City of Fort Collins

2021 Offer Narratives

High Performing Government

Offer 4.1: IT Applications - ERP Services

Offer Type: Ongoing

2021: $1,084,443 and 5.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the City's Enterprise Resource Planning (ERP) application system, which includes staff (4 Analyst II and 1 Applications Software Manager), support, licensing costs, software/hardware maintenance, and managed services for multiple applications that support City staff in a variety of capacities.

The main application of the ERP system is JD Edwards (JDE), which is the technology that supports primary business activities of the City’s Finance and Human Resources Departments. JDE specifically supports electronic accounts payable/receivable, employee time tracking, compensation and leave, asset tracking and management, purchasing functions, job vacancies and applications, system integrations (internal and external), and more. JDE supports the work of all City departments and staff, as well as the staff of City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Library District, and others).

The breadth of applications supported by this offer includes:

- Existing ERP system of record JDEdwards (JDE Enterprise)
- Budgeting application (BART Enterprise)
- Financial and human capital analysis tools (Crystal Reporting Enterprise)
- Integrations with other applications (internal and external to the City Enterprise)
- Microsoft O365 application development (Enterprise)
- Microsoft Access (Enterprise)
- Voter Magic (Citizen Voting)
- MS Govern (Sales Tax)
- Full Court (City Court Records)
- Tax941 (JDE Financial)
- VERTEX (JDE Financial)
- Tungsten (Invoice Processing)
- Multiple Access databases
- Various other department specific applications throughout the City

This offer also provides for the cyclical upgrade of the aforementioned software suites. Vendors provide clients, like the City, with periodic updates to the system in order to deliver software fixes, enhancements, and tools, allowing the City to keep its systems current, supportable, and in line with

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technology advances.

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

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

Additional Information

- While providing system maintenance for a large citywide infrastructure for many software applications, the ERP team also fields 800+ help desk tickets annually and nearly 100 major change requests to applications. Regular project management meetings are held with internal customers to ensure a regular cadence of communication is present and deliverables are effective.

- The ERP team dedicates a large portion of its time ensuring that applications can be updated/enhanced to meet the needs of a changing environment stemming from new laws/regulations and business processes. By leveraging existing tools, the team can standardize customizations and centralize processes, reducing end user time and effort.

- The ERP team has replaced the previous software development vendor for the BART budgeting application by handling all break/fix and enhancement requests in house, reducing expenses and the City's dependence on outside resources. Removing the middle man between the customer and the developer has greatly reduced the amount of time it takes to deliver results, increasing customer satisfaction.

- The ERP has standardized its reporting capabilities and consolidated efforts into utilizing Crystal Reports, reducing costs from other reporting tools, such as ReportsNow. The ERP team regularly assists department liaisons with their reporting needs, while allowing users to perform their own reporting changes to increase throughput per department rather than centralizing all report development.

- The ERP team supports the Budget team before, during, and after each budget cycle to ensure the budgeting software (BART) meets current business requirements and regulations, and to ensure proper system functionality for all Citywide users. Team tasks include support for daily synchronization between JDE and BART, report development, software enhancements, and support for all roles.

Links to Further Details:

- Not applicable

Offer 4.1: IT Applications - ERP Services

Offer Type: Ongoing

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: This offer provides support for applications that allow users to analyze organizational data and metrics to make critical financial business decisions through reporting and the development of automated processes, leveraging new and existing technology. Standardizing data connections, tools to leverage, and methods of communication aid in increasing efficiency.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: ERP works to support the organization's business processes by supporting, implementing, and consulting on the applications that make departments successful. The tools leveraged allow for identification and development of process improvement measures for process efficiency and cost reduction.

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This offer funds staff and software that aid in the standardization of business processes and automating manual processes to increase user efficiency. LEAN process improvement (the systematic elimination of waste) is at the forefront of all software development considerations and practices.

Improvements & Efficiencies

- Implementation of free (included with current licensing) DevOps kanban project management board, which crosses 3 workstreams and affects every department. Increased customer interaction with visual display of requests to help prioritize change requests to balance team workload.

- Restructured Oracle licensing to gain one-time cost savings ($75,000+) by syncing invoices and timing mid-budget cycle.

- The development and maintenance of the BART budgeting application has been transitioned from outside vendor to internal staff, providing a savings of approximately $50,000+ per year, across multiple departments (Budget, HR, and IT).

- The maintenance of the OpenData portal has been transitioned to the ERP team. Distributing the workload across multiple people to maintain the Open Data software allows for the potential cost savings of 1.0 FTE.

- Development of applications leveraging existing O365 licensing (PowerApps, PowerAutomate, MS Forms) allows to increase in process efficiency and for standardization.

- Integration with Cornerstone (employee management software) to significantly reduce the time taken by staff to process new hires, rehires, transfers, and promotions.

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- Collaborated with multiple vendors and internal customers to ensure JDE was updated for the W-4 regulations, per federal and state requirements.

- Removal of unnecessary expenditures, such as ReportsNow reporting software licensing, to ensure ERP team budget is well below target.

Performance Metrics

- HPG 2. Accuracy of Cumulative Budgeted Expenses ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91315.html

Performance Measure Reason: The ERP team supports, maintains, and enhances the systems of record for budget planning, expense tracking, and comparison reporting through JDE (Enterprise Resource Planning Software), BART (Budgeting Software), and Crystal Reporting (Enterprise Analysis and Reporting Tool).

- HPG 27. Server availability (supporting 495 servers)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91416.html

Performance Measure Reason: The ERP team develops and maintains reports and scripts that identify server status and provides notification of failed server operations for immediate action for JDE (Enterprise Resource Planning). This allows financial personnel to identify expenses throughout the year to ensure departments are being fiscally responsible and operating within budget.

- SAFE 92. Effectiveness of Cybersecurity Awareness Training
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=550176.html

Performance Measure Reason: The ERP team supports, maintains, and enhances the Ninjio quarterly notification process (through Microsoft PowerAutomate) by identifying and notifying users when they are approaching a compliance violation. The Ninjio videos combined with quarterly notification ensures the City takes appropriate measures to promote safe user activity.

Personnel Changes

- A percentage of the IT Applications Manager has been removed and is now recognized 100% under IT Administration Offer.

Differences from Prior Budget Cycles

- The JDE software application has a required annual support contract rate increase of approximately 4%.

- All conference and training dollars have been removed from each IT division/offer and consolidated into the IT Administration offer.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer 4.1: IT Applications - ERP Services

Offer Type: Ongoing

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

CAO/CPIO edits

Offer Profile

Offer Owner: CCaudle

Lead Department: Information Technology

4.1: IT Applications - ERP Services

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	5.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		471,034
512000 - Benefits		135,654
519000 - Other Personnel Costs		(11,985)
	510000 - Personnel Services	**594,703**
521000 - Professional & Technical		96,500
	520000 - Purchased Prof & Tech Services	**96,500**
533000 - Repair & Maintenance Services		384,340
	530000 - Purchased Property Services	**384,340**
542000 - Communication Services		6,800
543000 - Internal Admin Services		350
544000 - Employee Travel		100
549000 - Other Purchased Services		1,500
	540000 - Other Purchased Services	**8,750**
559000 - Other Supplies		150
	550000 - Supplies	**150**
	Total Expenses	**1,084,443**

Funding Sources

100-General Fund: Ongoing	Ongoing	712,372
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	372,071
	Funding Source Total	**1,084,443**

Offer 4.2: IT Applications - E-Government Services

Offer Type: Ongoing

2021: $407,913 and 3.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer supports ongoing services related to e Government, including websites, custom applications, server administration, and custom automation within the City of Fort Collins. This offer covers two Applications Analysts and an Applications manager to develop custom applications, email newsletters and notifications, project management, support of unique department processes and requirements, server support, website security, custom automation for critical line-of-business processes, end-user support, and troubleshooting. This offer supports the work of all City departments & staff, & City partners (Poudre Fire Authority, Fort Collins Housing Authority, Poudre Libraries and others).

E-Government provides enterprise wide support for:
- CityNet – Internal employee intranet
- FCGov.com – Public Website
- Access Fort Collins
- Content management systems
- Web databases
- Emergency Messaging
- Larimer County DA records automated exchange
- Public records access
- Automation of Council agenda notifications
- Newsletter System
- Survey integration & support
- Website Search Engine
- E-commerce donations through Stripe
- Well Days – City employee wellness program
- Social media feeds
- Web server security, configuration & maintenance

CITY CLERK
- Ballot status lookup
- Boards & Commissions applications

POLICE SERVICES
- Onboarding/Offboarding for Police Services
- Police Neighborhood Enforcement Team online tools

UTILITIES
- Real time power grid monitoring for both the City of Fort Collins & Loveland

Offer 4.2: IT Applications - E-Government Services

Offer Type: Ongoing

- IFTTT (“If This Then That”) Time of Day service integration
- Utilities estimates for title companies
- Water Shares Management
- Water Shares Payments
- Automation of Utilities Service requests
- FC Connexion Website
- Stream and Rain Gage data visualization

COMMUNITY SERVICES

- Natural Areas Permitting System
- Searchable recycling database
- The Gardens on Spring Creek Website

TRANSPORTATION

- ClimateWise – Waste reduction program
- Traffic camera monitoring

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

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

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

Additional Information

- Customer support is a core competency of E-Government and the team has closed over 2,300 tickets since 2018, accounting for over 60% of available staff time.

- E-Government develops custom content management solutions for several City websites including, FCGov.com, Connexion, The Gardens, employee intranet, and more. FCGov.com is a critical communications and outreach tool which averages over 250,000 visitors and 35,000 file downloads monthly.

- E-Government provides 24/7 operational support for critical systems including, the real-time monitoring of the power grid, Utilities conservation event notifications, custom APIs for vendors, public records, data visualization, website search, financial tools, E-commerce payments, and more.

- E Government is consistently recognized nationally for excellence in the digital world. Most recently, the team won an award for the integration of the Utilities' Time-of-Day pricing with the service "If This Then That" (Govtech: 2019 “Smart Phone Remote Management of Customer Utilities”).

Offer 4.2: IT Applications - E-Government Services

Offer Type: Ongoing

- E-Government provides support to departments to facilitate technical communications with vendors regarding security and accessibility standards, best practices, custom integrations, open data expectations, user interface design, data analytics/visualization, and search engine optimization.

Links to Further Details:

- https://egov.fcgov.com/what-we-do/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: E-Government stays up to date on industry trends and emerging technologies, always striving to find innovative ways to improve the user experience. The team continually reaches out to departments to better understand their customer's needs and to identify opportunities to excel through process improvements that leverage web technology.

✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: E Government uses data from support tickets, website analytics, departmental outreach, and industry trends to identify areas to improve efficiency and opportunities to automate. Our community uses a variety of technologies when interacting with the City and E-Government provides support for those technologies across a wide range of devices.

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.: E Government designs, develops, and supports systems that allow internal content providers to communicate online in a way that is accessible for sight impaired users and across multiple languages. The team also guides departments to ensure vendors comply with City standards and community expectations.

Improvements & Efficiencies

- The team recently enhanced the application that monitors the power grid real time, which is relied on by the Utilities SCADA team to predict peak loads and dispatch conservation events. Enhancements included background data loading, offline capabilities, and text messaging when events are scheduled, underway, and completed. This system continues to save Utilities over $50K annually.

- After analyzing trends in support tickets, the majority of issues were related to a legacy content management system (CMS). The team completely rewrote the CMS to make it entirely browser based, with check-in/out capabilities, extensive templating options, and more. Support tickets were reduced from over 1200 to 732 (40% decline) from 2018 to 2019 as a direct result of improving the CMS.

Offer 4.2: IT Applications - E-Government Services

Offer Type: Ongoing

- or years, the Utilities Water Resource Division managed the sale of excess water rights to the local community by using ad hoc MS Access databases and Excel spreadsheets. E-Government created a new online system that now holds all years for reporting, allows multi user access, provides customizable data exports, and has saved hundreds of hours of staff time in processing requests and reporting.

- For the last six years, a “Google Search Appliance” (GSA) was used to index content and provide search results on www.fcgov.com. The GSA cost $65K every two years for the hardware and support contract. In 2018 the search engine was replaced by a cloud solution that costs $10K every two years, yet still provides accurate results while supporting customization.

- A collaboration between E-Government, CPIO, and Connexion marketing staff helped create the new website for FC Connexion. This website is maintained by E-Government staff and hosted on www.fcgov.com, which has saved thousands of dollars in development and marketing costs had it been outsourced.

- The organization was lacking a consistent approach to accepting donations from the community, with many departments using PayPal or other outsourced systems. Working with Finance, the E-Government team created an integration with Stripe that allows donations to automatically go into the correct fund, receipts get emailed, and integrations can be set up in minutes.

- E-Government created a custom notification system to allow department designates to send out ad hoc email to subscription lists. This need was identified after several boards and commissions experienced confusion when agendas had been notified after being archived in public records. Departments now have the ability to notify subscribers after any change.

- When Utilities implemented Time-of-Day pricing they desired a way to notify customers when that pricing goes into effect each day. E-Government created a service on IFTTT (If This Then That), which sends notifications to mobile devices and enables home automation (air conditioning, etc.).

- A critical need to get to the employee intranet without VPN was identified when the COVID 19 pandemic broke. E-Gov worked with the server team to create a secure and reliable means of logging into CityNet without requiring VPN. This was especially important for Poudre Library employees who needed access, but none of them had VPN accounts.

- The Gardens on Spring Creek was using an outdated content management system hosted by a third party. E-Government used automated migration tools to create the site within the custom content management system and hosted on www.fcgov.com. This has saved The Gardens over $5,000 annually on hosting and support fees.

Performance Metrics

- ECON 8. Development Review customer survey results - % customers satisfied

Offer 4.2: IT Applications - E-Government Services

Offer Type: Ongoing

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=91299.html

Performance Measure Reason: EGov develops custom processes that support communications and outreach to the boards and commissions related to development review, as well as complex integrations with Accela (development and review system) to provide permit process transparency.

- HPG 27. Server availability (supporting 495 servers)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91416.html

Performance Measure Reason: The EGov team monitors and provides operational support for web servers that host several critical line of business processes for Utilities, Police Services, City Clerk's Office, Natural Areas, Recreation, and more.

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109927.html

Performance Measure Reason: The EGov team collaborates with departments to identify areas to improve and develops custom online solutions that save time for both staff and the community.

