake.

The URA program makes important contributions to the City's vibrancy with an emphasis on triple-bottom-line benefits and placemaking.

URA revitalization objectives:

- Remediate conditions of blight and restore economic vitality
- 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 or attract businesses for the purpose of improving the City's economic base as demonstrated by projects that retain jobs, create primary jobs, increase the manufacturing base, etc.
- Create destination locations, including mixed-use projects, that will capture additional revenue to the area
- Encourage development projects that enhance the streetscapes and pedestrian experience and improve vitality by adding interest and activity
- Support a spectrum of housing affordability options
- Protect natural habitats and features
- Remove impediments to desired development, e.g., lack of infrastructure, environmental contamination, presence of floodplain, and/or unsuitable soils
- Encourage development that is consistent with City Plan, subarea plans, and approved Urban Renewal Plans

Funding for the URA, including administrative costs, comes from incremental tax revenues resulting from new activity enabled and catalyzed by URA investments. The URA is not dependent on the General Fund.



Offer 40.1: Urban Renewal Authority

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

- ✓ ECON 3.4 - Foster infill and redevelopment that enhances the community
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

Additional Information

- Existing Areas: (1) North College - centered on College Avenue from Vine Drive north to the City boundary and east/west to encompass the commercial development; (2) Prospect South - centered on College Avenue from Prospect Road south to just north of Whole Foods and east/west to encompass the commercial development; (3) Foothills - Encompasses the mall property and some public right-of-way.
- Board Expansion: As a result of statutory changes the URA Board expanded in 2018 to include four new representatives: (1) County Commissioner, (2) Poudre School District Boardmember, (3) Special District Representative, and (4) an appointed Citizen. Expanding the board has required a number of operational, logistical, and policy updates to the URA.
- Recent Activity: The URA has worked with the Stormwater Department to identify a unified approach to managing water detention, retention, and quality on the west side of College Avenue in the North College Plan Area. In addition, staff are evaluating the formation of a fourth area - focused on the College Avenue and Drake Road intersection. Finally, Staff has worked to improve operations.
- URA Intergovernmental Agreement –URA staff negotiated with the County, Poudre School District, and special districts an Intergovernmental Agreement that stipulates a process for completing the negotiations under new statutes – the process increases the feasibility and formation work necessary to create a new plan area and manage the activities and undertakings of new and existing plan areas.

Scalability and explanation

none

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.4 - Foster infill and redevelopment that enhances the community: The core mission of the URA is to foster sustainable infill and redevelopment outcomes for the betterment of the community within identified redevelopment areas where development constraints are significantly impeding these outcomes.



Offer 40.1: Urban Renewal Authority

- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods: The URA follows a decision making process when analyzing potential redevelopment opportunities that focuses on preserving and enhancing the vibrant Fort Collins community by optimizing its economy, environment, and social values through placemaking outcomes with a focus on public benefits.
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals: This offer supports the climate action goals by having established policy and procedures incentivizing projects that achieve green building outcomes. Buildings are approximately 60% of emissions in Fort Collins, and this offer provides more efficient and comfortable buildings for those projects that leverage the URA.

Improvements & Efficiencies

- Undertook strategic investment plan for the North College TIF District to assess and prioritize URA investment opportunities for remaining life of district.
- Determined overhead/administrative cost split between the three existing TIF districts; also, formulated reimbursement plan for North College TIF district.
- Initiated process improvements to increase coordination and input with City Planning and other relevant City Departments and programs.
- Refined processes associated with cash flow projects for the existing areas. Improvements include additional documentation as revenue is recorded by the Finance department. In addition, comparisons to projects have been developed, specifically for the Foothills Mall TIF district.

Performance Metrics

- ECON 35. Total Private Investment in the URA
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=114441.html>

Personnel Changes

- Based on an off-cycle exception, a 1.0 Full Time Equivalent (FTE) Redevelopment Manager position has been added to this offer.

Hourly dollars for a .74 (29 hours/week) were created by reducing our consulting budget by 38,000.00.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999



Offer 40.1: Urban Renewal Authority

- Added amounts back from the Recalc so that the Offers tie to the URA Board of Directors Resolution passed on October 12

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

none

Offer Profile

Offer Owner: WBricher

Lead Department: Urban Renewal Authority



40.1: Urban Renewal Authority

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change	
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %	
Hourly (FTE)	0.73	0.73	- %	
Expenses				
511000 - Salaries & Wages	226,781	232,536	2.5%	
512000 - Benefits	55,900	58,423	4.5%	
519000 - Other Personnel Costs	361	491	36.0%	
510000 - Personnel Services	283,042	291,450	3.0%	
521000 - Professional & Technical	38,423	38,423	- %	
529000 - Other Prof & Tech Services	350	350	- %	
520000 - Purchased Prof & Tech Services	38,773	38,773	- %	
542000 - Communication Services	3,180	3,180	- %	
543000 - Internal Admin Services	410	410	- %	
544000 - Employee Travel	4,800	4,800	- %	
549000 - Other Purchased Services	3,400	3,400	- %	
540000 - Other Purchased Services	11,790	11,790	- %	
555000 - Office & Related Supplies	3,750	3,750	- %	
559000 - Other Supplies	350	350	- %	
550000 - Supplies	4,100	4,100	- %	
Total Expenses	337,705	346,113	2.5%	
Funding Sources				
800-URA N. College District: Ongoing Revenue	Ongoing Restricted	337,705	346,113	2.5%
Funding Source Total		337,705	346,113	2.5%



Offer 40.2: Urban Renewal Authority Commitments & Debt Payments

2019: \$5,144,472 and 0.00 FTE, 0.00 Hourly FTE

2020: \$5,524,157 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 the three existing tax increment financing (TIF) districts. These debts and obligations include bond payments (North College and Foothills Mall), Redevelopment/Project Agreements, and City loan/share back 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:

2019 Principal \$822,844	2020 Principal \$848,081
2019 Interest \$399,414	2020 Interest \$369,576
2019 Projects \$183,211	2020 Projects \$219,292
2019 County Admin \$38,503	2020 County Admin \$39,273

Prospect South TIF Debt/Obligation Payments:

2019 Principal \$285,022	2020 Principal \$298,701 (City share back amount included in principal)
2019 Interest \$130,501	2020 Interest \$125,893
2019 Projects \$11,762	2020 Projects \$11,762
2019 County Admin \$2,079	2020 County Admin \$2,142

Foothills TIF Debt/Obligation Payments:

2019 Property Tax Increment Bond Payments \$778,948	2020 Property Tax Increment Bond Payments \$794,527
2019 Sales Tax Increment \$2,383,925	2020 Sales Tax Increment \$2,700,080
2019 County Admin \$16,838	2020 County Admin \$17,174
2019 North College Repayment \$11,802	2020 North College Repayment \$11,802

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



Offer 40.2: Urban Renewal Authority Commitments & Debt Payments

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

- ✓ ECON 3.4 - Foster infill and redevelopment that enhances the community
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

Additional Information

- Not applicable

Links to Further Details:

- [Fort Collins Urban Renewal Authority Website: www.renewfortcollins.com](http://www.renewfortcollins.com)

Linkage to Strategic Objectives

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

- ✓ ECON 3.4 - Foster infill and redevelopment that enhances the community: The core mission of the URA is to foster sustainable infill and redevelopment outcomes for the betterment of the community within identified redevelopment areas where development constraints are significantly impeding these outcomes.
- NLSH 1.6 - Protect and preserve the quality of life in neighborhoods: The URA is focused on preserving and enhancing the vibrant Fort Collins community by improving economic, environmental, and social outcomes through investments in the built environment.
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals: This offer supports the climate action goals by having established policy and procedures incentivizing projects that achieve green building outcomes. Buildings are approximately 60% of emissions in Fort Collins, and this offer provides more efficient and comfortable buildings for those projects that leverage the URA.