Personnel Changes

- Moved the Open Data Portal FTE to a dedicated Open Data Portal business unit and offer. A percentage of the IT Applications Manager has been removed and is now recognized 100% under IT Administration Offer.

Differences from Prior Budget Cycles

- The annual renewal for eFeedback, the platform that supports Access Fort Collins, was moved from IT Applications to E-Gov offer.
- All conference and training dollars have been removed from each IT division/offer and consolidated into the IT Administration offer.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: Jthome

Lead Department: Information Technology

4.2: IT Applications - E-Government Services

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	3.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		289,455
512000 - Benefits		76,737
519000 - Other Personnel Costs		(7,324)
	510000 - Personnel Services	**358,868**
533000 - Repair & Maintenance Services		40,285
	530000 - Purchased Property Services	**40,285**
542000 - Communication Services		2,700
543000 - Internal Admin Services		275
	540000 - Other Purchased Services	**2,975**
555000 - Office & Related Supplies		5,785
	550000 - Supplies	**5,785**
	Total Expenses	**407,913**

Funding Sources

100-General Fund: Ongoing	Ongoing	300,252
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	107,661
	Funding Source Total	**407,913**

Offer 4.3: IT Applications - Geographic Information Services

Offer Type: Ongoing

2021: $607,648 and 3.80 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide Geographic Information System (GIS) software, services and support for City employees, departments, City Council and external entities. This offer covers all aspects of the enterprise GIS program including professional software licensing, database design, data creation, core data maintenance, analysis, GIS Enterprise Server implementation and management, GIS website development, mobile GIS configuration and development, shared data delivery, printing services, user support and training, map products and printing, and spatial database development and hosting for a variety of City applications and programs. GIS offers these services at the enterprise level, supporting the work of all City departments, as well as Poudre Fire Authority, Fort Collins Housing Authority, Poudre River Library Public District, Larimer Emergency Telephone Authority, Larimer County Sheriff's Office, and others. GIS is supported by the GIS Manager, two Analysts and a Technician. These staff provide ongoing support for existing programs such as the regional call center (911) and the landbase and address data maintenance. This offer provides fundamental technology services and support, which automate business processes.

•In the last two years, GIS Services has processed more than 850 HelpDesk tickets.
•GIS Services supports over 60 mapping websites including the Power Outage, Snowplow Tracking, Flood Warning, Patio Patrol, FCMaps, and Cemetery locator. Approximately 170,000 unique pageviews of these sites.

Major Programs/Services:
•Software: Manages and negotiates the licensing agreement with ESRI for desktop and server software. Provides installation, patching and support of the software products.
•ArcGIS Online and Enterprise: Support and management of the ArcGIS Enterprise system and ESRI’s cloud based portal. This includes software upgrades, patching and user account management. This allows staff to publish and manage GIS maps and apps.

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

✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

Additional Information

Offer 4.3: IT Applications - Geographic Information Services

Offer Type: Ongoing

- ESRI Software training. GIS staff developed training programs and offers them as instructor-led learning opportunities.

  Core Data Maintenance: Manages and maintains the land and transportation data including land parcels, subdivisions, public land survey system, street centerlines with address ranges, trails, addresses, annexations, city limits, council districts, tax districts and zoning.
- Addressing: Develops addressing policy and assigns all new addresses in cooperation with Poudre Fire Authority (PFA). This policy can be found here: https://www.fcgov.com/gis/address.

  Accela Support: Using established automated processes, GIS backfills information into the Accela Automation program for use in issuing building permits.
- Assessors Data: Manage the data connection to the Larimer County Assessors database. Copies are made and integrated into City databases, providing ownership, valuation and sales to City departments.

  Light and Power: GIS provides support and software licensing in direct support of their ArcFM product. The ArcFM product is built on top of the ESRI GIS software and will not work without it.
- Emergency Services Support: Compiling GIS datasets together and uploading them into the Computer Aided Dispatch (CAD) system. This is a regional partnership that includes Fort Collins, Larimer County, Loveland and other entities.

  Cityworks: Provides database design, online mapping, management and support of the GIS database component of Cityworks.
- Public Facing Maps: The office works in conjunction with the Communications & Public Involvement Office (CPIO) and various City departments to produce maps for public use. These maps include the Natural Areas maps, Kiosk Maps, Bike Maps, etc.

  Light and Power: GIS provides Support and software licensing in direct support of their ArcFM product that is built on top of the ESRI GIS software.

Links to Further Details:

- https://www.fcgov.com/gis/address

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 4.3: IT Applications - Geographic Information Services

Offer Type: Ongoing

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: GIS technology has allowed people to become more self-sufficient, allowing them the ability to find answers to their questions on their own. This frees up significant resources throughout the organization. GIS web mapping can answer questions about floodplain boundaries, live rainfall amounts, cemetery burial locations and zoning to name a few.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: GIS data is used for innovative projects and processes throughout the organization. The projects can include using GIS data and analysis to determine potential impacts of policies and helps to inform decisions. Other uses include managing departmental assets. It is core to the Streets CityWorks asset management and workorder system and both the Utilities Maximo and ArcFM implementations.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.: GIS data is core to management of the Fiber Optic cables being utilized by Connexion. GIS software is used to map the location of the conduits and cables. If failures occur, the software is used to trace the connections to determine where failures may exist. GIS also manages a spatial address database ensuring accurate addressing when locating, turning on or off services and billing.

Improvements & Efficiencies

- GIS assisted Real Estate services by developing a website to research comparable sales. This is to replace a subscription that they were paying $7,000 annually.
- GIS put together a solution and reference for Small Cell applications. This helps vendors map and manage the locations and permit statuses. This solution was done quickly as other solutions were going to take too long.
- GIS, together with E Government produced Patio Patrol, which allows residents to report that they have surveillance cameras at their residence. The solution lets the resident enter information about their cameras and their address. The solution maps the address and makes the information available to police when doing investigations.
- GIS put together several floodplain websites so changes could be reviewed before implementation. One, the Boxelder website, was put up to receive public comments on the proposed FEMA floodplain. This was regional in that it supported the requirements Fort Collins, Larimer County and the Town of Timnath.
- GIS, in support of Connexion and Utilities, cleaned up and reconciled addresses within the current billing system with the master address database. This is to make sure that all service addresses within the current billing system match a validated address with the master database.
- Set up and configured a tool to assist Connection with troubleshooting problems in the field such as connectivity issues.

Offer 4.3: IT Applications - Geographic Information Services

Offer Type: Ongoing

- Supporting the migration from Tiburon to TriTech for the multi-agency emergency call center. GIS staff collects, maintains, processes and combines regional GIS information for the system. GIS has supported additional activities such as maintaining the maps, uploading data and providing troubleshooting on mapping-related or location-related activities within the software.

- GIS is an underlying technology that is used in support of the Reimagine Community Engagement council priority. Several examples exist such Horsetooth Outlet StoryMap https://storymaps.arcgis.com/stories/120f593aa3734c299432fbf923a1a2ef and the Halligan Water Supply Project https://fcgov.maps.arcgis.com/apps/MapJournal/index.html?appid=8be10606da3f4fd7a039825f74c667e4 (Continued)

- GIS has also been used to provide public engagement for FEMA floodplain changes. A multi-jurisdictional website was developed that supported Fort Collins, Larimer County and the Town of Timnath. This site permitted the public to submit comments regarding the proposed changes. It was then reviewed by the appropriate staff and followed up on as needed.

- GIS has been used in support of the council priority of Mitigate the Impacts of Oil and Gas Encroachments. Proposed regulations were drafted and that criteria were used to preform analysis. Staff could see the impacts of the proposed setbacks, knowing what properties were still available for drilling.

Performance Metrics

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109927.html

Performance Measure Reason: Funding this offer provides the software and staff that can be used to help track, collect and/or analyze positional data. The analysis and data can be used to showcase the quality of the city’s services or demonstrate the need for service improvements.

Personnel Changes

- A percentage of the IT Applications Manager has been removed and is now recognized 100% under IT Administration Offer.

Differences from Prior Budget Cycles

- Light and Power has built upon this core offer. Their ArcFM product will not function without it.

- All conference and training dollars have been removed from each IT division/offer and consolidated into the IT Administration offer.

Offer 4.3: IT Applications - Geographic Information Services

Offer Type: Ongoing

- As a result of a major increase to ESRI renewal ($50,000), a separate allocation formula was applied to the top utilizers of this platform that directly affected Utilities and Natural Areas' cost allocations.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: Mbodig

Lead Department: Information Technology

4.3: IT Applications - Geographic Information Services

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	3.80
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		307,658
512000 - Benefits		88,778
519000 - Other Personnel Costs		(7,929)
	510000 - Personnel Services	**388,507**
533000 - Repair & Maintenance Services		212,045
	530000 - Purchased Property Services	**212,045**
542000 - Communication Services		3,705
543000 - Internal Admin Services		320
544000 - Employee Travel		100
549000 - Other Purchased Services		571
	540000 - Other Purchased Services	**4,696**
555000 - Office & Related Supplies		2,400
	550000 - Supplies	**2,400**
	Total Expenses	**607,648**

Funding Sources

100-General Fund: Ongoing	Ongoing	327,651
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	279,997
	Funding Source Total	**607,648**

Offer 4.4: IT Applications - Document Management Services

Offer Type: Ongoing

2021: $369,449 and 1.75 FTE, 0.00 Hourly FTE

Offer Summary

This offer includes the maintenance of the City's Enterprise Content Management system (ECM) software for a stable, supported and enhanced system that is aligned with the organizations needs and requirements. The City's ECM system manages content (documents, images, audio/video and more) for both active and archival purposes. The solution also provides business process tools such as electronic forms and workflow management. The SIRE document management system is also active until all records and integrations have been migrated to Laserfiche, the City's updated ECM system. There are more than 12 million records and 600+ users of the systems. More than 70% of City Departments are utilizing the ECM systems, which are key to many department operations in managing existing paper and digital documents while providing enhancements that are aligned with the City’s key results and outcomes.

There are several critical integrations with the ECM system including WebLink (replacing CityDocs) to allow for public search and display of documents based on specific criteria, Accounts Payable and Tungsten, GIS connection for map acquisition, integration with Larimer County to search and auto retrieve Police documents relevant to the District Attorney's office, upload of documents based on criteria from Police Motor Vehicle Accident documents made available to insurance companies in a third party system, retrieval of documents within Tiburon and several web sites that aggregate data for display on web pages.

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

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

Additional Information

- Public Records are primarily exposed through the CityDocs web site for transparency purposes. This process is transitioning to Laserfiche WebLink. These records are identified by Departments and Divisions including Accounts Payable, City Attorney, Engineering, Human Resources, and many others as specific types considered to be available either internally, to the public, or both.

- The Larimer County DA's office currently imports Police Records from the SIRE Document Management System into their case management system (LERMS) that promotes intergovernmental operations. The Laserfiche integration with LERMS is currently being developed by County IT and will be operational in 2020.

Offer 4.4: IT Applications - Document Management Services

Offer Type: Ongoing

- The Document Management team supports the integration of hand-written Police Motor Vehicle Accident (MVA) Records captured in Laserfiche and uploaded to a third-party vendor who transcribes them and exposes them to authorized agencies.

- The Document Management support team receives 300+ HelpDesk requests annually in addition to phone calls and email correspondence.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Document Management supports the organization's records management practices including retention, disposition, and enhanced search capabilities. Provides for public interaction with non sensitive records. And fosters collaboration across the organization, with City partners and outside agencies.

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: This offer provides an Increased emphasis on government transparency and streamlined and standardized processes to increase efficiency and reduce costs as expected by City Leaders, staff, and community members. It also aligns with the City’s Baldrige efforts and best practices.

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This offer funds the support and maintenance of records management activities across the City, increasing service efficiency and transparency for the public, minimizing duplicative efforts from staff, and helps protect the City from legal issues related to non-compliance violations.

Improvements & Efficiencies

- The Laserfiche hosted environment provides for current and future integrations while also being scalable to prepare for expected growth.

- Efficiencies such as the ability to automate processes, integrated document workflow, document versioning, enhanced Search capabilities and Microsoft Office integration.

- Enhanced security management possibilities with Windows-based integration were deployed. User access to specific documents and presenting customized views dependent on organizational needs are now offered.

- The addition of Secure Mobile Content Management improves process flexibility allowing for interaction with documents including uploading from iOS and Android devices.

Offer 4.4: IT Applications - Document Management Services

Offer Type: Ongoing

- Implemented Electronic Forms management derived from workflow processes within the ECM eliminates tedious, manual document processes.

- File and folder browsing that speed-up required training of new customers by providing an intuitive interface is now functional.

- The implementation of Audit and Reporting provides tracking and reporting of all system events including user operations which was communicated as a desired option by users of the system.

- Enhanced collaboration capabilities such as easily and seamlessly sharing files with other users as well as integration with Microsoft SharePoint Online.

- Direct integration with the Accela Land Management application utilized in conducting Electronic Plan Review of new building projects within the City by multiple internal departments and external agencies is now possible.

Performance Metrics

- HPG 27. Server availability (supporting 495 servers)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91416.html

Performance Measure Reason: Funding this offer provides for the software and Internet hosted environment in order to leverage the flexibility and accessibility of applications for both internal use and public access to records.

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109927.html

Performance Measure Reason: Funding this offer provides for the staff and software to replace current paper processes with more efficient digital scanning, business workflow and records management practices.

- HPG 71. % of residents responding very good/good to the City's performance in - Overall direction of the City
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=120047&object=measure&objectId=109929.html

Performance Measure Reason: This offer provides for the ongoing support and maintenance of a modern, hosted Enterprise Content Management software platform with additional functionality to support City requirements as well as increasing public transparency.

Personnel Changes

- A percentage of the IT Applications Manager has been removed and is now recognized 100% under IT Administration Offer.