Improvements & Efficiencies

- n/a

Performance Metrics

- ECON 35. Total Private Investment in the URA
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=114441.html>

Personnel Changes

- n/a



Offer 40.2: Urban Renewal Authority Commitments & Debt Payments

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CPIO edits

Offer Profile

Offer Owner: WBricher

Lead Department: Urban Renewal Authority



40.2: Urban Renewal Authority Commitments & Debt Payments

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
521000 - Professional & Technical	134,964	142,301	5.4%
529000 - Other Prof & Tech Services	2,079	2,142	3.0%
520000 - Purchased Prof & Tech Services	137,043	144,443	5.4%
535000 - Construction Services	3,369,648	3,737,463	10.9%
530000 - Purchased Property Services	3,369,648	3,737,463	10.9%
581000 - Debt Service	1,637,781	1,642,251	0.3%
580000 - Debt & Other Uses	1,637,781	1,642,251	0.3%
Total Expenses	5,144,472	5,524,157	7.4%
Funding Sources			
800-URA N. College District: Ongoing Restricted	1,475,917	1,508,075	2.2%
Ongoing Revenue			
801-URA Prospect South TIF Dist: Ongoing Restricted	429,364	438,498	2.1%
Ongoing Revenue			
803-URA Mall Fund: Ongoing Revenue	3,239,191	3,577,584	10.4%
Funding Source Total	5,144,472	5,524,157	7.4%



Offer 40.3: ENHANCEMENT: URA Expanded Board

2019: \$85,500 and 0.00 FTE, 0.50 Hourly FTE

2020: \$85,500 and 0.00 FTE, 0.50 Hourly FTE

Offer Summary

As required by state law associated with an Urban Renewal plan area, the Urban Renewal Authority (URA) is expanding its board to include four additional members. Due to this expansion, the URA board meetings will need to be held on a separate day from City Council. Therefore, the URA must now provide funds to cover a number of services previously provided as part of the overall City Council meeting arrangements, including: recording and streaming by FCTV, agenda management charges (MinuteTraq software support, etc.), meeting meals, board retreat costs, meeting minutes, agenda materials, and general administrative support. Funding has been estimated using information from other boards and commissions existing support costs, including Planning & Zoning and Landmark Preservation Commission. In addition, based on input from the City Attorney’s Office, the URA will hire legal counsel separate from the City.

Offer Composition:

FCTV	\$3,000
Clerk Support	\$3,000
Meeting Meals	\$3,000
Board Retreat	\$7,000
Admin Support	\$19,500 (Part Time Hourly Support for meeting/board support and general admin)
Legal Support	\$50,000

These expenses will be apportioned among existing tax increment financing districts similar to other overhead expenses.

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

- ✓ ECON 3.4 - Foster infill and redevelopment that enhances the community

Additional Information

- Offer Composition:
 - FCTV \$3,000
 - Clerk Support \$3,000
 - Meeting Meals \$3,000
 - Board Retreat \$7,000
 - Admin Support \$19,500
 - Legal Support \$50,000



Offer 40.3: ENHANCEMENT: URA Expanded Board

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$35,500

Scalability and explanation

Not scalable, this offer includes the estimated amount necessary to provide board services consistent with anticipated expectations.

Links to Further Details:

- [Fort Collins Urban Renewal Authority Website: www.renewfortcollins.com](http://www.renewfortcollins.com)

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.4 - Foster infill and redevelopment that enhances the community: The core mission of the URA is to foster sustainable infill and redevelopment outcomes for the betterment of the community within identified redevelopment areas where development constraints are significantly impeding these outcomes.

Performance Metrics

- ECON 35. Total Private Investment in the URA
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=114441.html>

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Added language to the narrative to clarify the need from the URA to cover these costs. Provided additional information on how the estimates of cost were developed.

Offer Profile

Offer Owner: WBricher
Lead Department: Urban Renewal Authority



40.3: ENHANCEMENT: URA Expanded Board

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	0.50	0.50	- %	
Expenses				
511000 - Salaries & Wages	17,680	17,680	- %	
512000 - Benefits	1,820	1,820	- %	
510000 - Personnel Services	19,500	19,500	- %	
521000 - Professional & Technical	50,000	50,000	- %	
529000 - Other Prof & Tech Services	13,000	13,000	- %	
520000 - Purchased Prof & Tech Services	63,000	63,000	- %	
559000 - Other Supplies	3,000	3,000	- %	
550000 - Supplies	3,000	3,000	- %	
Total Expenses	85,500	85,500	- %	
Funding Sources				
800-URA N. College District: Reserves	Reserve	85,500	85,500	- %
Funding Source Total		85,500	85,500	- %



Offer 41.1: Economic Health Office

2019: \$889,156 and 5.00 FTE, 0.50 Hourly FTE

2020: \$906,842 and 5.00 FTE, 0.50 Hourly FTE

Offer Summary

Funding this offer will support the City's Economic Health Office (EHO) including funding for 5.0 FTE positions (3.0 classified and 2.0 contractual) and programmatic dollars.

EHO supports the Sustainability Service Area (SSA) by managing the day-to-day economic health activities for the City and implementing the 2015 Economic Health Strategic Plan (EHSP), adopted unanimously by City Council.

In 2017, the City conducted the first annual Business Survey to understand business sentiment and satisfaction. Highlights include:

- Overall Economic Health - 84% positive
- Retaining Existing Businesses - 50% positive
- Attracting New Businesses - 57% positive
- Supporting or Creating New Jobs - 50% positive
- Consider relocating business outside Fort Collins - 20% likely or very likely
- Value of Services for Taxes Paid - 63% positive

EHO supports the business climate and businesses by:

- Designing, supporting and conducting engagement between the City and business customers.
- Offering and administering a competitive Industry Cluster grant program designed to encourage the growth and stabilization of key industries.
- Working to understand the impacts on, and opportunities from, Climate Change to our business community.
- Supporting and engaging partners to develop and grow the entrepreneurial and innovation ecosystem in Fort Collins.

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

- ✓ ECON 3.2 - Maintain and grow diverse employment opportunities
- ECON 3.3 - Enhance business engagement to address existing and emerging business needs
- ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group

Additional Information

- Engaging in ongoing policy discussions within the City organization by sharing the business community perspective. Supporting the City organization in advancing economic health outcomes through other department actions.



Offer 41.1: Economic Health Office

- Developing and maintaining Metro District policies and supporting and reviewing Metro District application.
- Business Engagement (Council Priority): In 2017, the EHO began to develop a Business Engagement Action Plan (BEAP) designed to enable, support, and conduct improved engagement between the City and the business community. The plan calls for improving the City’s public engagement guide, creating a toolkit to support businesses during construction, and creating an interdepartmental action team.
- Working collaboratively with regional partners to understand and address growing regional economic issues (Regional Competitiveness, Workforce Development, Transportation, and Housing Affordability). Preparing applications for direct financial assistance for business looking to remain, expand or relocate to Fort Collins.
- Contractual Positions: This offer includes 2.0 Contractual FTE - (1) Climate Economy Advisor - supporting efforts to identify economic opportunities related to the City's Climate Action goals, specifically private investment in energy efficiency and new technologies; and (2) Senior Specialist, Economic Sustainability - supporting data analysis, metrics development, and policy evaluation.

Links to Further Details:

- [City of Fort Collins Talent 2.0 Study - https://www.fcgov.com/business/pdf/2017-02-14-Fort-Collins-Roll-out-FINAL.pdf?1488320918](https://www.fcgov.com/business/pdf/2017-02-14-Fort-Collins-Roll-out-FINAL.pdf?1488320918)
- [City of Fort Collins National Business Survey Results - https://www.fcgov.com/business/pdf/NBSReport-FortCollins2017.pdf?1522083100](https://www.fcgov.com/business/pdf/NBSReport-FortCollins2017.pdf?1522083100)
- [City of Fort Collins Economic Health Strategic Plan - https://www.fcgov.com/business/pdf/economic-health-strategic-plan-2015.pdf?1446060985](https://www.fcgov.com/business/pdf/economic-health-strategic-plan-2015.pdf?1446060985)

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.2 - Maintain and grow diverse employment opportunities: EHO acts as the lead for the City for business retention, expansion, incubation, and attraction services. These services range from acting as business ombudsman to supporting real estate searches and analyses for existing and new businesses. EHO strives to support business evolution and each step of a business' expansion or relocation.
- ECON 3.3 - Enhance business engagement to address existing and emerging business needs: In 2017, the City conducted it’s a Business Survey designed to gain a better understanding of the business community’s perspective on the economy, City services, and challenges and opportunities in the community. The survey identified a number of areas for the City to improve (business retention & development review).



Offer 41.1: Economic Health Office

- ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group: The City and EHO do not operate in a vacuum. Numerous regional partners provide support and expertise to maintain a healthy and resilient economy in Fort Collins and Northern Colorado. A key aspect of the 2015 EHSP includes partnering.

Improvements & Efficiencies

- Hosted the fifth annual Business Appreciation Breakfast in 2017 which was keynoted by Governor Hickenlooper and attended by nearly 400 guests up from approximately 200 guests at the first annual breakfast.
- In response to Baldrige opportunities for improvement (OFI), EHO developed a Business Engagement Action Plan (BEAP) and interdepartmental team to address business engagement by the City.
- Improved relationships with regional economic development partners (Larimer County, Upstate Colorado, Fort Collins Area Chamber of Commerce, City of Loveland, Town of Windsor, City of Greeley, and others) to identify and address growing regional issues, including: Workforce and Talent Development, Housing Affordability, and Transportation amongst other issues.
- Led a process to refine the City's existing Metropolitan District Service Plan review and development policy. The refinement includes improvements to the review and processing of Metropolitan District applications.
- In 2017, EHO redefined the scope of an Economic Health Senior Specialist position from an emphasis on innovation and entrepreneurship to small business engagement and support. This redefinition followed City Council's identification of Small Business Support as a key initiative.
- In 2017, EHO issued the City's first National Business Survey to gain a better understanding of the business community's perspective on the economy, City services, and challenges and opportunities in the community. The survey identified several opportunities to improve City services – specifically efforts around business retention (50% positive) and development review (57% positive).
- In 2017 and 2018, EHO refined the competitive Industry Cluster grant program, including: refinements to the application process, streamlining the contract execution process, adding a representative from the Economic Advisory Commission (EAC) to the review committee, and adjusting the method of payment to include multiple installments based on performance.

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



Offer 41.1: Economic Health Office

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

- ECON 4. Net Percent Change in Local Jobs

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=91337.html>

Personnel Changes

- Added 0.5 FTE part-time hourly funding for Industry Clusters and reduced programmatic dollars accordingly to cover in full. In addition, a contractual position (Senior Specialist) was converted from contractual to classified by exception in 2017 bringing the office to 3.0 classified positions; the cost associated with this conversion is included in the offer.

Differences from Prior Budget Cycles

- This offer has been reduced by \$85,000 to reflect the transfer of funds to support operations of the Northern Colorado Regional Airport into a stand-alone offer (41.10).

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Women's Commission funding of 1,000 was moved from CMO Ongoing Offer 39.2 to EHO Ongoing Offer 41.1 per change in staff liaison. Ongoing offer analysis needs to be updated to reflect this.

Reduced Cluster Funding BU 505100 by \$26,500

Oct 2018 Per Council guidance: reduce Cluster Funding BU 505100 by additional \$30k in both years (for re-purpose)

Offer Profile

Offer Owner: WBricher

Lead Department: Economic Health Office



41.1: Economic Health Office

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	5.00	5.00	- %
Hourly (FTE)	0.50	0.50	- %
Expenses			
511000 - Salaries & Wages	436,952	449,377	2.8%
512000 - Benefits	112,946	118,622	5.0%
519000 - Other Personnel Costs	(12,767)	(13,182)	3.3%
510000 - Personnel Services	537,131	554,817	3.3%
521000 - Professional & Technical	9,570	9,570	- %
529000 - Other Prof & Tech Services	9,004	9,004	- %
520000 - Purchased Prof & Tech Services	18,574	18,574	- %
533000 - Repair & Maintenance Services	500	500	- %
534000 - Rental Services	331	331	- %
530000 - Purchased Property Services	831	831	- %
542000 - Communication Services	6,276	6,276	- %
543000 - Internal Admin Services	303	303	- %
544000 - Employee Travel	17,800	17,800	- %
549000 - Other Purchased Services	9,730	9,730	- %
540000 - Other Purchased Services	34,109	34,109	- %
555000 - Office & Related Supplies	2,250	2,250	- %
559000 - Other Supplies	24,400	24,400	- %
550000 - Supplies	26,650	26,650	- %
574000 - Grants	271,861	271,861	- %
570000 - Other	271,861	271,861	- %
Total Expenses	889,156	906,842	2.0%

Funding Sources

100-General Fund: Ongoing	Ongoing	589,756	607,442	3.0%
254-KFCG Fund: Other Community Priorities	Ongoing Restricted	299,400	299,400	- %
Funding Source Total		889,156	906,842	2.0%



Offer 41.3: ENHANCEMENT: Use Tax and Business Personal Property Tax Rebates

2019: \$401,157 and 0.00 FTE, 0.00 Hourly FTE

2020: \$156,739 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

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

2019 BPP Tax Rebate: \$25,289

2020 BPP Tax Rebate: \$24,454

Avago/Broadcom Phase II Building 4 Retrofit - 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 seven years for this project. In addition, the BPP rebate extends for 10 years. The payments for this budget cycle include:

2019 - Use Tax Rebate: \$328,834.06; BPP Tax Rebate: \$47,033

2020 - Use Tax Rebate: \$86,270.75; BPP Tax Rebate: \$46,014

Employment verifications are conducted annually through detailed employment information verification - new hire vs. attrition replacement differences. Additionally, Economic Health staff compare information provided by the company with the Quarterly Census of Employment and Wages (QCEW) 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 - Maintain and grow diverse employment opportunities

Additional Information

- Metric: These payments related to contractual obligations. There is no existing metric tied to these payments. However, each agreement has a performance component that is verified in advance of payment.