Differences from Prior Budget Cycles

Offer 4.4: IT Applications - Document Management Services

Offer Type: Ongoing

- All conference and training dollars have been removed from each IT division/offer and consolidated into the IT Administration offer.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: Bmorgan

Lead Department: Information Technology

4.4: IT Applications - Document Management Services

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	1.75
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		126,014
512000 - Benefits		37,727
519000 - Other Personnel Costs		(3,275)
	510000 - Personnel Services	**160,466**
533000 - Repair & Maintenance Services		199,723
	530000 - Purchased Property Services	**199,723**
542000 - Communication Services		2,020
543000 - Internal Admin Services		140
	540000 - Other Purchased Services	**2,160**
555000 - Office & Related Supplies		7,100
	550000 - Supplies	**7,100**
	Total Expenses	**369,449**

Funding Sources

100-General Fund: Ongoing	Ongoing	271,939
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	97,510
	Funding Source Total	**369,449**

Offer 4.5: IT Applications - Development Tracking Services

Offer Type: Ongoing

2021: $532,909 and 3.25 FTE, 0.00 Hourly FTE

Offer Summary

This offer covers the City's Land Development Tracking System (DTS) program that is funded from a percentage of Development Review fees collected by the City. DTS provides a single point of access to the organization's business processes related to land development and construction review, integrating various City functions that previously relied on independent software applications and/or separate databases. DTS supports online building permit processes, an application specific to code enforcement, support for development review, engineering permits, contract licensing, and construction inspections.

The DTS software application supports crucial City services related to Development Review, Building, Neighborhood and Planning Services, Historic Preservation, Utilities, Forestry and Zoning as well as City partners such as Poudre Fire Authority. Examples of current services managed utilizing DTS include building permits, code compliance, housing standards, zoning licenses and permits, encroachment and excavation permits.

This offer covers staff, database support, hardware and software maintenance, and other operating expenses. DTS is funded by an administrative surcharge applied to fees collected through the system. The DTS team dedicates a large portion of its time ensuring that applications can be updated/enhanced to meet the needs of a changing environment, stemming from new regulations, fees and business processes. This offer provides continued work with departments using DTS to identify reporting needs that reduce manual efforts to either conduct research or communicate with customers such as annual demographics reporting required of the Development Review group or Professional License letters.

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

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

Additional Information

- The DTS team currently supports Adobe Acrobat as an Electronic Document Review tool enabling departments to review and add comments to drawings and other documentation for Development Review purposes.

Offer 4.5: IT Applications - Development Tracking Services

Offer Type: Ongoing

- The DTS team also receives 300+ HelpDesk tickets per year while also being engaged in a multiple phase project spanning several years to assist with streamlining new business processes and developing Accela software to match the new functionality to increase efficiencies in relation to Building Services and the Development Review process.

- By leveraging existing tools, the DTS team standardizes customizations and centralizes processes, reducing end-user time and effort.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: This offer provides support for applications that allow users to analyze organizational data and metrics to make critical financial business decisions through reporting and the development of automated processes, leveraging new and existing technology. Standardizing data connections, tools to leverage, and methods of communication aid in increasing efficiency.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: This offer provides support for the organization's Land Development processes by implementing, consulting and maintaining the applications that make departments successful. The tools leveraged allow for identification and development of process improvement measures for both efficiency and cost reduction.

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This offer funds staff and software that aid in the standardization and streamlining of business processes including enhanced automation to increase user efficiency and reduce costs while providing an emphasis on government transparency. The LEAN process improvement (the systematic elimination of waste) is at the forefront of all software development considerations and practices.

Improvements & Efficiencies

- Implemented Excavation Right-of-Way (ROW) permits in the Accela Engineering module, which shifts an entirely spreadsheet-based process to a more robust workflow driven process in Accela, including reports, notifications, and document management.

- Implemented an IVR system and SMS solution for Building inspection scheduling. Eliminated manual inspection entries by City staff.

Offer 4.5: IT Applications - Development Tracking Services

Offer Type: Ongoing

- Development and configuration of the Accela Automation Application environment and ancillary systems in order to take advantage of Accela Electronic Document Review for Building permits. Included business process analysis and revisions for building permit workflows.

- Migrated Crystal Reports from 2008 servers to 2012 in support of security requirements and cost avoidance to continue maintenance on older server versions.

- Implemented Accela Document services, which is the document management/storage system within Accela. Allows staff to attach files (documents, plans, etc.) to Accela records.

- Initiated Accela Phase 2 project: finalized requirements and began executing. The Phase 2 project consists of workflow changes to Building Permits in Accela in support of business process improvements identified by Building Services, such as centralized and more frequent communication to the customer.

- Kiosk Setup: allow customers to work with employees while in City buildings in lieu of wasted time to leave premises in order to update fields, etc.; improved customer service.

- AutoCAD deployment was upgraded to Infrastructure Design Suite Premium 2019, keeping current with industry standards, and making it easier to intake files and distribute files while improving performance and cyber security.

- Accela Version Upgrade: upgraded from version 7.3 to version 9.3; necessary for enhanced functionality in Accela and compatibility with current OS, Oracle database and other various third party software products.

Performance Metrics

- ECON 8. Development Review customer survey results - % customers satisfied
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=91299.html

Performance Measure Reason: The DTS team supports several departments throughout the City with the use of Accela. The software enhances departmental processes, adding increased efficiency, standardized business workflow and shorter development review process times leading to greater customer satisfaction.

- ECON 9. Development Review initial plans - % time goal timeframe reached
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=91300.html

Performance Measure Reason: This offer provides for the software and staff to support processes including the intake of electronic documents for review that increases the efficiency and turnaround times for initial development review plans.

- ECON 10. Development Review - Final plans - % time goal time frame reached
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=91301.html

Offer 4.5: IT Applications - Development Tracking Services

Offer Type: Ongoing

Performance Measure Reason: This offer will fund the DTS team's ongoing efforts to support business practices with Accela software development and training. Enhancing and streamlining processes with Accela greatly supports the City's goal of reducing overall time from submittal to final plan review.

Personnel Changes

- An increase in (2) 1.0 FTEs, IT Analyst II positions that were previously funded out of PDT's Innovative Technology offer are now recognized under this offer that is funded under restricted DTS Development review fees. A percentage of the IT Infrastructure Manager has been removed and is now recognized 100% under IT Administration Offer.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: Bmorgan

Lead Department: Information Technology

4.5: IT Applications - Development Tracking Services

Ongoing Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		3.25
Hourly (FTE)		-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		289,519
512000 - Benefits		79,259
519000 - Other Personnel Costs		(7,376)
	510000 - Personnel Services	**361,402**
533000 - Repair & Maintenance Services		166,467
	530000 - Purchased Property Services	**166,467**
542000 - Communication Services		3,540
543000 - Internal Admin Services		250
	540000 - Other Purchased Services	**3,790**
555000 - Office & Related Supplies		1,250
	550000 - Supplies	**1,250**
	Total Expenses	**532,909**

Funding Sources

603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	532,909
	Funding Source Total	**532,909**

Offer 4.6: IT Applications - Open Data Program

Offer Type: Ongoing

2021: $207,118 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer provides funding for ongoing development, maintenance operations, and software support of an Open Data Portal website for the purpose of expanded transparency and improved access to data for the public. The Open Data Portal includes datasets such as City Councilmember expenses, vehicle mile tracking, employee salary listing, business availability, and more. The cloud-hosted service allows for the reduction of on-premises maintenance of server infrastructure, reducing internal effort needed to support the Open Data program.

The Open Data Portal allows the City to create a platform by which the community will have direct access to the City’s extensive public data through a variety of means, devices, and formats. This platform significantly increases the City’s transparency, but also reimagines public engagement by generating opportunities for collaboration and co creation within the community. Interested community members will be empowered to access City data in almost any manner they choose, being able to search, filter, download, and even visualize on the fly. One of the most exciting aspects of the platform is the ability of external developers to be able to create apps using City data, extending the usefulness and access of the City’s data resources to our community.

This offer will fund a contractual 1.0 FTE Systems Analyst as the organization’s Open Data Officer and liaison for internal staff and the community, assisting in the development and use of the platform, furthering engagement in the City's public data, and implementing process improvements for internal data use. Communities that have implemented successful open data programs cite staffing of this position as critical to the success and full utilization of the platform. The ultimate need is for staffing to support anticipated future development of the Open Data Portal, which was included as a consideration in the originally funded budget request for the implementation of the platform.

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

✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

Additional Information

- The Open Data Portal has been used to help display important City information in a short timeframe for issues such as business availability during the COVID 19 business closure mandate from Governor Polis.

Offer 4.6: IT Applications - Open Data Program

Offer Type: Ongoing

- The OpenData Officer has worked with internal and public stakeholders and ten community volunteers to release 255 datasets and visualizations since May 2018 (a 392% increase over the 65 public releases as of May 2018). These new releases have increased community engagement with the City as shown by public site views increasing 614% from the beginning of May 2018 to the beginning of May 2020.
- The Open Data Portal Program supports cross-departmental tools, including the City's expenditures transparency tool (Open Book), a pilot project for an automation-focused Capital Improvement Plan tool, an upcoming Building Energy and Water Scoring map of local commercial building scores, and an app for Amazon's Alexa virtual assistant.
- The Open Data Portal Program operates quarterly community events to promote engagement with City data. These events are specifically focused on data (gathering, usage, analysis, and visualization), which is an additional reimagining of community engagement by addressing groups and topics that have not been a focus in the past.
- The Open Data Portal Program is an important transparency tool for municipalities, as recognized in our next step in the Baldrige journey, the annual Government Technology Digital Cities Survey, and Bloomberg Philanthropies' What Works Cities, in which the program improved Fort Collins' scores in the Open Data, General Management, and Stakeholder Engagement foundational practice areas.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: The Open Data program identifies, releases, and streamlines data delivery to the public in order to guide decision made both by the community as well as City staff. This broad data availability enhances service delivery by increasing City accountability and allowing the community to use data as they see fit.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The Open Data program focuses on streamlining the collection and display of data for the purpose of transparency of City funds and other City operations. Open Data leverages a modern, hosted web platform to take advantage of new technology as it becomes available. This helps with the ease of display for end users and aids in the ease of collection in the server backend.

Offer 4.6: IT Applications - Open Data Program

Offer Type: Ongoing

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.: The Open Data program promotes organization transparency through the available datasets exposed via public website, without the need for an open records request. The program allows for the consumption of data, but also allows for the ability of community members to register concerns via Access Fort Collins.

Improvements & Efficiencies

- The Open Data portal allows the organization to publicly list information that would normally take many FTE hours to produce for open record requests. By allowing the public to regularly see City finances, the Open Data program reduces the amount of time and money spent on producing records for a single instance. The data is regularly refreshed, so there is no need for multiple, future requests.

- This program has helped identify and standardize datasets and integrations between internal and external applications, providing insight to IT leadership about how we can more efficiently structure and store data.

- In defining West Nile Virus data for public release, a process improvement was identified in the analysis required for Larimer County Department of Health and Environment to advise on areas of the City for mosquito spraying. The Open Data Officer worked with Natural Areas on automation that reduced this semi weekly process involving multiple staff from 8 hours to 20 minutes.

- As part of Energy Services' data release discovery, this program supported creation of a database of electricity consumption data that was previously inaccessible for analysis. This database enabled approximately 40 analysts access to self-service reporting, improving the speed and accuracy of results while reducing the volume of requests for Utilities IT staff.

- During the creation of the 2019 Carbon Inventory, Environmental Services staff learned of flaws in third-party transportation analyses that would have adversely affected their upcoming inventory. The Open Data Officer worked with staff to create a process to acquire vehicle data that allowed for in-house analysis and provided valid results.

- To report on Access Fort Collins metrics, CPIO staff have had to manually download data from the vendor portal before creating a report. As part of the public release, the Open Data Program supported creation and maintenance of a local database and automation to send data to CPIO staff at their necessary reporting intervals.

Performance Metrics

- HPG 2. Accuracy of Cumulative Budgeted Expenses ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91315.html

Offer 4.6: IT Applications - Open Data Program

Offer Type: Ongoing

Performance Measure Reason: The City's Open Book site allows members of the public to review City expenditures and compare them to budgeted expenses. These additional checks ensure budgeting and operational accuracy.

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109927.html

Performance Measure Reason: By having free access to review and analyze the City's operational data, residents are better able to understand the intricacies and difficulties of City programs and services. This understanding either leads to a higher performance rating or community ideas for how to reach a higher performance rating.

Personnel Changes

- None

Differences from Prior Budget Cycles

- All conference and training dollars have been removed from each IT division/offer and consolidated into the IT Administration offer.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: CCaudle
Lead Department: Information Technology

4.6: IT Applications - Open Data Program

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	1.00
Hourly (FTE)	-

Expenses

511000 - Salaries & Wages		87,551
512000 - Benefits		17,695
519000 - Other Personnel Costs		(2,105)
	510000 - Personnel Services	**103,141**
533000 - Repair & Maintenance Services		102,500
	530000 - Purchased Property Services	**102,500**
542000 - Communication Services		1,120
543000 - Internal Admin Services		80
549000 - Other Purchased Services		277
	540000 - Other Purchased Services	**1,477**
	Total Expenses	**207,118**

Funding Sources

100-General Fund: Ongoing	Ongoing	152,453
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	54,665
	Funding Source Total	**207,118**

Offer 4.8: Enhancement: ERP Replacement Evaluation and Roadmap

Offer Type: Enhancement

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

Offer Summary

This is a one-time enhancement offer to identify a consultant through the Request for Proposals (RFP) process and assess the City's Enterprise Resource Planning (ERP) system, JD Edwards (JDE) to identify possible alternative applications that would allow the City to lower costs and take advantage of the latest technologies and best practices. At present, JDE support and licensing fees continue to climb year over year at an average of 7% annually. Unfortunately, the vendor, Oracle, has announced that application support will only continue through to 2030, which means software licensing fees will increase over 45% while we progress to application end of life.

Additionally, the deliverables identified in the RFP will be identified as:
1) Request for Proposal
2) Business Process Alignment Strategy
3) Return on Investment Analysis

JDE has been the primary ERP (Enterprise Resource Planning) application in the City since 1999 for Finance (Payroll, Accounts Payable/Receivable, Purchasing, etc.) and Human Resources. It has been highly customized and an ecosystem of reporting has been built around it to mitigate the shortcoming of its own reporting capabilities adding significant internal support costs to the total cost of ownership (TCO). JDE was developed before Cloud technologies and the existence of viable JDE cloud application services.
JDE support and licensing costs to external vendors, including Denovo, an additional managed services company, has averaged approximately $466,000 annually (2016 2018). In the same time period, JDE support and development hours from the ERP Team average approximately $190,000. That is a combined average of $656,000 annually, with a definite upward trend.

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

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

- An ERP replacement is projected to cost the City $7M-$10M given Oracle's deadline of 2030 support. This assessment would help staff to identify potential suitors and/or alternatives along with a plan to assist in budget planning, project timelines, and other implementation planning necessary to carry out a proposed replacement.

- IT recognized the need for an ERP evaluation and assessment in 2018 and submitted an enhancement offer for similar work that was not purchased for 2019 (Offer 2.4). The scope and costs to perform this assessment for '21 has increased since the initial submission due to additional scope for the proposed RFP and inflationary adjustments.

Offer 4.8: Enhancement: ERP Replacement Evaluation and Roadmap

Offer Type: Enhancement

- This offer will be funded from 100% Restricted Data and Communication reserves as a one-time assessment expense.

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 ✓)

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: This enhancement could reveal opportunities to implement LEAN processes to reduce support and enhancement hours, allowing team members to work on backlogged items and enhance timeliness of support. This could also demonstrate additional benefits to end users, which are inherent to the various software tools and not available with our current JDE implementation

Performance Metrics

- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Performance Measure Reason: As this offer simply assesses the City's use of JDE to identify possible alternative applications, this would translate to providing the organization more effective tools, self service, and other service enhancement opportunities that would impact the organization's abilities to deliver service.

Explanation of Any Adjustments to Personnel Costs using object 519999

- None

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

- Not applicable

Offer Profile

Offer Owner: CCaudle

Lead Department: Information Technology

4.8: Enhancement: ERP Replacement Evaluation and Roadmap

Enhancement to Programs and Services

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

Expenses

		2021 Projected Budget
521000 - Professional & Technical		150,000
	520000 - Purchased Prof & Tech Services	**150,000**
	Total Expenses	**150,000**

Funding Sources

603-Data and Communications Fund: Reserves	Reserve	150,000
	Funding Source Total	**150,000**

Offer 4.9: Reduction: IT - Eliminate Open Data Program

Offer Type: Reduction

2021: $-103,977 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This reduction offer would cease the funding for the Open Data Portal program which includes software support, visual reporting capabilities, and ongoing open data sharing development. This reduction would have the following impacts:

Data Visualization:

- The supporting software, Socrata, will no longer be available to display the data in its current format. This includes OpenBook financial data (non personnel and non HIPAA). The City would have to revert back to an older version of OpenBook used in prior years.
- All current visualizations would have to be rebuilt if we renew our contract with Socrata at a later date.

Public Engagement and Utilization:

- Volunteers would no longer have access to create/modify reports on Socrata.
- Solar data will not be available in its current format for Multiple Listing Service (MLS) listings and the Colorado State Energy Institute.

Internal Engagement and Utilization:

- Daily Police blotter and Flood warning data would not be available in its current format.

IT Staff believes there are alternative options and tools to still meet the elements and mandates from the Open Data Policy adopted from City Council Resolution #2017 014. The primary loss will be the visualizations of OpenData reports currently being provided through the supporting software.

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

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

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

Additional Information

- Not applicable

Scalability and explanation

None

Links to Further Details:

- Not applicable

Offer 4.9: Reduction: IT - Eliminate Open Data Program

Offer Type: Reduction

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: This reduction offer would minimize the City's capability to identify and streamline data delivery to the public which enhances service delivery that allows the community to use the data as they see fit.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Ceasing the Open Data Program would also impact the City's focus on transparency on use of City funds and other City operations through data sharing and displays via web platforms.

Performance Metrics

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109927.html

Performance Measure Reason: Eliminating this free access to review and analyze the City's operational data, residents are less informed on the City's performance of its service and program deliveries to its residents.

- HPG 2. Accuracy of Cumulative Budgeted Expenses ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91315.html

Performance Measure Reason: The City would need to revert back to a previous version of Open Book to allow members of the public to view City expenditures and budgets.

Personnel Changes

- None

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- None

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

updated title

Offer Profile

Offer Owner: CCaudle

Lead Department: Information Technology

4.9: Reduction: IT - Eliminate Open Data Program

Reductions, Redeploys and Revisions (off year)

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

Expenses

533000 - Repair & Maintenance Services		(102,500)
	530000 - Purchased Property Services	**(102,500)**
542000 - Communication Services		(1,120)
543000 - Internal Admin Services		(80)
549000 - Other Purchased Services		(277)
	540000 - Other Purchased Services	**(1,477)**
	Total Expenses	**(103,977)**

Funding Sources

100-General Fund: Ongoing	Ongoing	(74,880)
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	(29,097)
	Funding Source Total	**(103,977)**

Offer 4.10: Enhancement: Self-Service Technology and Capabilities

Offer Type: Enhancement

2021: $125,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This enhancement offer requests $125,000 to evaluate and pilot digital self service solutions. The City has relied on legacy, high touch, paper based processes, workflows and approvals that are time consuming, costly, inefficient, prone to error, require duplicate entry, and provide a poor experience for employees and residents. With the introduction of self service technologies, we can enable our departments, employees and residents with an improved experience while increasing efficiencies, reducing errors and redeploying users to complete tasks independently that would typically require them to interact with someone else. Some examples: update personal info, streamline approvals, and submit expense requests.

First, with an internal focus on providing departments and employees with self service capabilities that, once matured, can be leveraged externally for residents. A second key focus is to effectively manage department tracking, utilization and allocation of technology assets and expenses to provide transparency, self provision and self service, reducing dependency on IT, redeploying resources to advance technology solutions rather than maintain legacy processes. Having a centralized inventory and catalog of department and end-user software and assets will reduce costs for software licensing, improve tracking of assets and become foundational to allow employees to bring their own devices in the future.

Enhancement Offer $125,000 Breakdown:

- $50,000: Evaluate marketplace digital workforce solutions and conduct an internal pilot for 24/7 IT Help Desk, HR, Finance, Knowledge Management
- $35,000: Centralized Software and Hardware Asset Management evaluation and pilot to reduce license costs and enable Citywide app store
- $40,000: Data driven self service solutions driven by "Digital Humans" evaluating and piloting NLP (Natural Language Processing) and AI Solutions

This enhancement would be 100% funded from Data and Communication reserves.

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

✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.

Additional Information

Offer 4.10: Enhancement: Self-Service Technology and Capabilities

Offer Type: Enhancement

- The proposed solutions are targeted to net a 25% reduction on IT, Department Help Desk and Support requests, and volumes on repetitive/simple requests, redeploying these resources to develop digital self-service capabilities.
- Improves the productivity of City staff by allowing end users to quickly find answers in a knowledge base and resolve simple tasks (such as password resets) on their own without submitting a ticket or waiting in a queue means they back to work faster (Gallup estimates 40+% improvement in productivity). This allows IT staff to focus on more complex tasks and improving the bottom-line productivity.
- Creates 24-hour support: Not all employees work at the same times, but if an employee encounters an IT issue, IT self-service portals—particularly ones with robust knowledge centers could allow employees to solve issues regardless of manned-support availability. This reduces lost opportunity costs and drives resolution expediency.
- Improved data quality by reducing redundant entry, lessen the amount of paper based forms, workflows, printing costs all while minimizing manual errors that lead to costly rework. This will also vastly improve user experience and customer satisfaction, both internal and to the community.
- Improved knowledge management of processes, customer interactions and software assets used across departments. Knowledge is documented to mitigate against employee turnover and kept current to support the use of Virtual Agents and Chatbots for self-service.

Impact to Ongoing Expenses

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

  $40,000

Scalability and explanation

This offer is scalable based on the three main elements listed in the Offer Summary.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: Zero Contact Metrics and Resolution. With the advent of AI and Natural Language Processing (NLP), customer self service offers the ideal solution for equipping departments with the data they need to make more informed decisions, reducing costs while reducing the time spent on administrative tasks, while simplifying processes and eliminating bureaucracy; enabling them to focus on community needs.

Offer 4.10: Enhancement: Self-Service Technology and Capabilities

Offer Type: Enhancement

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Self-service technology lets employees access and update information themselves, working more efficiently. They can update their tax withholding info, check their time-off balance, or review our City's handbook from any device. They won’t have to submit a help desk request or contact others to submit a request or get an answer to a simple HR, Finance or IT question.
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.: Both residents, employees and potential new hires continue to increase their digital proficiency, expecting a seamless, enriching user experience with the ability to engage how and when on their device of choice. Competing with other industries and municipalities cannot be considered without providing a best in class experience.

Performance Metrics

- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Performance Measure Reason: The implementation of self service capabilities would elevate the timeliness, effectiveness, and potential for City employees to solve IT issues in conjunction with the current service and support provided by IT staff. This would also allow for opportunities to remedy other paper driven processes that can slow productivity for both internal and external customers.

- A performance measure has not yet been created, see explanation below for the proposed metric, if this Enhancement offer is funded.
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893586.html

Performance Measure Reason: If this enhancement is purchased, the IT Department would identify various metrics and KPIs that would demonstrate the effectiveness of self-service capabilities based on what technologies would be implemented with the approved funding.

Explanation of Any Adjustments to Personnel Costs using object 519999

- None

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

- Not applicable

Offer Profile

Offer Owner: kwilkins

Lead Department: Information Technology

4.10: Enhancement: Self-Service Technology and Capabilities

Enhancement to Programs and Services

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

Expenses

		2021 Projected Budget
521000 - Professional & Technical		85,000
	520000 - Purchased Prof & Tech Services	**85,000**
533000 - Repair & Maintenance Services		40,000
	530000 - Purchased Property Services	**40,000**
	Total Expenses	**125,000**

Funding Sources

603-Data and Communications Fund: Reserves	Reserve	125,000
	Funding Source Total	**125,000**

Offer 5.1: IT Infrastructure - Network Services

Offer Type: Ongoing

2021: $1,251,978 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the City's IT Networks that provide every City employee and City Councilmember the ability to use a City phone, share video, and access email, shared files, and critical information on internally and externally facing websites. Without performant, secure networks, the City's business cannot be conducted. The networks are the foundational layer of the City's defense in depth (DID) strategy whereby multiple layers of security are in place to protect the City's electronic resources from outside attack. Maintaining the City's network is vital to keeping the security and performance at the level required for 2,400 employees plus guests and vendors to function effectively at any time of the day or night. Without continued investment, the City networks become increasingly vulnerable to disruptions from within and without.

The funds in this offer support the network operations and support to specifically provide for the following, which are critical components of DID:

- Hardware maintenance upgrading/patching of City network equipment.
- Software maintenance – upgrading/patching of operating systems and services that enable accurate monitoring, accounting and system integration.
- Professional services augments the City's capacity to innovate on existing solutions when City personnel lack either expertise or bandwidth to perform necessary upgrades or expansions of network services.
- Offer funds one Asset Manager who collaborates with the Chief Information officer and Connexion team on Network infrastructure needs, replacements, upgrades, and architecture consultation.
- A scheduled transfer of $722,219 to Connexion as payment to support the City's IT Network and Voice in collaboration with the Broadband work to support City network, infrastructure architecture, and infrastructure upgrades and replacements.

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

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

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

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

Additional Information

Offer 5.1: IT Infrastructure - Network Services

Offer Type: Ongoing

- The City’s network is continually improved to securely meet the needs of the City and community. The redundant, resilient, highly available network comprises the following:
  1004 switches, routers
  11,328+ physical network ports
  240 wireless access points
  410 miles of copper cable
  88 miles of fiber optic cable
  redundant connections to the Internet to ensure high availability

- Networks support advanced telephone systems, call center operations such as Utilities Customer Care & Technology, financials & HR functions, City Council sessions, City Clerk's Office and therefore boards and commissions, Municipal Court, Recreation registrations, Traffic Operations, the MAX & other transportation services, Housing Catalyst, Museum of Discovery, PFA, DDA, and the Library District.

- The City's networks demonstrate resilience and flexibility as we saw the seamless shift to work from home for a majority of City employees. Modern applications are often cloud based and the network has enabled productive use of solutions such as LaserFiche and the City's O365 tenant which provides email, Teams, OneDrive, SharePoint, and other productivity tools.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: A reliable and secure network infrastructure enables innovation across any and all departments throughout the City. They are free to put their effort into building services and best meet the needs of the Fort Collins community without having to be concerned about whether they will be able to connect to the intra or internet.

✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: Updating, securing, and enhancing the business and secure networks allows citizen-facing teams like Customer Care & Technology (CCT) and Fort Collins Police to improve their service delivery. The secure network supporting the multi-agency CAD/RMS/Jail system in Larimer County would not be possible otherwise. CCT are able to function remotely with minimal impact during the COVID-19 pandemic.

- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.: The enterprise network provides connectivity to all City resources including CityNet, JDE, network files shares and other resources that enable a productive and efficient team.

Improvements & Efficiencies

Offer 5.1: IT Infrastructure - Network Services

Offer Type: Ongoing

- Cost savings of over $100,000/annually have been achieved through in depth infrastructure analysis and planning to effectively renegotiate support system contracts to a lesser degree that maintained the needed maintenance support while reducing the annual support dollars.

Performance Metrics

- HPG 26. Internet availability
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91415.html

Performance Measure Reason: The network offer supports internet availability because it funds the business network over which all City electronic communications and services run. Employees view the City business network as the internet.

- HPG 27. Server availability (supporting 495 servers)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91416.html

Performance Measure Reason: The network offer supports server availability because there is no access to the servers without the business network. Servers host applications and file shares that are used across the City to enable City departments from Municipal Court to Restorative Justice to perform their services for citizens.

Personnel Changes

- A percentage of the IT Infrastructure Manager has been removed and is now recognized 100% under IT Administration Offer. Three (3) FTEs that supported Network were moved to Connexion therefore the dollars previously to fund those FTEs are now a transfer to Connexion as a payment to support City IT Network maintenance and operations.

Differences from Prior Budget Cycles

- All conference and training dollars have been removed from each IT division/offer and consolidated into the IT Administration offer.