Offer 41.3: ENHANCEMENT: Use Tax and Business Personal Property Tax Rebates

Impact to Ongoing Expenses

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

Scalability and explanation

Not scalable.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.2 - Maintain and grow diverse employment opportunities: Of the 617 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

- A performance measure has not yet been identified/created; please see Additional Information above

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CPIO edits

Offer Profile

Offer Owner: WBricher

Lead Department: Economic Health Office



41.3: ENHANCEMENT: Use Tax and Business Personal Property Tax Rebates

Enhancement to Programs and Services

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Hourly (FTE)		-	-	- %
Expenses				
573000 - Rebates & Incentives		401,157	156,739	-60.9%
	570000 - Other	401,157	156,739	-60.9%
	Total Expenses	401,157	156,739	-60.9%
Funding Sources				
100-General Fund: Economic Rebate Incentive Reserves (315316.642)	Reserve	401,157	156,739	-60.9%
	Funding Source Total	401,157	156,739	-60.9%



Offer 41.7: ENHANCEMENT: Business Engagement Action Plan Support

2019: \$0 and 0.00 FTE, 0.00 Hourly FTE

2020: \$20,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund the National Business Survey.

The 2016 Malcolm Baldrige Feedback Report described Opportunities for Improvements (OFIs) specifically related to the City's interaction and understanding of the business customer. In response to Baldrige feedback, the Business Engagement Action Plan (BEAP) was formed to support the business customer, both internally and externally. Objectives of the BEAP:

- Increase Access for Business Customers
- Improve alignment with existing processes
- remove barriers to engaging businesses.

The National Business Survey complements the Community Survey, specifically targeting businesses within the community. Benefits: Continue to measure satisfaction and ultimately improve service delivery.

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

- ✓ ECON 3.3 - Enhance business engagement to address existing and emerging business needs
- HPG 7.1 - Provide world-class municipal services to residents and businesses

Additional Information

- Outreach and Tools (\$25,000 one-time): Funds will be used to modify/develop engagement tools to aid City staff, specifically project managers, to improve engagement with the business customer. Examples: Addendum to the City's Public Engagement Guide with specific tactics for businesses. Development of a toolkit(s) - for staff and for businesses - for use during construction projects.
- Customer Service Training (\$35,000 one-time): Develop a custom training program for City staff that educates on serving and engaging with the business community. Funds will support curriculum development and initial training programs. Based on the success of the program with City staff the program may also be made available to area businesses at a nominal cost.
- National Business Survey (\$20,000 annually): The purpose of the survey is to understand satisfaction with the community, overall business climate, and City services. The results of the survey will be used to adjust the type and delivery of services by the City to our business customer. Survey results will be used to identify, develop, and refine new and existing business services.



Offer 41.7: ENHANCEMENT: Business Engagement Action Plan Support

- The vision of the customer service program is to be complementary to the Ambassador Program of the Downtown Business Association and the Certified Tourism Ambassador Program of Visit Fort Collins. The Economic Health Office would work with the Business Engagement Action Plan team, Human Resources, and Communications and Public Involvement to roll out internally and externally.
- EHO leads the Business Engagement Action Plan team and has been asked to provide support by the City Manager's Office for recent construction projects as the business voice. With growth projections, this demand will only increase and businesses are asking for more support.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$20,000

Scalability and explanation

The National Business Survey was funded in 2017 by a mid-cycle offer and does not have a permanent funding source. Outreach and tools could be scaled back to marketing and communication materials, but wouldn't have the same impact without clear strategy behind it. The customer service training program could be launched with less content and marketing to back it.

Links to Further Details:

- [National Business Survey Results: https://www.fcgov.com/business/pdf/NBSReport-FortCollins2017.pdf?](https://www.fcgov.com/business/pdf/NBSReport-FortCollins2017.pdf?)
- [Ascend Badge Program: https://ascend.colostate.edu/badges/](https://ascend.colostate.edu/badges/)

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.3 - Enhance business engagement to address existing and emerging business needs: The Business Engagement Action Plan is working to create a culture shift among the organization, recognizing we have two customers: citizens and businesses. These business engagement efforts help us assess satisfaction, dissatisfaction, identify needs of the business customer and provide a consistent experience.
- HPG 7.1 - Provide world-class municipal services to residents and businesses: This offer will help decrease disparity of the number of businesses in relation to the number of staff focused on business engagement, helping us to achieve world-class service for more businesses. This will also help us identify what world-class service means for the business community and how to better engage.

Performance Metrics

- HPG 32. Utilities - Customer Satisfaction - Overall <https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=91497.html>



Offer 41.7: ENHANCEMENT: Business Engagement Action Plan Support

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CPIO edits

Offer Profile

Offer Owner: WBricher

Lead Department: Economic Health Office



41.7: ENHANCEMENT: Business Engagement Action Plan Support

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
529000 - Other Prof & Tech Services	-	20,000	- %
520000 - Purchased Prof & Tech Services	-	20,000	- %
Total Expenses	-	20,000	- %
Funding Sources			
100-General Fund: Ongoing	-	20,000	- %
Funding Source Total	-	20,000	- %



Offer 41.10: Northern Colorado Regional Airport Operational Support

2019: \$177,500 and 0.00 FTE, 0.00 Hourly FTE

2020: \$177,500 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer provides \$177,500 in ongoing support for the operations of the Northern Colorado Regional Airport (FNL).

The Airport's mission is to provide a safe and efficient air transportation facility to the general public and aviation community by providing airport facilities that meet Federal Aviation Administration (FAA) safety standards and to implement a plan that ensures the efficient development of the airport to meet the needs of the Fort Collins and Loveland communities. Ongoing maintenance and operation of the airport to the federal regulatory standards as required for being a commercially certified airport includes: finance and administration, airport operations, security, airfield maintenance, regulatory compliance, safety, security, planning, construction management, environmental, legislative affairs, marketing and communications, and air service development.

In 2017, the annual operating budget for the airport totaled \$2,592,332 and was funded from airport-generated revenues (\$672,730), contributions from the cities of Fort Collins and Loveland (\$520,000), and State and Federal grants (\$1,055,556). Historically, the City of Fort Collins' required contribution (50% of the local match) has been \$85,000 and funded from General Fund ongoing revenue. Between 2013 and 2018, an additional \$92,500 was funded from General Fund reserves. The increase was necessitated by the change in air service and the resulting decrease in federal funding of operations and capital/maintenance projects.

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

- ✓ ECON 3.2 - Maintain and grow diverse employment opportunities

Additional Information

- In 2012, Allegiant Air discontinued service into and out of the FNL. The departure of Allegiant signaled the end of regular commercial air service at FNL. This led to a significant decrease in enplanements, which form the basis for federal support of the airport. The result has been decreased Federal funding and a need for an increase in the City's contribution.
- Airport revenues cover operating costs and capital projects. Each city contributes equal funding for Airport operating and capital costs. Airport development and improvement funds are also received for eligible projects from the FAA and the Colorado Department of Transportation, Division of Aeronautics.