- Quarterly Internet charges to CSU, Annual IP address maintenance, firewall support/maintenance, and public safety support to Police, PFA and CRISP all moved to the Cybersecurity offer ($45,000 in total). Colocation Annual renewal moved from Network to Data Management offer ($50,000)

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: Ayusnukis

Lead Department: Information Technology

5.1: IT Infrastructure - Network Services

Ongoing Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		1.00
Hourly (FTE)		-

Expenses

511000 - Salaries & Wages		105,113
512000 - Benefits		35,040
519000 - Other Personnel Costs		(2,653)
	510000 - Personnel Services	**137,500**
521000 - Professional & Technical		45,000
529000 - Other Prof & Tech Services		15,000
	520000 - Purchased Prof & Tech Services	**60,000**
533000 - Repair & Maintenance Services		306,159
	530000 - Purchased Property Services	**306,159**
542000 - Communication Services		19,100
543000 - Internal Admin Services		75
544000 - Employee Travel		250
549000 - Other Purchased Services		1,530
	540000 - Other Purchased Services	**20,955**
555000 - Office & Related Supplies		4,945
559000 - Other Supplies		200
	550000 - Supplies	**5,145**
591000 - Transfers to Funds		722,219
	590000 - Transfers Out	**722,219**
	Total Expenses	**1,251,978**

Funding Sources

100-General Fund: Ongoing	Ongoing	393,927
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	858,051
	Funding Source Total	**1,251,978**

Offer 5.2: IT Infrastructure - Email & Voice Services

Offer Type: Ongoing

2021: $615,706 and 0.50 FTE, 0.00 Hourly FTE

Offer Summary

This offer requests ongoing funding for two services: voice and email communications. These are two key technologies that enable a productive City, supporting both inbound and outbound communications and providing choices to City departments for which communication tool best meets their business need. Email is the mainstay of the City's communication toolkit and necessary to support daily business activities, processes and workflows. This offer requests support for the technology required to maintain and operate enterprise email and voice systems of approximately 2,500 accounts.

Email has multiple components. Many are familiar with the user interface: the client running on their device of access via the web portal. This offer does not cover the end user component of email but the back end infrastructure that enables the service to be productive and secure. This includes such tools as Cisco email security, on premise linkage between the City and Microsoft O365 tenant, McAfee (the endpoint security platform for clients and servers), systems management resources, account administration, and 24/7 end user support.

Voice communications includes operation and maintenance of the City’s voice over IP telephone communication system, which includes not only individual users but also call center teams such as the Customer Care & Technology and the IT HelpDesk. Voicemail, paging, call recording, and telephony integrations are included. Support for voice comes from Connexion with the requisite data center infrastructure supported from IT data management services. This offer covers desk phones, local and long-distance calling, alerting system for the voice infrastructure, and other crucial communications for emergency services.

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

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

Additional Information

- The City receives an average of 6.3 million email messages/month. Of those, only about 11% were delivered to recipients. The filtering of email messages enables City employees to focus on the important rather than the noise. On average, the City sends about 378,000 messages/month. A small percentage are blocked due to malicious content, thereby preventing the City from spreading malicious email.

Offer 5.2: IT Infrastructure - Email & Voice Services

Offer Type: Ongoing

- The City's email security tool supports Data Loss Prevention - a feature that helps us to come into compliance with Colorado House Bill 1128. It forces encryption when Personal Identifying Information is sent out of the City & also supports purposeful encryption whenever the sender deems the contents to be especially secure. Also, the External flag draws attention to potentially malicious emails
- The equipment, voice mail, local, long distance and lease line costs are charged back monthly to each department throughout the City using Microcall reporting software that tracks these usage and equipment charges. All other costs such as maintenance and software for these services are paid within the IT Budget.
- This offer underwrites technology services that support the work of all City departments and staff as well as other agencies like Poudre River Library District, Housing Catalyst, Fort Collins Museum of Discovery, and the DDA.
- McAfee blocks approximately 1,200 threats per year and has seen the number of threats blocked quadruple in the past year.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: The email services provided by the City are accessible from any location, whether or not the user has a City-provided device. This enables higher levels of service at a lower cost to the City because a City device is not needed to access email. Providing a secure, scrubbed email service to the City allows departments to focus on what they do best and not spend time managing email.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Without these key communications technologies, City business would slow down to a standstill. Leveraging secure voice and email services enables the City to function smoothly while the departments can attend to projects and innovations that improve their own departments and customer interactions.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.: The Network Operations Center in Connexion is a beneficiary of the excellent voice services and the entire team benefits from the secure email services.

Improvements & Efficiencies

- The City recently upgraded the Microcall reporting system to provide more efficient and detailed reports for billing out equipment charges and track usage across the organization.

Offer 5.2: IT Infrastructure - Email & Voice Services

Offer Type: Ongoing

Performance Metrics

- HPG 27. Server availability (supporting 495 servers)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91416.html

Performance Measure Reason: This offer provides funding for the servers that run the City's phone and voice mail as well as the Interactive Voice Response system used by teams like the IT Helpdesk and the Utilities' Customer Care & Technology team who service Utilities billing needs.

- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Performance Measure Reason: Email and voice services are core functions in the City's day to day operations where adequate support is needed for nearly every City employee that relies on this internal service function.

Personnel Changes

- A percentage of the IT Infrastructure Manager has been removed and is now recognized 100% under IT Administration Offer. Two FTE positions previously under Voice services have been repositioned and funded under Connexion where the City provides support funding via the Network Offer for City Voice services.

Differences from Prior Budget Cycles

- All conference and training dollars have been removed from each IT division/offer and consolidated into the IT Administration offer.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: Ayusnukis

Lead Department: Information Technology

5.2: IT Infrastructure - Email & Voice Services

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	0.50
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		26,260
512000 - Benefits		9,333
519000 - Other Personnel Costs		(712)
	510000 - Personnel Services	**34,881**
521000 - Professional & Technical		17,500
	520000 - Purchased Prof & Tech Services	**17,500**
533000 - Repair & Maintenance Services		206,900
	530000 - Purchased Property Services	**206,900**
542000 - Communication Services		346,000
543000 - Internal Admin Services		425
549000 - Other Purchased Services		10,000
	540000 - Other Purchased Services	**356,425**
	Total Expenses	**615,706**

Funding Sources

603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	536,706
603-Data and Communications Fund: Reserves	Reserve	79,000
	Funding Source Total	**615,706**

Offer 5.3: IT Infrastructure - Data Management

Offer Type: Ongoing

2021: $1,050,825 and 6.00 FTE, 0.00 Hourly FTE

Offer Summary

This ongoing budget offer provides the support for the staffing, tools, hardware, software, security patching, and maintenance contracts for the City of Fort Collins private cloud infrastructure and the City's connection to public cloud based offerings and includes IP Address management appliances.

The team and the systems run 24/7/365 and are responsive to City needs whether asked to retrieve a lost file, restore a database, reboot a server, ensure City Council can access all resources, or make sure the Customer Care Technology team can answer every call.

The 7 person data management staff consists of a manager, 4 system engineers, 1 database administrator and dotted line engineer that is funded by Utilities.

The team and tools are an integral part of the City's defense in depth (DID) strategy, which secures the City's cyber resources, establishes barriers to outside threats, and builds in resilience for unexpected events. Skilled personnel use relevant tools to monitor every aspect of the data management infrastructure to ensure secure, repeatable, performant operations exceeding the City's expectations of excellence.

Data management:

- ensures high availability for applications such as Accela (Planning & Development), JDE, OASIS (new utilities billing), and AMFC (advance metering)
- makes possible a wide array of reporting for departments like Restorative Justice and Economic Sustainability
- deploys tools & applications that increase responsiveness & productivity of first responders & FCPS
- supports every department, initiative, and result the City of Fort Collins achieves if that result depends on a server, application, database, or file stored on a network share or in O365

As the City strives to maintain status as an award winning digital City, there is ever increasing demand on the data center infrastructure, whether it be on premise or in the cloud, to support the myriad applications & services necessary to achieve the City’s world class objectives.

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

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

Offer 5.3: IT Infrastructure - Data Management

Offer Type: Ongoing

Additional Information

- The team responded to an average of 241 tickets/month during the past 17 months. Growth rate averages 5% per year for the past 6 years while the number of staff has remained constant, the complexity of the projects has increased, and the demand on their time has expanded. The new CAD/RMS requires DBA support not needed with the current system.

- Defense-in-depth cyber security means providing the structure to deploy and enforce password policy and file share access rules, manage privileged access to the most sensitive information in the City's data center, among many other things. This team supports City employees, EOC, Connexion, first responders, Police, and critical infrastructure with equal dedication, discretion, and sensitivity.

- The team has been first responder to cyber incidents across the City. The main attack vector has been via social engineering and phishing emails; however, internal threats have been resolved as well. There have been over 50 incidents in the last 17 months.

- The team responded quickly with secure, innovative solutions to multiple requests for performant remote access during the COVID 19 crisis. Leveraging assets and tools available, they provided ability to access JDE, change passwords, ArcGIS tools and Access 2010 database applications. Rapid innovation would not have been possible without practice of keeping tools and software licensing current.

- This offer supports the work of all City departments and staff, as well as the staff of City partner agencies including Poudre Fire Authority, Housing Catalyst, Fort Collins Museum of Discovery, Downtown Development Authority, Poudre River Library District and others.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: Data management provides the infrastructure and personnel to support requests from multiple departments, providing technical expertise to guide wise technology choices when striving to achieve new outcomes. Light and Power's ADMS (self-healing power grid) and Police Services' Foray evidence management are two examples of projects on which data management consulted and participated on throughout.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The hardware, software, and expertise of the data management team are the backbone of the City's success as a progressive and world-class organization. Leveraging the resources funded by this offer, departments can store and retrieve data used to analyze, justify, innovate and improve their specific operations.

Offer 5.3: IT Infrastructure - Data Management

Offer Type: Ongoing

- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.: Data management staff provisioned and now maintains the unique data center infrastructure located in the North and South substations that are required for Connexion to run internet, voice, and other services they provide to the public.

Improvements & Efficiencies

- Consolidated hardware at replacement time, taking advantage of advances in technology to reduce the cost of upgrades.

- Centralized the administration of the video surveillance software system by upgrading to the latest version thereby simplifying and making administration consistent.

- Partnered with departments to upgrade older versions of applications running on unsupported operating systems to reduce cost of patching those outdated systems.

- Increased the security of the O365 tenant and the Windows domain by reducing the number of accounts with high levels (privileged) access.

- Improved operational excellence and ease of management by deploying tools like Red Hat Satellite (patching) and HPE OneView (hardware and firmware) that provide a one-stop view into the environment.

- Improved the security of the City's private data by enabling optional and automatic encryption (depending on the use case), monitoring forwarding of email out of the City, and making external emails more visible to increase awareness of the source of the email and potentially ward of phishing and social engineering attacks.

Performance Metrics

- HPG 27. Server availability (supporting 495 servers)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91416.html

Performance Measure Reason: The staff provides 24x7x365 support for the data center and all of the services and applications provided from there. These tools enable virtualization (supporting optimized use of the hardware), backup, disaster recovery, security patching and hardware maintenance.

- HPG 26. Internet availability
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91415.html

Performance Measure Reason: This offer funds foundational technology that makes the City internet work. This includes IP Address Management and load-balancing appliances that ensures requests coming from outside the City network make it to the servers that can provide the answer without being refused due to heavy load for example.

Offer 5.3: IT Infrastructure - Data Management

Offer Type: Ongoing

Personnel Changes

- A Senior Engineer that was allocated across multiple IT Application divisions is now 100% funded out of Data Management as this is where the majority of that support is occurring. A percentage of the IT Infrastructure Manager has been removed and is now recognized 100% under IT Administration Offer.

Differences from Prior Budget Cycles

- Colocation Annual renewal moved from Network to Data Management ($50,000).
- All conference and training dollars have been removed from each IT division/offer and consolidated into the IT Administration offer.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: Ayusnukis
Lead Department: Information Technology

5.3: IT Infrastructure - Data Management

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	6.00
Hourly (FTE)	-

Expenses

511000 - Salaries & Wages		605,958
512000 - Benefits		161,242
519000 - Other Personnel Costs		(15,225)
	510000 - Personnel Services	**751,975**
533000 - Repair & Maintenance Services		253,450
	530000 - Purchased Property Services	**253,450**
542000 - Communication Services		7,950
543000 - Internal Admin Services		400
	540000 - Other Purchased Services	**8,350**
555000 - Office & Related Supplies		36,750
559000 - Other Supplies		300
	550000 - Supplies	**37,050**
	Total Expenses	**1,050,825**

Funding Sources

100-General Fund: Ongoing	Ongoing	739,228
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	311,597
	Funding Source Total	**1,050,825**

Offer 5.4: IT Infrastructure - Client Services

Offer Type: Ongoing

2021: $2,039,905 and 12.50 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the Information Technology Client Services (CS) team that provides service and support to City employees, departments, City Council and external entities. This includes services listed below as well as project work with departments and technology research. CS has a strong customer relationship and is often the face of the IT Department. This is a team of professionals who carry a responsibility for the overall customer experience and perception of technology.

The CS team consists of the CS Manager, two Supervisors, three CS Technicians, three Senior CS Technicians, three Application Analysts, and one Administrator.

Programs and services offered by CS:

- Helpdesk: Focus on providing exceptional service as the initial contact for users in need of IT assistance.
- Desktop Support: 2nd level support for systems and apps provided to users; includes thousands of apps and mobile device support. Often serves as a liaison between users and application owners to resolve problems.
- Systems: Manages enterprise applications and servers including AirWatch Mobile Device Management, CyberArk, the IT asset, SysAid IT ticketing system and desktop patch management.
- Software Compliance: Focuses on City compliance with licensing/user agreements for software. This includes enterprise systems such as Microsoft servers, licensing services for Office 365 and Adobe Acrobat enterprise systems.
- Hardware Services: Purchasing, operating system management, imaging, support, and repair for all City-owned hardware.
- E waste Services: Manages the City’s e waste process.
- Asset management: Supports the asset management system to include application and server management and reporting.
- Adds, Moves, Changes: Supports new employees, office technology moves, personnel changes and management of VPN access setup.
- Training services as needed.
- On Call Services: Provides after hours enterprise IT support 24/7/365.

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

✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

Offer 5.4: IT Infrastructure - Client Services

Offer Type: Ongoing

Additional Information

- Annually over the last four years this team deployed on average 660 computer replacements/new builds as well as reimaged 110 systems. The city's PC replacement cycle is ongoing to support user productivity and cyber security. In 2020, over 200 Police Patrol Laptops are being replaced. This same work will continue in the 2021 BFO season.

- Providing immediate response to cyber events is critical in reducing the impact on the organization. This team participates in providing proactive cyber education as well as ensuring infected PCs are removed from the network immediately, evaluated, reimaged, and redeployed, often in a matter of hours. The team also provides support to other teams when investigating cyber events.

- Ongoing licensing and support for enterprise software packages including Adobe products and Microsoft Office 365. This includes purchasing and management of licensing, management of audits and audit risk, development of installation packages, installation to systems, maintenance, and ongoing support.

- The amount of work that flows through Client Services continues to grow. 2018 saw a 3% growth over 2017. 2019 grew even more with a 5% increase. 2020 is on pace for a 26% increase in the amount of tickets over 2019.

- The 2020 increase in tickets reflects the transition to working from home in response to the COVID-19 pandemic. With this transition, Instead of being able to ask a co-worker for assistance or use a different computer, a ticket is logged with our department. We estimate that the volume of tickets for 2021 will be between the 2019 and 2020 counts.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: This offer meets this objective to leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery through the development of tools that offer employees ease of access to obtaining technical support, provides layers of security and improves visibility and productivity.

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This offer meets the objective to optimize the use of City assets by replacing PCs based on budget availability with those that are faster and more energy efficient, improving productivity and reliability for all employees. For those PCs that are not able to be replaced they will be repaired by the team to provide cost effective efficiency while maintaining the customer experience.

Offer 5.4: IT Infrastructure - Client Services

Offer Type: Ongoing

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: This offer meets this objective through City replacement policies by decreasing the footprint of PCs in the environment. The division purchases Energy Star compliant devices and disposes of retired equipment to vendors that work to reuse and recycle in an environmentally friendly manner. We have been recognized nationwide for five years for our environmental life-cycle of technology equipment.

Improvements & Efficiencies

- In collaboration with purchasing, the CS team has received the nationwide State Electronic Challenge gold award for the five years 2015-2019. The City was recognized for its accomplishments in green purchasing, energy conservation, and responsible recycling of electronic office equipment. We continue to review the processes and look for new ways to reuse our equipment responsibly.

- Implemented process to vet computer usage that has reduced support footprint and financial responsibility by removing over 60 unneeded computers in 2019. These computers are evaluated with departments to ensure they are providing value to the business and removed if unnecessary.

- Instituted processes to upgrade the operating systems of over 160 computers Windows 7 to Windows 10 in 2019. At an average cost of $1,000 each this has saved $160,000 by extending the useful life of these computers. This process also saves IT time in reducing support of the outdated operating system and the City by increasing downtime of users by supplying them with a modern operating system.

- Client Services has expanded and improved training offerings. On-Demand options include Brainstorm, CityTech, and various video presentations. Scheduled classes have been held regularly for IT New Employee Orientation and in response to demand for Teams, Zoom, and various other tools.

- While email and the Microsoft Office suite on Office 365 has been used for quite some time, the team has been instrumental in expanding usage of the tools included with our license. The tool that has seen the largest increase in usage is Microsoft Teams. The use has expanded to the point where messages on the platform can exceed 15,000 per day reducing email overhead and speeding communications.

- Continue work streamlining the production process and security level on the PCs, as well as City owned and employee owned mobile devices through the use of tools and policies eliminating opportunities for outside security threats. AirWatch Mobile Device Management shows 2,034 devices enrolled, of those 1,243 are City-owned (435 are CS supported iPads), the remainder belong to employees.

Offer 5.4: IT Infrastructure - Client Services

Offer Type: Ongoing

- Continue reduction of total cost of ownership on City computers by eliminating lost productivity due to hardware failure, poor performance, and virus/malware infections that happen on older, less secure systems. Security has increased the last two years through the progression from Windows 7 to Windows 10,the City standard.

- Expand and continue partnership with teams within IT to increase cyber security awareness through training tools such as NINJIO and PhishMe campaigns. Directly involved in the mandatory NINJIO account disabling process with the goal of improving cybersecurity education Citywide.

Performance Metrics

- SAFE 92. Effectiveness of Cybersecurity Awareness Training
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=550176.html

Performance Measure Reason: Client Services provides cybersecurtiy awareness and training materials along with training enforcement that couples along with the Cybersecurity classes and enrichment.

- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Performance Measure Reason: Client services are the "face" of IT having the most interaction with our internal customers. The Internal Service Survey is direct reflection of the teams efforts to service and provide world class technical support to the City employees.

Personnel Changes

- Conversion of 0.5 FTE position to salaried 1.0 FTE.

Differences from Prior Budget Cycles

- Adobe software purchasing is now centralized in IT Client Services where all departments should have reduced their software costs going forward as IT has eliminated a no value task of annual chargebacks of individual licenses.

- Managed Print Services was brought in from IT Administration offer and DocuSign enterprise subscription was moved from IT Applications offer to Client Services.

- All conference and training dollars have been removed from each IT division and consolidated into the IT Administration offer.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer 5.4: IT Infrastructure - Client Services

Offer Type: Ongoing

Offer Profile

Offer Owner: Kschroeder

Lead Department: Information Technology

5.4: IT Infrastructure - Client Services

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	12.50
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		890,693
512000 - Benefits		272,951
519000 - Other Personnel Costs		(23,175)
	510000 - Personnel Services	**1,140,469**
521000 - Professional & Technical		21,000
	520000 - Purchased Prof & Tech Services	**21,000**
533000 - Repair & Maintenance Services		813,100
	530000 - Purchased Property Services	**813,100**
542000 - Communication Services		14,500
543000 - Internal Admin Services		936
544000 - Employee Travel		300
549000 - Other Purchased Services		300
	540000 - Other Purchased Services	**16,036**
555000 - Office & Related Supplies		47,900
559000 - Other Supplies		1,400
	550000 - Supplies	**49,300**
	Total Expenses	**2,039,905**

Funding Sources

100-General Fund: Ongoing	Ongoing	1,406,718
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	633,187
	Funding Source Total	**2,039,905**

Offer 5.5: IT Infrastructure - Asset Equipment Replacement

Offer Type: Ongoing

2021: $1,366,925 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds ongoing infrastructure replacements that are unique in both nature and scale. The equipment funded in this offer supports the entire City Network, Client Services, Data Management, and Voice operations with critical infrastructure that represents the backbone of the IT operations for both internal or front facing operations.

PC and Laptop Replacements: Based on the City’s PC replacement cycle, this offer will fund the replacement of approximately 405 laptops and desktops in 2021 across the organization.

This offer also funds the replacement of a large number of phones, network/voice switches, firewalls, and professional services to guide the implementation of architecture changes and technical transition. Funds in this offer also protect against single point of failure giving the City a higher level of service availability, mitigate cybersecurity risks, support necessary server maintenance and patches, and provides for technological transition in support of the City’s ongoing business needs.

This offer covers replacement costs of Data Management assets that constitute the City's private cloud. This includes server blades, chassis, storage devices that contain more than 750 terabytes of space, virtual servers and other data storage that is replaced via a life cycle replacement plan approved by the IT Steering Committee.

Lastly, the City has experienced a significant increase in the number of devices that require an IP address. These include phones, devices on the smart grid, multiple endpoint devices (desktops, laptops, tablets), and other devices   sometimes referred to as the internet of things (IOT)   like light bulbs or cameras. As a result, there is an increased cost to support the IP address management solution due to the increase in the number of requests to connect IOT devices.

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

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

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

Offer 5.5: IT Infrastructure - Asset Equipment Replacement

Offer Type: Ongoing

- IT asset team manages nearly 400 servers using less hardware than in previous years: about 80% of our servers are now running on a virtual platform, which allows multiple servers to share hardware resources. Virtualization allows us to use less power and require less cooling in line with the City's Climate Action Plan.
- The team maximizes the benefit to the City of hardware that is procured. In specifying and purchasing physical server replacements, whether they are blade or stand-alone, we ascertain the business requirements and match the replacement to the need. Updated blade technology ensures the VMware environment implemented supports deployment of the maximum number of virtual servers per blade.
- This offer represents a consistent effort to pursue more efficient and cost-saving systems integration into the City enterprise network while maintaining good stewardship and a continuing return on investment in support of the Fort Collins Community.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Replacing older PCs, servers, switches, and storage assets with new ones will result in an IT infrastructure that runs faster and is more energy efficient thus improving productivity and reliability for the employees that are serving the City daily operations. Because these IT assets are continuously updated, we are better able to configure them for greater security and ease of use.

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.: Keeping firewall, the Virtual Private Network (VPN), IP address management and Active Directory services current and aligned to the City's growing user and device population is core to the City's cyber security infrastructure. In addition, the Call Manager upgrade, required in 2019, enhances functionality by using advances in how the infrastructure monitors and responds with automated fail-over.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: IT regularly partners with vendors to plan for and replace out-of-support devices with technology that enables greater productivity for end-users. These upgrades can enable 10Gbps network capacity to more City facilities, depending on business need. The IT team continually surveys the technology landscape and implements architectures and tools enabling us to provide world class service.

Improvements & Efficiencies

Offer 5.5: IT Infrastructure - Asset Equipment Replacement

Offer Type: Ongoing

- In an effort to maximize PC warranties and lessen PC inventory in-house, the Client Services team created a monthly purchasing schedule that is based on a 30-day inventory of need/replacement. This did not negatively impact economies of scale or shipping costs since the City procures its PCs under a contract.

- IT practices environmentally friendly disposal of retired computer assets using a certified vendor providing verifiable disposal. The City has achieved Gold status with the State Electronics Challenge for their management of hardware including purchasing and recycling.

- The team takes advantage of economies of scale when considering life-cycle asset replacements for servers and storage. This enables us to meet life-cycle replacement schedules at a lower costs by consolidating orders and receiving additional discounts.

Performance Metrics

- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Performance Measure Reason: Proper asset management, procurement, and planning ensures that employees have the necessary tools to perform their jobs behind a reliable infrastructure to support their data management, network, and computing demands.

- HPG 27. Server availability (supporting 495 servers)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91416.html

Performance Measure Reason: Collaborative architecture and lifecycle replacement planning for almost 500 of the City's servers provides the 24/7 coverage needed for the City's round the clock operations and systems with minimal downtime.

Personnel Changes

- Moved one Senior Technician FTE from this offer to Client Services offer.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer 5.5: IT Infrastructure - Asset Equipment Replacement

Offer Type: Ongoing

Offer Owner: CHMartinez

Lead Department: Information Technology

5.5: IT Infrastructure - Asset Equipment Replacement

Ongoing Programs and Services

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

Expenses

	2021 Projected Budget
521000 - Professional & Technical	7,500
529000 - Other Prof & Tech Services	60,000
520000 - Purchased Prof & Tech Services	**67,500**
533000 - Repair & Maintenance Services	55,000
530000 - Purchased Property Services	**55,000**
555000 - Office & Related Supplies	867,425
550000 - Supplies	**867,425**
565000 - Vehicles & Equipment	377,000
560000 - Capital Outlay	**377,000**
Total Expenses	**1,366,925**

Funding Sources

100-General Fund: Ongoing	Ongoing	690,509
100-General Fund: Prior KFCG 0.60% - Ongoing Revenue	Ongoing Restricted	30,000
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	396,416
603-Data and Communications Fund: Reserves	Reserve	250,000
	Funding Source Total	**1,366,925**

Offer 6.1: IT Administration Services

Offer Type: Ongoing

2021: $854,547 and 5.50 FTE, 0.63 Hourly FTE

Offer Summary

This offer will fund the departmental management and the executive oversight functions for the City's collective Information Technology (IT) programs. This includes IT governance, project portfolio management, financial management, strategic guidance, communications, change management, project management, HR and administrative support for the IT department and its staff.

IT administration staff that support the objectives of this offer include the Chief Information Officer, the IT Applications Operations Manager, the IT Infrastructure Manager, the Business Support III position, one Project Manager and 50% of a Senior Financial Analyst. The staff provides the general oversight, management, strategic plan development/deployment of the Applications, Infrastructure and customer services teams of the IT department, while also supporting the work of all City departments and their staff, as well as the staff of City partners (Poudre River Public Library District, Housing Catalyst, Poudre Fire Authority, and others).

The IT department coordinates the governance of the City's technology portfolio through the use of a number of program and departmental steering committees and core team committees that serve to align business and enterprise priorities and strategies. Executive oversight on major initiatives is accomplished through the implementation of an IT Executive Steering Committee, which is comprised of a majority of the City's Executive Lead Team.

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

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

Additional Information

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

- IT exists within the Information & Employee Service Area (IES), which also includes the HR, CPIO, and Operation Services departments. This offer funds the Financial Analyst that provides the financial analytical support these IES departments. As well, IT works closely with Finance to provide access to this same analyst for special projects and other organizational projects outside of IT and IES.

Offer 6.1: IT Administration Services

Offer Type: Ongoing

- This offer provides financial management and all financial activities associated with the daily operations of the department, as well as all strategic financial planning and infrastructure planning in collaboration with Connexion.

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

- This offer provides resources to facilitate activities within the organization not generally associated with IT. These include Shared Facilitation Services, communications training, and Finance project support for others.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: IT Administration manages the overall delivery and coordination of the City’s 24/7 digital infrastructure, which directly supports community services such as utilities, 911, transit, traffic, development services, community governance and engagement, all public and staff applications, among many others.

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: IT Administration ensures that the technology services to the organization and the community are functional and secure by coordinating and managing the organization’s technology assets, which includes general maintenance, updates, upgrades, strategic realignment, policy development, coordination, and investment.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: IT Administration provides for the oversight of the IT Department, which ensures that the financial, communication, and management of the City’s sophisticated and extensive technology portfolio are strategic and well-managed, providing for an efficient, secure, coordinated, business-aligned, and predictably available delivery of services.

Improvements & Efficiencies

- IT provides and coordinates central technology services for organizations such as Poudre Fire Authority, the library district, housing authority, Museum of Discovery, Downtown Development Authority, Connexion, and others, creating efficiencies and cost savings for all involved.

- Shared services and licensing for services and products such as reporting services, database services, server infrastructure, software licensing, staffing, and equipment purchases create significant efficiencies for the organization.

Offer 6.1: IT Administration Services

Offer Type: Ongoing

- The Administration team was able to implement a mandatory Ninjio viewership that's measured and reported to ensure the stability and education of City staff as it relates to the importance of cybersecurity awareness.

Performance Metrics

- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Performance Measure Reason: IT administration partners with departments across the organization to understand the tools and support needed to meet the day-to-day tasks, projects, and strategic planning required to meet their objectives and deliverables to both internal and external customers.