Offer 41.10: Northern Colorado Regional Airport Operational Support

- Fort Collins and Loveland partnered in 1963 on the jointly owned and operated facility that benefits both. Taxes collected are applied to the administrative cost to operate the airport from Loveland. This includes City services such as Information Technology, Human Resources, Public Works, Risk Management, Finance, etc. The remaining operational costs are split 50/50 per the agreement.

Links to Further Details:

- Northern Colorado Regional Airport Website: <http://www.flynoco.com/>
- Northern Colorado Regional Airport Guiding Documents: <http://www.flynoco.com/guiding-documents/>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.2 - Maintain and grow diverse employment opportunities: Many local businesses rely on the Airport for private air service, including housing corporate jets, using charter services, and periodic flights int and out of FNL. The Airport's ability to continue to provide these service, at a high quality level, aids the City's goal diversifying employment opportunities - specifically retaining, expanding, and attracting businesses.

Improvements & Efficiencies

- n/a

Performance Metrics

- ECON 4. Net Percent Change in Local Jobs
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=91337.html>

Personnel Changes

- n/a

Differences from Prior Budget Cycles

- A portion of this offer (\$85,000) used to reside within the Economic Health Office core on-going offer and has been reduced.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CPIO edits

Offer Profile



Offer 41.10: Northern Colorado Regional Airport Operational Support

Offer Owner: WBricher

Lead Department: Economic Health Office



41.10: Northern Colorado Regional Airport Operational Support

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
Expenses				
522000 - Governmental Services	177,500	177,500	- %	
520000 - Purchased Prof & Tech Services	177,500	177,500	- %	
Total Expenses	177,500	177,500	- %	
Funding Sources				
100-General Fund: One-time Revenue	One-Time Restricted	51,894	51,433	-0.9%
100-General Fund: Ongoing	Ongoing	111,257	85,000	-23.6%
100-General Fund: Reserves	Reserve	14,349	41,067	186.2%
	Funding Source Total	177,500	177,500	- %



Offer 41.15: ENHANCEMENT: Metro District Support

2019: \$87,500 and 0.00 FTE, 0.50 Hourly FTE

2020: \$87,500 and 0.00 FTE, 0.50 Hourly FTE

Offer Summary

This offer funds the City’s review of proposed Metropolitan District (Metro District) Service Plans submitted by private developers.

IMPACT TO PROJECTED REVENUE: This offer includes \$87,500 in forecasted revenue derived from fees collected from private-party applicants requesting review of a Metro District Service Plan.

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

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

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

This offer 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 of Planning, Development & Transportation; Economic Health; City Attorney; and Finance resulting in decreased impacts on each.



Offer 41.15: ENHANCEMENT: Metro District Support

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

- ✓ ECON 3.4 - Foster infill and redevelopment that enhances the community
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

Additional Information

- STAFF CAPACITY – The offer includes \$50,000 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 \$37,500 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: This offer includes \$87,500 in forecasted revenue derived from fees collected as part of the application process. The revenue derives from a fee schedule: \$2,500 at letter of interest, \$7,500 at application, and \$7,500 deposit towards third-party costs (applicant by policy is required to cover the full and actual third-party cost).
- HISTORY: Prior to 2018, the City had reviewed and approved 4 Metropolitan District Service Plans. In 2018, that number doubled with an additional 4 approved. In addition, two external factors have increased the demand for Metro Districts in the City: (1) constrained land and water supply, and (2) rising construction cost. Currently, the City is tracking between 4 and 8 proposed districts.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
\$87,500

Scalability and explanation

As this offer is funded by revenue generated from the program, expenses will be managed against the revenue generated from the program.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)



Offer 41.15: ENHANCEMENT: Metro District Support

- ✓ ECON 3.4 - Foster infill and redevelopment that enhances the community: Metro Districts facilitate development by allowing the private sector to amortize upfront development costs. In a market with constrained land and water supply Metro Districts can offset rising construction costs enabling greater infill and use of constrained land helping manage the City’s quality of growth as it approaches buildout.
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review: Added staff capacity will improve the consistency and efficiency of reviewing Metro District Service Plans, which are often linked directly to the development review process.
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals: This offer supports the climate action goals by having established policy and procedures incentivizing projects that achieve green building outcomes. Buildings are approximately 60% of emissions in Fort Collins, and this offer provides more efficient and comfortable buildings for those projects that leverage Metro Districts.

Performance Metrics

- NLSH 3. Affordable Housing Inventory
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6343&object=measure&objectId=91486.html>
- 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>

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CPIO edits

Offer Profile

Offer Owner: WBricher

Lead Department: Economic Health Office



41.15: ENHANCEMENT: Metro District Support

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	0.50	0.50	- %	
Expenses				
511000 - Salaries & Wages	45,500	45,500	- %	
512000 - Benefits	4,500	4,500	- %	
510000 - Personnel Services	50,000	50,000	- %	
529000 - Other Prof & Tech Services	37,500	37,500	- %	
520000 - Purchased Prof & Tech Services	37,500	37,500	- %	
Total Expenses	87,500	87,500	- %	
Funding Sources				
100-General Fund: Economic Incentives	Ongoing Restricted	87,500	87,500	- %
	Funding Source Total	87,500	87,500	- %



Offer 67.1: Downtown General Improvement District (GID) Core Offer

2019: \$112,000 and 0.00 FTE, 0.00 Hourly FTE

2020: \$112,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide annual routine and ongoing expenses of the Downtown GID:

- \$46,000 for fixed, routine costs: residential rebates, Larimer County Treasurer, and water and electric bills
- \$20,000 for sidewalk replacement program
- \$6,000 for sign system maintenance/improvements
- \$40,000 for repairs and renovations to existing improvements

Funding this offer also provides reserves for a Capital Improvements Plan (CIP) with a list of projects. Most projects are done with reserves, avoiding debt financing and TABOR elections. To determine the next projects to be funded, staff pursues the CIP projects and responds to needs and opportunities. Staff will also conduct a full update process on the CIP and overall approach to management of the GID in light of increasing revenues and evolving needs.

This offer is interrelated with Offer 30.1 for holiday lights, and Offers 41.16 and 84.1 for Downtown Business Association (DBA) parking communications and Downtown Ambassador services.

Background:

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. Examples 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.

Staff 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. City Council serves as the governing board.

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

- ✓ ECON 3.4 - Foster infill and redevelopment that enhances the community

Additional Information



Offer 67.1: Downtown General Improvement District (GID) Core Offer

- 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
- Anticipated revenues are about \$350,000 in 2019 and 2020. Surplus revenues accumulate as reserves for projects. In 2019-2020, the balance is projected to grow to about \$1,100,000. To determine the next projects to be funded, staff pursues the CIP projects and responds to needs and opportunities. One example is a new Mountain/Riverside intersection with special gateway enhancements.

Links to Further Details:

- <http://www.fcgov.com/planning/gid.php>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.4 - Foster infill and redevelopment that enhances the community: The GID is an integral part of the complex system of partnerships that have revitalized Downtown and that continue its success. As examples, recent projects include a \$350,000 contribution to Downtown alley enhancements currently being built, and a \$1M contribution to Old Town Square renovation.

Improvements & Efficiencies

- GID projects are improvements to the Downtown as a commercial area with enhancements beyond the standard level of quality for public spaces.

Performance Metrics

- HPG 51. Utilities - Customer Satisfaction - Providing Good Value
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=91503.html>

Personnel Changes

- None

Differences from Prior Budget Cycles

- The prior budget included a \$350,000 contribution to Downtown alley enhancements underway by the DDA. This current offer is related to an offer by the DBA to expand the GID's purpose beyond capital improvements to include certain DBA services. Staff proposes to update the GID purpose and CIP. The DBA's offers could be a test to serve as inputs into the update process.



Offer 67.1: Downtown General Improvement District (GID) Core 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

CPIO edits

Offer Profile

Offer Owner: CMapes

Lead Department: Comm Dev & Neighborhood Svcs



67.1: Downtown General Improvement District (GID) Core Offer

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
Expenses				
521000 - Professional & Technical	11,500	11,500	- %	
529000 - Other Prof & Tech Services	6,000	6,000	- %	
520000 - Purchased Prof & Tech Services	17,500	17,500	- %	
531000 - Utility Services	4,500	4,500	- %	
535000 - Construction Services	60,000	60,000	- %	
530000 - Purchased Property Services	64,500	64,500	- %	
573000 - Rebates & Incentives	30,000	30,000	- %	
570000 - Other	30,000	30,000	- %	
Total Expenses	112,000	112,000	- %	
Funding Sources				
252-GID Fund: Ongoing Revenue	Ongoing Restricted	112,000	112,000	- %
Funding Source Total		112,000	112,000	- %



Offer 80.1: Convention and Visitors Services

2019: \$1,098,916 and 0.00 FTE, 0.00 Hourly FTE

2020: \$1,133,915 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

The City of Fort Collins contracts with Visit Fort Collins (VFC) to provide convention and visitor services. Since 2006, the contract has been based on a funding model whereby VFC receives 70% of the 3% lodging tax dollars; the Cultural Resources Board receives the remaining 30% to distribute as Fort Fund grants.

VFC's convention sales and marketing efforts focus on three major markets: sports (youth and amateur), religious and associations. VFC attends industry trade shows, hosts familiarization tours, and builds partnerships with CSU, the Bike Share Program, area brewers, the Downtown Business Association, the Downtown Development Authority, North and South Business Associations, and multiple City departments.

VFC produces numerous marketing tools including a website with a popular calendar featuring local events and cultural activities, a section for residents, and a mobile site; and the Official Visitors and Community Resource Guide, used by visitors, CSU students and parents, and local residents. With a limited advertising budget, VFC focuses on direct sales, social media and public relations to carry the Fort Collins message and maximize return on investment. This offer also includes research projects including conversion studies to measure marketing effectiveness, convention and meeting marketing intelligence platforms, and visitor profiles.

Sustainability programs are a major part of public relations efforts, promoting Fort Collins as a leading city in sustainability and protection of the natural environment.

VFC will use the operation of two visitor information centers (Downtown & the Colorado Welcome Center) to inform visitors and residents of the many recreational and cultural activities in Fort Collins. The Certified Tourism Ambassador program will engage all aspects of the community in tourism. Since the program's introduction in 2014, more than 540 individuals have become certified. Classes are offered monthly to accommodate a variety of schedules and encourage participation.

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

- ✓ ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group
- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery
- ECON 3.2 - Maintain and grow diverse employment opportunities



Offer 80.1: Convention and Visitors Services

Additional Information

- 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.
- The Downtown Info Center and the Colorado Welcome Center are staffed by the largest volunteer corps in the state. 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. The program continues to exceed expectations for class enrollment.
- To maximize impact, VFC utilizes targeted public relation efforts. Collaboration with a wide variety of partners is key for the organization's success. Articles in 2017 ran in publications such as National Geographic, Outside and Food & Drink. Partnerships with the Colorado Tourism Office and regional destinations are also critical to success.
- The website provides visitors with high quality real time information. A refreshed website design will be relaunched in June 2018. The site will host the ability to package tours or ticket purchases for visitors and residents. 120,000 redesigned 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. 2017 included the results of a full year of economic research and included a visitor profile. This effort will be 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/>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group: 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 80.1: Convention and Visitors Services

- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery: VFC's Events Calendar on the 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.
- ECON 3.2 - Maintain and grow diverse employment opportunities: VFC works closely with the CSU Recreation and Tourism Program and Hospitality Management Programs to provide internships, industry training and service learning experiences and projects to better prepare students for entry into the fields of hospitality and tourism.

Improvements & Efficiencies

- According to the 2016/2017 Economic Impact of Tourism Study by RRC Associates, inc., tourism accounts for \$274.6M in economic activity in the City. Jobs attributed to tourism totaled 3,801, while household income was at \$89.4M and \$7.7M 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 visiting public on the unique assets of the community. Over 50 businesses have participated with 540+ current ambassadors from hospitality employees, CSU departments, Poudre School District, retail merchants, major businesses and employers, City and County departments.
- In 2017, VFC partnered with Colorado State University (CSU) to introduce a hospitality program in tandem with the inaugural season of the university's on campus stadium. There were 14 training sessions, & 146 volunteers giving 284 hours of service to the community and game day experience. Training for hotel front desk personnel was also hosted along with the distribution of maps, stadium guides.
- In 2017, VFC assisted with Fortitude 10K, a first time event with over 8,000 participants. They assisted with recruitment of volunteers, distribution of community information as well as participating in the event both with event runners and volunteers.
- VFC consistently partners with Economic Health to reach out to local businesses, educators and residents' encouraging them to invite their professional associations, focusing on the City's targeted industry clusters.
- VFC earned \$5,7M in paid media value from public relations efforts which include stories in the National Geographic, Outdoor, Denver Post, Food & Drink.
- Private membership revenue brought in \$80,000 along with Special Lodging District contributions of over \$120,000. Twenty-five new partner businesses joined the organization in 2017.
- VFC anticipates an increase in website visits following the refreshed site in the summer of 2018 which will include the ability for guests to purchase tickets to shows, tours and attractions.



Offer 80.1: Convention and Visitors Services

Performance Metrics

- ECON 6. Lodging Occupancy Rates

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=91339.html>

Personnel Changes

- None

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

needed to submit

Offer Profile

Offer Owner: CHMartinez

Lead Department: Comm. & Public Involvement



80.1: Convention and Visitors Services

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
574000 - Grants	1,098,916	1,133,915	3.2%
570000 - Other	1,098,916	1,133,915	3.2%
Total Expenses	1,098,916	1,133,915	3.2%
Funding Sources			
100-General Fund: Lodging Taxes Ongoing Restricted	1,098,916	1,133,915	3.2%
Funding Source Total	1,098,916	1,133,915	3.2%



Offer 80.2: ENHANCEMENT: Tourism Master Plan, Visitor and Convention Services

2019: \$50,000 and 0.00 FTE, 0.00 Hourly FTE

2020: \$0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will support a one-time request to create a Tourism Master Plan (the Plan) and will leverage funding from Visit Fort Collins (VFC).