- SAFE 92. Effectiveness of Cybersecurity Awareness Training
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=550176.html

Performance Measure Reason: The IT management team drives the mandatory Ninjio viewership initiative across the organization. IT Administration provides the communications and customized viewership reporting to the managers of those employees who are deficient in meeting Ninjio viewership goals to promote safe, secure online practices.

Personnel Changes

- The IT Applications Manager and Infrastructure Manager positions are now 100% recognized under this offer vs. allocated across multiple IT business units. The Change Management position has been converted to a Project manager position.

Differences from Prior Budget Cycles

- The IT Applications Manager and Infrastructure Manager positions are now 100% recognized under this offer vs. allocated across multiple IT business units. The Change Management position has been converted to a Project manager position.

- Managed Print Services costs have moved to IT Client Services offer.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: CHMartinez

Lead Department: Information Technology

6.1: IT Administration Services

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	5.50
Hourly (FTE)	0.63

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		573,253
512000 - Benefits		153,201
519000 - Other Personnel Costs		(14,067)
	510000 - Personnel Services	**712,387**
533000 - Repair & Maintenance Services		12,500
	530000 - Purchased Property Services	**12,500**
542000 - Communication Services		5,000
543000 - Internal Admin Services		310
544000 - Employee Travel		105,150
549000 - Other Purchased Services		4,600
	540000 - Other Purchased Services	**115,060**
555000 - Office & Related Supplies		8,000
559000 - Other Supplies		6,600
	550000 - Supplies	**14,600**
	Total Expenses	**854,547**

Funding Sources

100-General Fund: Ongoing	Ongoing	607,995
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	246,552
	Funding Source Total	**854,547**

Offer 6.2: Reduction: IT - Temporary Pause Conference and Training Funding

Offer Type: Reduction

2021: $-20,498 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This reduction offer will reduce the IT Department's overall conference, travel, and training costs for 2021. As the IT is an ever evolving business arena, it is imperative for IT staff be apprised of new technologies, tools, software updates, and best practices in the IT industry. This includes technology advancements in Geographic Information systems, data management proficiencies, infrastructure architecture advances, technology innovation opportunities, web support, asset management, software and license compliance, and advances in cybersecurity awareness and best practices. Limiting the team's capabilities will result slower integrations of new IT advantages, process improvements, cost shift to rely upon vendor support/knowledge, and potential missed value add opportunities.

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

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.

Additional Information

- Not applicable

Scalability and explanation

SCALABLE: The amount in this offer represents about 20% of IT's overall training budget for the department.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: Reduction of training will impact IT's ability to innovate and enhance service delivery by limiting opportunities to learn about up-to-date, integrating continued best practices, and apprised of new technologies that could bring efficiencies.

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.: Limiting training funding will also impact cybersecurity awareness and learning as this critical landscape changes almost daily.

Offer 6.2: Reduction: IT - Temporary Pause Conference and Training Funding

Offer Type: Reduction

Performance Metrics

- Reduction Offer: performance measures not required
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Performance Measure Reason: N/A

Personnel Changes

- None

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- None

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

updated title

Offer Profile

Offer Owner: kwilkins

Lead Department: Information Technology

6.2: Reduction: IT - Temporary Pause Conference and Training Funding

Reductions, Redeploys and Revisions (off year)

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		-
Hourly (FTE)		-
Expenses		
544000 - Employee Travel		(20,498)
	540000 - Other Purchased Services	**(20,498)**
	Total Expenses	**(20,498)**
Funding Sources		
100-General Fund: Ongoing	Ongoing	(14,760)
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	(5,738)
	Funding Source Total	**(20,498)**

Offer 6.3: Reduction: IT Software and Support Services, Tools, and Programs

Offer Type: Reduction

2021: $-111,186 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This reduction offer will eliminate various software, support services, programs and tools budgeted in IT. The options presented in this offer were targeted due to strategic software/support consolidation, limited value added service, timing of renewals, or other factors that would have zero to minimal impact to the organization and internal and external customers.

Reductions of zero to minimal impact include the following:
- $7,000 for Application services that were migrated into ERP services during a consolidation of a vendor contract
- $3,585 under E Gov for support no longer required
- $8,000 for Development Tracking Systems system support no longer required
- $4,000 for Document management developer site support being provided by new provider
- $13,000 for iP Address management where the renewal is due in 2022 via change in renewal terms
- $18,000 for the Event Log and Performance Tool that did not get implemented where other cost effective tools can be sourced

Reductions of limited value added services and support include the following:
- $11,614 for the Network backup connection being provided to City Hall West where the backup is of such small bandwidth and has not been utilized
- $10,000 for various DEX Yellow Page ads located in both Fort Collins and Cheyenne Yellow Pages where communication and advertising via the web, social media, and other online outlets is sufficient
- $10,000 for Brainstorm educational and training program provided to employees to learn various IT tools, but low participation rate and is limited to 250 licenses
- $10,000 for Innotas IT time tracking software for a small group of Utility employees to track time against maintenance/projects
- $8,556 for City Hall West guest WiFi where the City could utilize Connexion services instead

Reductions that could have impact:
- $4,500 SurveyGizmo, City's survey platform, initially thought to be replaceable, but may be more difficult to replace due to some constraints and inflexibilities

Offer 6.3: Reduction: IT Software and Support Services, Tools, and Programs

Offer Type: Reduction

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

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

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

Additional Information

- Reductions that could have impact: $4,500 for SurveyGizmo
- Reductions of limited value-added services and support: $50,170 for City Hall West Guest WiFi, Brainstorm, Innotas, Network Backup, and Yellow Page ads
- Reductions of zero impact services and support: $53,585 for Applications services, E-Gov support, DTS and document management support, iP address management, and Event Log and Performance Tool

Scalability and explanation

There is no scaling for any of these options, however, SurveyGizmo would be the one platform that IT is prioritizing as an option to scale back this reduction.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: IT department utilized data and metrics to effectively target these reductions of specific services, programs, and tools based on utilization, cost effectiveness, and low to zero impact to service and support delivery to the organization.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The options under this reduction offer will have minimal impact to the service levels currently being provided to both City' internal and external customers thus maintaining operational resources that is in line with the level of support delivered currently.

Performance Metrics

- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Offer 6.3: Reduction: IT Software and Support Services, Tools, and Programs

Offer Type: Reduction

Performance Measure Reason: The options under this reduction offer will have minimal impact to the service levels currently being provided to both City' internal and external customers thus maintaining operational resources that is in line with the level of support delivered currently.

Personnel Changes

- None

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- None

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

- Not applicable

Offer Profile

Offer Owner: kwilkins

Lead Department: Information Technology

6.3: Reduction: IT Software and Support Services, Tools, and Programs

Reductions, Redeploys and Revisions (off year)

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		-
Hourly (FTE)		-
Expenses		
521000 - Professional & Technical		(10,000)
	520000 - Purchased Prof & Tech Services	**(10,000)**
533000 - Repair & Maintenance Services		(83,755)
	530000 - Purchased Property Services	**(83,755)**
549000 - Other Purchased Services		(10,000)
	540000 - Other Purchased Services	**(10,000)**
555000 - Office & Related Supplies		(4,500)
559000 - Other Supplies		(2,931)
	550000 - Supplies	**(7,431)**
	Total Expenses	**(111,186)**

Funding Sources

100-General Fund: Ongoing	Ongoing	(67,093)
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	(44,093)
	Funding Source Total	**(111,186)**

Offer 8.1: HR Core Services

Offer Type: Ongoing

2021: $1,995,910 and 15.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer allows Human Resources (HR) to continue to deliver strategic services and programs from “applicant to alumni” and includes talent acquisition and onboarding; employee performance; retention and engagement; coaching and consulting for managers at all levels; employee relations issues; policy development and interpretation, including compliance with all federal, state and local laws; collective bargaining; workforce analytics; competitive and market based compensation programs; technology, including data management and record keeping; and other essential HR Administrative services for the organization, including four Intergovernmental Agreements with other agencies.

These core programs and services:
- Ensure a continuous supply of qualified talent: a pipeline of internal and external candidates with the skills required to achieve the City's plans.
- Enable a high performance workforce: a high achieving competitive and diverse workforce with a clear understanding of how their work impacts performance and who feels recognized for their contribution.
- Strengthen world-class leadership: a strong leadership bench and individuals with the key capabilities to impact the City's current and future performance.
- Support strategic City and service area initiatives: thought leadership and resources to help leaders and teams accomplish stated outcomes.
- Foster safety and well-being: a work environment that is safe, healthy and conscious of long term family and community goals.
- Communicate policies and practices aligned with City values: organizational compliance with employment and labor laws, City directives and labor agreements.
- Drive operational efficiency: systems and services that support organizational effectiveness and organizational capabilities. Time is spent on employee relations, collective bargaining, managing risk and legal liabilities, and leveraging technology to enhance processes and reporting.

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

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

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

Additional Information

Offer 8.1: HR Core Services

Offer Type: Ongoing

- HR provides high quality customer service programs for approximately 2,500 employees representing over 40 departments. HR’s diverse customer base includes City Council, leaders at all levels, employees, employee dependents and retirees, residents, applicants, Poudre River Public Library District, Poudre Fire Authority, MPO, and Downtown Development Authority.

- The City’s integrated, talent management system, FC Career Connect (FC3) enables key organizational HR processes, including recruitment and onboarding, performance management, and talent development. FC3 is the learning management platform for all Citywide training, such as compliance and regulatory.

Links to Further Details:

- http://citynet.fcgov.com/humanresources/
- http://citynet.fcgov.com/humanresources/hr-metric.php
- https://coftc.sharepoint.com/sites/HRConnect

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.: Human Resources develops our leaders through core, transition, and ongoing development programs continuing our momentum to create a consistent, high performing leadership experience for all of our employees.

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.: Human Resources serves as an organizational compass to promote the values-driven culture, whereby the City's workforce performs work that maintains the public trust through ethical behaviors and transparency.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Human Resources drives efficiency and competitive, innovative practices.

Improvements & Efficiencies

- Open positions part 1: In 2019, 15,438 applicants applied for 795 City openings and the new offer-to-acceptance ratio, set at 90% and higher than the competitive benchmark of 80%, was exceeded in seven of the eight quarters and only one quarter was at 87%.

- Open positions part 2: Time-to-fill metrics continued to decrease with the new centralized process established January 2018. Year over Year improvement for time to fill was 102 days to 90 days Classified, 103 to 76 Contractual and 95 to 60 Hourly.

- City conducted its first pay equity study in late 2018 through spring 2019. Analysis by HR and the City's legal counsel determined the City compared favorably to external benchmarks and where we have representation of gender and racial minorities within a job function, we have wage equity. The study highlighted other areas to focus on for equity in hiring and our talent pipeline.

Offer 8.1: HR Core Services

Offer Type: Ongoing

- To impact any potential systemic bias for candidates, we no longer ask for current salary information and Compensation staff consult on all classified and unclassified management new hires (prior to offer) to ensure starting wage equity, and all salary actions include an internal equity review.
- Launched a complete review for all 440+ job descriptions to update them to the new work environment and clarified safety sensitive positions. This work will impact how we attract applicants, promote development and talent mobility within the City and ensure we are compliant with policies at all levels.
- Conducted an attrition analysis to understand the high number of separations not related to retirement. Purchased an attrition module in HR Acuity application to design and implement a consistent exit survey for insights and trends that will drive new strategies for retention. Also allows us to correlate exit data with Core 34 and other analytics.
- The Human Resources electronic files that were stored in SIRE were officially migrated to the new digital record system, Laserfiche, at the end of August 2019. We have been actively working on catching up with our digital file storage and have successfully scanned and indexed close to 10,000 new records into Laserfiche to date.
- We implemented two new applications: Pay Factors, which is allowing us to do our own competitive market analysis for pay ranges & allows easy access for job descriptions, and HR Acuity for all employee relations, investigations and coaching. Developed a new leadership metric using the Core 34 management index to impact the key leadership behaviors that drive employee engagement and contribution.
- Made significant technology improvements to reduce time, increase accuracy and free up capacity for higher value work that has not been addressed. Improvements include benefit file transmission, eliminating manual data entry and overrides each pay period, process improvements to onboarding and terminations, a new Affordable Care Act audit report, and total compensation statements.

Performance Metrics

- HPG 6. City Employee Cumulative Turnover Rate
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=91357.html

Performance Measure Reason: Focusing on who we hire, onboard, develop and promote is essential to retaining a diverse and high performing workforce. HR philosophies, programs and practices created and implemented in partnership with managers are designed so that our people want to stay, as there is a powerful intersection between personal and organizational need.

- HPG 216. Employment Offer Acceptance Rate (includes classified, unclassified management & contractual employees)

Offer 8.1: HR Core Services

Offer Type: Ongoing

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=645452.html

Performance Measure Reason: When we source, interview and select competitive talent, provide a competitive total compensation portfolio, and create and sustain a culture that attracts and retains diverse talent, our ability to meet the community needs now and in the future are enhanced. It also impacts financial stewardship as the known and hidden costs of regrettable turnover is high.

Personnel Changes

- None

Differences from Prior Budget Cycles

- The -$60,000 Allocations Out in HR Core was intended for Talent Development in 2019 so HR Core will be $60,000 over in 2021 and Talent Development will be $60,000 under in 2021.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: RAskeland

Lead Department: Human Resources

8.1: HR Core Services

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	15.00
Hourly (FTE)	-

Expenses

511000 - Salaries & Wages		1,315,560
512000 - Benefits		367,278
519000 - Other Personnel Costs		(33,456)
	510000 - Personnel Services	**1,649,382**
521000 - Professional & Technical		28,200
529000 - Other Prof & Tech Services		13,500
	520000 - Purchased Prof & Tech Services	**41,700**
533000 - Repair & Maintenance Services		219,180
534000 - Rental Services		7,100
	530000 - Purchased Property Services	**226,280**
542000 - Communication Services		12,900
543000 - Internal Admin Services		1,072
544000 - Employee Travel		17,450
549000 - Other Purchased Services		26,300
	540000 - Other Purchased Services	**57,722**
555000 - Office & Related Supplies		12,300
559000 - Other Supplies		8,526
	550000 - Supplies	**20,826**
	Total Expenses	**1,995,910**

Funding Sources

100-General Fund: Ongoing	Ongoing	1,995,910
	Funding Source Total	**1,995,910**

Offer 8.2: Talent Development

Offer Type: Ongoing

2021: $532,834 and 2.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer proposes funding for the City's talent development team and programs, within the Human Resources Department, that support the strategic services and programs utilized by the organization's workforce. These various programs and services:

- Enable a high performance workforce: A high achieving and diverse workforce with a clear understanding of how their work contributes to the community. Examples include the Welcome to the City onboarding program and the continuously updated Employee Essentials curriculum.
- Strengthen world-class leadership: A strong leadership bench of leaders with the key capabilities to impact current and future performance of the City. Examples include the City Council onboarding and development plans, identifying and integrating competencies in all talent management solutions, continuous development of the Management Essentials curriculum, and implementation of two key enterprise programs: Managing at the City for new managers and Leading at the City to deepen leadership capabilities.
- Support strategic City and service area initiatives: Thought leadership and resources to help leaders and teams accomplish stated outcomes. Examples include programs for Equity & inclusion, ethics, performance excellence/process improvement, customer service initiative, and support for Employee Resource Groups.
- Communicate and institutionalize policies and practices aligned with our values: Organizational compliance with employment and labor laws and City directives.
- Drive operational efficiency and effectiveness: Optimize technology, FC Career Connect, to deliver intelligent, intuitive and on demand training and development opportunities.