The Plan will provide focus to existing and future tourism development, providing a road map to prepare for continued growth, opportunities and challenges, and successfully promoting Fort Collins. It will focus strategically on multiple sectors throughout the community. The Plan will be completed by a consultant and VFC staff, and will include significant stakeholder and community engagement. The Plan is expected to take 12 months to complete. This would be the first plan focused specifically on tourism, conferences and meetings.

Funds will be used to hire a consultant with specialized expertise in tourism, conferences and meetings, economic impact, funding resources, facilities and creative impact analysis. They will facilitate community engagement, understand best practices and potential for expanded product capacity, and bring an objective outside perspective. A wide spectrum of stakeholders will be included as well as representatives from Economic Health, Cultural Services, Parks, Recreation and Natural Areas. The plan would also strive to incorporate information from recent planning efforts with City Plan and Cultural Services.

Visit Fort Collins (VFC) has committed \$50,000 to facilitate the study. Community stakeholders may provide additional contributions to maximize the benefit of the Plan.

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

- ✓ ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group
- ECON 3.2 - Maintain and grow diverse employment opportunities
- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery

Additional Information

- The economic impact of tourism, conferences and meetings has been recently quantified with a full 12-month research study. Total economic impact for Fort Collins was \$274.6M; Jobs attributed to tourism 3,801; Household Income \$89.4M; Sales Tax Generated \$7.7M and an ROI of 50.4 times. Creation of a plan will increase potential for maximizing investment.



Offer 80.2: ENHANCEMENT: Tourism Master Plan, Visitor and Convention Services

- The City of Fort Collins contracts with Visit Fort Collins (VFC) to provide convention and visitor services.

Impact to Ongoing Expenses

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

Scalability and explanation

None

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group: The economic impact of tourism, conferences and meetings has been recently quantified with a full 12-month research study. Total economic impact for Fort Collins was \$274.6M; Jobs attributed to tourism 3,801; Household Income \$89.4M; Sales Tax Generated \$7.7M and an ROI of 50.4 times. Creation of a plan will increase potential for maximizing investment.
- ECON 3.2 - Maintain and grow diverse employment opportunities: VFC works closely with the Colorado State University (CSU) Recreation and Tourism and Hospitality Management programs to provide internships, industry training and service learning experiences and projects to better prepare students for entry into the fields of hospitality, recreation and tourism.
- CR 2.1 - Develop recreational and cultural programs with pricing and marketing strategies that drive value, attendance and cost recovery: A long range tourism master plan will identify existing and future tourism development providing a road map to prepare for continued growth, opportunities, challenges and successfully promoting the Fort Collins community. It will focus strategically on multiple sectors and throughout the community including recreation and culture.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable



Offer 80.2: ENHANCEMENT: Tourism Master Plan, Visitor and Convention Services

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

Updated offer owner

Oct 2018 Per Council guidance: Fund offer as written

Offer Profile

Offer Owner: aking

Lead Department: Comm. & Public Involvement



80.2: ENHANCEMENT: Tourism Master Plan, Visitor and Convention Services

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
521000 - Professional & Technical	50,000	-	- %
520000 - Purchased Prof & Tech Services	50,000	-	- %
Total Expenses	50,000	-	- %
Funding Sources			
100-General Fund: One-time Revenue	50,000	-	- %
Funding Source Total	50,000	-	- %



Offer 81.1: DDA Operating and Capital Budget

2019: \$14,506,158 and 0.00 FTE, 0.00 Hourly FTE

2020: \$14,506,158 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.

The Board of Directors of the DDA shall under Colorado Revised Statutes, 31-25-816, 1973, as amended, adopt a budget of the estimated revenues and expenditures to be received and incurred during fiscal year ending December 31, 2018. This action was completed by the Board of Directors on September 7, 2017.

The DDA presents for approval of the DDA Public/Private Investments and Programs budget for fiscal year 2018 in the amount of \$2,589,216 and DDA Operation and Maintenance budget for fiscal year 2018 in the amount of \$793,937. It also requests appropriation of up to \$3,300,000 for the 2018 Line of Credit draws and requests approval of debt payment commitments in the amount of \$5,824,521 for 2018 obligations.

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

- ✓ ECON 3.3 - Enhance business engagement to address existing and emerging business needs

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

- ✓ ECON 3.3 - Enhance business engagement to address existing and emerging business needs: xx

Improvements & Efficiencies

- The DDA budget will now flow through the City's Budgeting for Outcomes process.



Offer 81.1: DDA Operating and Capital Budget

Performance Metrics

- A performance measure has not yet been identified/created; please see Additional Information above

Personnel Changes

- N/A

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Used for personnel costs

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

CPIO edits

Offer Profile

Offer Owner: RRogers

Lead Department: Downtown Development Authority



81.1: DDA Operating and Capital Budget

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
519000 - Other Personnel Costs	516,443	516,443	- %
510000 - Personnel Services	516,443	516,443	- %
521000 - Professional & Technical	155,790	155,790	- %
529000 - Other Prof & Tech Services	850	850	- %
520000 - Purchased Prof & Tech Services	156,640	156,640	- %
532000 - Cleaning Services	300	300	- %
533000 - Repair & Maintenance Services	11,753	11,753	- %
534000 - Rental Services	28,381	28,381	- %
539000 - Other Property Services	7,470,849	7,470,849	- %
530000 - Purchased Property Services	7,511,283	7,511,283	- %
541000 - Insurance	7,323	7,323	- %
542000 - Communication Services	4,320	4,320	- %
543000 - Internal Admin Services	156	156	- %
544000 - Employee Travel	20,800	20,800	- %
549000 - Other Purchased Services	4,700	4,700	- %
540000 - Other Purchased Services	37,299	37,299	- %
555000 - Office & Related Supplies	22,700	22,700	- %
559000 - Other Supplies	6,376	6,376	- %
550000 - Supplies	29,076	29,076	- %
574000 - Grants	10,000	10,000	- %
579000 - Other	20,051	20,051	- %
570000 - Other	30,051	30,051	- %
581000 - Debt Service	6,225,366	6,225,366	- %
580000 - Debt & Other Uses	6,225,366	6,225,366	- %
Total Expenses	14,506,158	14,506,158	- %



Funding Sources

820-DDA Operations: Ongoing Revenue	Ongoing Restricted	4,796,304	4,796,304	- %
820-DDA Operations: Reserves	Reserve	3,484,332	3,484,332	- %
822-DDA Debt Service: Ongoing Revenue	Ongoing Restricted	5,882,946	5,882,946	- %
822-DDA Debt Service: Reserves	Reserve	342,576	342,576	- %
	Funding Source Total	14,506,158	14,506,158	- %



Offer 85.2: Utilities: Broadband - Business Start Up

2019: \$3,656,937 and 0.00 FTE, 0.00 Hourly FTE

2020: \$6,645,947 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the Broadband business start-up expenses for 2019 and 2020 including the broadband executive team, marketing, network operations, billing and customer service, internal field operations, facilities, and consulting. The source of funding for this offer is revenue anticipated from the services provided and working capital funds from the bonds issued to support the broadband initiative. Capital funding was appropriated at the time the bonds were approved and is not included in this offer.

Voters approved the broadband initiative by 57% in November 2017 and Council directed staff to move forward with implementation. Staff anticipates design and construction of the network will begin in late 2018 with services provided to customers in late 2019. Construction is estimated to take 36 months and the network will be built out throughout City limits by the end of 2021.

The broadband initiative will compete with two existing incumbents who provide service within the City limits. In this competitive market, the City's efforts require a degree of confidentiality to avoid sharing strategic plans with competitors. As such, summary details only are provided within this offer. Detailed plans for design, construction, marketing, staffing, services provided, pricing, etc. will be provided separately to Council.

Capital costs appropriated with the bond issuance include design and construction of the network, electronic equipment and materials, vehicles and equipment needed to install and provide services, and a new billing system needed to support broadband.

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

- ✓ ECON 3.7 - Deploy reliable, high-speed internet services throughout the community

Additional Information

- Performance measures will be determined once operations have begun. Anticipated measures include
 - Mean Time To Repair – Monthly average not to exceed 2 hours Monday - Friday
 - Average Call Waiting Response – Monthly average not to exceed 2 minutes
 - Network Reliability – 99.925%

Links to Further Details:

- Not applicable



Offer 85.2: Utilities: Broadband - Business Start Up

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.7 - Deploy reliable, high-speed internet services throughout the community: This offer is in response to the voter approved ballot initiative for City provided broadband services.

Improvements & Efficiencies

- This is submitted as an ongoing offer since it was approved by the voters. Due to this being a new service there are no new improvements or efficiencies to report.

Performance Metrics

- A performance measure has not yet been identified/created; please see Additional Information above

Personnel Changes

- N/A

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

This offer is being submitted as part of round two.

Offer Profile

Offer Owner: PLadd

Lead Department: Utilities Strategic Planning



85.2: Utilities: Broadband - Business Start Up

Ongoing Programs and Services

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Hourly (FTE)		-	-	- %
Expenses				
579000 - Other		3,656,937	6,645,947	81.7%
	570000 - Other	3,656,937	6,645,947	81.7%
	Total Expenses	3,656,937	6,645,947	81.7%
Funding Sources				
505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	-	2,104,133	- %
505-Broadband Fund: Reserves	Reserve	3,656,937	4,541,814	24.2%
	Funding Source Total	3,656,937	6,645,947	81.7%



Offer 85.3: Utilities: Broadband – Capital Interest

2019: \$5,827,788 and 0.00 FTE, 0.00 Hourly FTE

2020: \$5,827,788 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the Broadband debt service payments, interest only, for 2019 and 2020. The source of funding for this offer is the working capital funds from the bonds issued to support the broadband initiative. During the construction phase the interest payments on the bonds will be capitalized.

Voters approved the broadband initiative by 57% in November 2017 and Council directed staff to move forward with implementation. Staff anticipates design and construction of the network will begin in late 2018 with services provided to customers in late 2019. Construction is estimated to take 36 months and the network will be built out throughout City limits by the end of 2021. Capital funding was appropriated at the time the bonds were approved.

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

- ✓ECON 3.7 - Deploy reliable, high-speed internet services throughout the community

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

- ✓ECON 3.7 - Deploy reliable, high-speed internet services throughout the community: This offer is in response to the voter approved ballot initiative for City provided broadband services.

Improvements & Efficiencies

- Not applicable

Performance Metrics

- Not applicable - Off the Top Offer (Budget Dept use only)
<https://publish.clearpointstrategy.com/594/Measures/>

Personnel Changes

- Not applicable



Offer 85.3: Utilities: Broadband – Capital Interest

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: PLadd

Lead Department: Utilities Strategic Planning



85.3: Utilities: Broadband – Capital Interest

Ongoing Programs and Services

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Hourly (FTE)		-	-	- %
Expenses				
579000 - Other		5,827,788	5,827,788	- %
	570000 - Other	5,827,788	5,827,788	- %
	Total Expenses	5,827,788	5,827,788	- %
Funding Sources				
505-Broadband Fund: Reserves	Reserve	5,827,788	5,827,788	- %
	Funding Source Total	5,827,788	5,827,788	- %



Offer 88.1: ENHANCEMENT: 3.0 FTE - Construction Inspector (2.0 FTE) and Administrative Aide (1.0 FTE) Broadband Project

2019: \$316,387 and 3.00 FTE, 0.00 Hourly FTE

2020: \$242,123 and 3.00 FTE, 0.00 Hourly FTE

Offer Summary

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

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

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

Currently the City of Fort Collins Engineering department has 3 FTEs to support new development construction and right-of-way Inspections and 1 FTE to support new right-of-way utility installation and provide administration support. Currently each Engineering Inspector inspects and is responsible for an average of 20 to 30 construction projects per year. It is anticipated that each inspector will continue to maintain the average amount of projects for 2018/2019.

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

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

- ✓ ECON 3.7 - Deploy reliable, high-speed internet services throughout the community

Additional Information

- Provides compliance for City of Fort Collins codes and LCUASS streets standards
- Level of service compliance
- Supports pedestrian and traffic safety
- 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.



Offer 88.1: ENHANCEMENT: 3.0 FTE - Construction Inspector (2.0 FTE) and Administrative Aide (1.0 FTE) Broadband Project

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$300,000

Scalability and explanation

This offer can be scaled by reducing/increasing the number of contractual FTEs needed for the successful role out of Broadband permitting, construction, and final approvals.

Links to Further Details:

- <https://www.fcgov.com/broadband/>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.7 - Deploy reliable, high-speed internet services throughout the community: This directly supports Broadband by providing construction inspectors to ensure quality installation of a public utility.

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>

Explanation of Any Adjustments to Personnel Costs using object 519999

- NA

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

Updated Offer Title to reflect only 3.0 FTE

Offer Profile

Offer Owner: CCrager

Lead Department: Engineering



88.1: ENHANCEMENT: 3.0 FTE - Construction Inspector (2.0 FTE) and Administrative Aide (1.0 FTE) Broadband Project

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	3.00	3.00	- %
Hourly (FTE)	-	-	- %
Expenses			
511000 - Salaries & Wages	170,836	175,963	3.0%
512000 - Benefits	49,736	52,618	5.8%
510000 - Personnel Services	220,572	228,581	3.6%
533000 - Repair & Maintenance Services	2,500	2,750	10.0%
530000 - Purchased Property Services	2,500	2,750	10.0%
542000 - Communication Services	2,500	2,500	- %
543000 - Internal Admin Services	297	303	2.0%
540000 - Other Purchased Services	2,797	2,803	0.2%
551000 - Vehicle & Equipment Supplies	3,818	4,289	12.3%
555000 - Office & Related Supplies	10,000	2,000	-80.0%
556000 - Health & Safety Supplies	500	500	- %
559000 - Other Supplies	1,200	1,200	- %
550000 - Supplies	15,518	7,989	-48.5%
565000 - Vehicles & Equipment	75,000	-	- %
560000 - Capital Outlay	75,000	-	- %
Total Expenses	316,387	242,123	-23.5%
Funding Sources			
292-Transportation Services Fund: Ongoing Restricted Work for Others	316,387	242,123	-23.5%
Funding Source Total	316,387	242,123	-23.5%