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

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

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

Additional Information

- The City's unified talent management system, FC Career Connect, supports and integrates key organizational talent development processes, including onboarding, performance management, learning and skill development.

- Talent Development provides on demand, high quality development programs and services for the entire workforce from the first day to the last day on the job. The customer base includes City Council, executive leaders, managers, employees, Poudre River Public Library District, and Poudre Fire Authority.

Links to Further Details:

Offer 8.2: Talent Development

Offer Type: Ongoing

- http://citynet.fcgov.com/humanresources/
- http://citynet.fcgov.com/humanresources/hr-metric.php
- https://coftc.sharepoint.com/sites/HRConnect

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.: Talent Development focuses on developing our workforce through core leadership, transition, and ongoing development programs. This continues our momentum to sustain, serve and support a workforce that is agile, innovative and able to meet community needs.

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.: Talent Development plays a critical role for the workforce, promoting the values driven culture, developing and supporting the workforce to perform work that maintains the public trust by demonstrating ethical behaviors and transparency.

Improvements & Efficiencies

- Redesigned Leading at the City, the leadership development program for all leaders, to be offered virtually, which will increase participation by 50% while continuing our strategic commitment of strengthening leaders and our bench strength for key positions and interim assignments. Current target penetration is 45.8%.

- Created and launched virtual programming for Managing at the City, a managerial development program for new managers, which will increase participation 50%. This program continues Human Resources' strategic objective to develop managers during a pivotal transition - becoming a manager or newly hired into the City's managerial culture. Current target penetration is 66.2%.

- For 2019, new hire orientation, Welcome to the City, acclimated over 350 hourly, contractual, classified and unclassified management employees to the City's culture, offering a bi monthly, consistent experience for all employees. In 2020, the program was redesigned and implemented virtually. Current target penetration is 100%.

- The talent development management system, FC CareerConnect, has been utilized more effectively to provide virtual training on-demand for 24/7 access for all employees. Efforts are underway to leverage and interface with other technologies to serve our workforce.

Performance Metrics

- HPG 218. Engagement Survey Top Quartile Leaders
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=645809.html

Offer 8.2: Talent Development

Offer Type: Ongoing

Performance Measure Reason: This is an annual metric and the target is 50% of our leaders score in the top quartile of the M Index. Since the Core 34 survey was not implemented in 2020 due to cost savings measures, results for 2019 are shown. Talent Development will determine if the redesign of the 2021 pulse survey can be utilized to evaluate the quality of leadership effectiveness.

Personnel Changes

- The Talent Development Specialist position was restored in 2019 through the City Manager exception process.

Differences from Prior Budget Cycles

- All programs have been designed for a virtual learning environment to accommodate training and development while working remotely.
- The -$60,000 Allocations Out in HR Core was intended for Talent Development in 2019 so HR Core will be $60,000 over in 2021 and Talent Development will be $60,000 under in 2021.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: DKemp

Lead Department: Human Resources

8.2: Talent Development

Ongoing Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		2.00
Hourly (FTE)		-
Expenses		
511000 - Salaries & Wages		163,081
512000 - Benefits		46,959
519000 - Other Personnel Costs		(4,201)
	510000 - Personnel Services	**205,839**
521000 - Professional & Technical		303,467
529000 - Other Prof & Tech Services		2,000
	520000 - Purchased Prof & Tech Services	**305,467**
534000 - Rental Services		7,290
	530000 - Purchased Property Services	**7,290**
542000 - Communication Services		1,860
544000 - Employee Travel		5,050
549000 - Other Purchased Services		1,378
	540000 - Other Purchased Services	**8,288**
555000 - Office & Related Supplies		500
559000 - Other Supplies		5,450
	550000 - Supplies	**5,950**
	Total Expenses	**532,834**

Funding Sources		
100-General Fund: Ongoing	Ongoing	532,834
	Funding Source Total	**532,834**

Offer 8.3: Volunteer Services Program

Offer Type: Ongoing

2021: $197,496 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the City's Volunteer Services Program   FC Volunteer. Volunteers provide a significant resource to the City while co creating community engagement; 10,708 volunteers contributed 152,002 hours in 2019, equivalent to roughly 73 full time positions. Volunteers impact the entire organization by supporting a high performing workforce which in turn serves the community and increases public engagement.

FC Volunteer establishes an annual plan with strategic annual objectives to guide and prioritize initiatives and efforts. Marketing campaigns highlight volunteers' stories and encourage others to volunteer. Branding the program ensures consistent messaging and communication across the City and in the community. National Volunteer Week and the Volunteer Picnic exude gratitude and appreciation, while continuing education builds capacity and capabilities for both volunteers and volunteer coordinators.

Engage is the Volunteer Management System utilized by volunteers and volunteer coordinators to handle all events, registrations, waivers, applications, scheduling, feedback, training, and reporting. The Volunteer Program Manager is accountable for database administration and technical support.

The FC Volunteer program is a centralized service hub for both community members and City departments to contact regarding placements, background checks, metrics, database support, policies, legal/risk management, consultation, etc. It is a resource for developing new programs, improving existing programs, and inter agency collaboration.

In December of 2019, the City of Fort Collins   FC Volunteer became the third municipality in the country to receive the Service Enterprise Certification (SEI). This national standard of excellence program is grounded in rigorous research and designed to strengthen organizational capabilities to leverage volunteers more effectively to address community needs.

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

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

Additional Information

- In the past, all of Volunteer Services was funded by KFCG. It is important to understand the return on this valuable investment. During the Service Enterprise application, we calculated the Return on Volunteer Investment (ROVI) is $7.97 for every dollar invested. The ROVI is true across the entire organization.

Offer 8.3: Volunteer Services Program

Offer Type: Ongoing

- Squarei Technologies is the contractor for Engage, the Volunteer Management database utilized by the FC Volunteer Program manager and Citywide volunteer coordinators to administer the background check process, in conjunction with Sterling   a global leader in background and identity check services   on all volunteers who apply to the City of Fort Collins.

- Engage has an embedded Learning Management component allowing onboarding and numerous courses and materials to be posted and assigned, ensuring volunteers attend designated courses before their volunteer position begins. This guarantees volunteers have a consistent experience acclimating into the City's culture and are cognizant of the City's safety, security, and inclusive and ethical practices.

- An increasing number of municipalities contact the FC Volunteer program for information, data, and program consultation as more organizations realize the triple bottom line advantages of leveraging volunteers. Research indicates no other city has a robust, citywide volunteer program such as Fort Collins.

- Volunteers are identified in the Workforce category, Category 5, in the Malcolm Baldrige framework. The 2017 Feedback Report revealed that an enterprise wide approach and additional resources toward volunteers demonstrates our commitment to the community.

Links to Further Details:

- https://www.fcgov.com/volunteer/
- https://engage.fcgov.com/
- https://www.fcgov.com/volunteer/files/17-4955-volunteer-stats.pdf?1590174990

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.: The City relies heavily on a dedicated group of volunteers to assist the workforce in delivering world-class services. Volunteers are also an important talent pipeline to City employment.

Improvements & Efficiencies

- Operations, maintenance and technical support of Engage, the Citywide volunteer database, prevents the time intensive updating of multiple data spreadsheets from volunteer coordinators across the organization, reduces paper copies of forms, ensures compliance to policies and procedures, and tracks consistent learning and development programs.

- City programs that do not leverage volunteers, utilize Engage for multiple purposes such as promoting community events, coordinating events, tracking public registrations, offering training and development courses, hosting employee engagement programs, evaluating events and programs and reporting data.

Offer 8.3: Volunteer Services Program

Offer Type: Ongoing

- A volunteer workforce of 10,000+ serves as community ambassadors, volunteering to co-create a community that community members care about while endorsing City programs and initiatives. Research shows that engaging residents in volunteer service leads to greater civic engagement, increased resiliency, and more inclusive communities.

- Volunteer hours in 2019 are equivalent to 73 full time positions. If every volunteer hour is worth the Colorado standard set by Independent Sector, the economic impact to the community would be valued at $3.95 million.

- Volunteer Recognition has become uniform across the organization and volunteers have equitable and consistent experiences, illustrating the City's commitment to the mission, values, culture while highlighting the City's brand.

- An enterprise wide approach to enhance volunteerism in the organization depends upon Volunteer Managers. Convening a Core Team monthly encapsulates business strategies, best practices, program outcomes and organizational metrics. The program provides a platform for collaboration and teamwork with the goal of building and sustaining a strong volunteer workforce.

- Recruitment campaigns and events promote and encourage more people, from youth to seniors, to volunteer for the City, which ultimately impacts our community.

- Volunteer onboarding, training and development opportunities enhance the impact of volunteers' work and introduce volunteers to the vision, mission, and values of the City, as well as the City's culture of safety, security, ethics and inclusion.

- Development opportunities for Volunteer Managers help build personal, managerial and leadership capabilities that increase their effectiveness and abilities to help others be more successful.

- Utilizing unpaid interns has provided additional capacity to the FC Volunteer Program, which serves to support 23 departments that rely on volunteers. This work experience also provides valuable networking and career opportunities to CSU graduates.

Performance Metrics

- HPG 24. Number of Citywide Volunteer Hours
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=362220.html

Performance Measure Reason: VSP tracks and reports volunteer hours annually and supports staff in collection methods. VSP has added outreach events and several citywide volunteer programs that will increase volunteer hours. New audiences include youth and employee alumni. Volunteer hours annual exceed that of 73 FTE.

- HPG 25. Number of Citywide Volunteers
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=362223.html

Offer 8.3: Volunteer Services Program

Offer Type: Ongoing

Performance Measure Reason: VSP conducts monthly outreach events to recruit volunteers. VSP has also worked to add several new programs that will attract a new generation of volunteers. VSP also supports department staff in their marketing and recruitment efforts. The number of volunteers has increased steadily with a 4% increase in 2019.

Personnel Changes

- No changes

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: sschafer

Lead Department: Human Resources

8.3: Volunteer Services Program

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	1.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		77,813
512000 - Benefits		22,422
519000 - Other Personnel Costs		(2,005)
	510000 - Personnel Services	**98,230**
521000 - Professional & Technical		26,000
	520000 - Purchased Prof & Tech Services	**26,000**
533000 - Repair & Maintenance Services		31,800
534000 - Rental Services		100
	530000 - Purchased Property Services	**31,900**
542000 - Communication Services		1,210
543000 - Internal Admin Services		75
544000 - Employee Travel		2,100
549000 - Other Purchased Services		11,210
	540000 - Other Purchased Services	**14,595**
555000 - Office & Related Supplies		350
556000 - Health & Safety Supplies		1,000
559000 - Other Supplies		25,421
	550000 - Supplies	**26,771**
	Total Expenses	**197,496**

Funding Sources

100-General Fund: Ongoing	Ongoing	-
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue	Ongoing Restricted	197,496
	Funding Source Total	**197,496**

Offer 8.4: Wellness

Offer Type: Ongoing

2021: $333,124 and 2.00 FTE, 0.10 Hourly FTE

Offer Summary

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

Services and programs funded by this offer:

- Managing, maintaining and equipping 6 exercise rooms across the City
- Providing on site flu shot clinics
- Providing on site health screening events
- Administrating the annual 11 month-long Well Days Incentive Program
- Offering 3 4 mini incentive programs annually
- Incentives to participate in programs, typically $25 $100 Downtown Business Association gift cards
- Providing ergonomic services
- Conducting fitness assessments
- Providing personalized exercise programming
- Coordinating various personal enrichment classes and educational opportunities in the areas of stress management, nutrition, group exercise, mindfulness, financial wellness, weight management, emotional health and more
- Subsidizing discounted Recreation passes
- Subsidizing Recreation fitness classes
- Providing guidance and wellness coaching
- Annual Health Fair
- Annual Fun Run/Walk
- Support to work groups in addressing wellness needs
- Coordinating on site blood drives and mammography events

The holistic approach and robust offerings of the Wellness Program ensure all employees have the opportunity to focus on their own well being and help to create an organizational culture where all employees are valued. It is a competitive differentiator to attract and retain talent.

Offer 8.4: Wellness

Offer Type: Ongoing

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

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

- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

Additional Information

- This offer supports and aligns with the City goals outlined in the Municipal Sustainability and Adaptation Plan:
  Goal 6 - We Are A World Class Workplace - The City is a high performing and resilient organization that has a culture of sustainability
  Objective 6.1 The City adopts policies that support and foster healthy and engaged employees
  6.1.2 Support and foster life balance for all employees

- City employees recognize the Employee Wellness Program as one of their most valued benefits. Engagement in the program continues to grow and have a positive effect on employee health and well-being.

Links to Further Details:

- 2019 Municipal Sustainability and Adaptation Plan: https://citynet.fcgov.com/sustainability/files/2019MSAP.pdf - Goal 6, page 32
- 2017 Malcolm Baldridge National Quality Award Application: https://citynet.fcgov.com/cmo/files/2017BaldrigeApplication.pdf - Section 5.1b(1)

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.: As an employer of choice and industry leader, we educate and engage employees and their families in their health, financial wellness and overall well being as a component of the City’s Total Rewards strategy.

- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: The Wellness Program offers initiatives that focus on employee health and wellness creating a safe environment for employees to focus on their personal safety and well being, in turn reducing health risk factors and risk of injury.

Improvements & Efficiencies

- Streamlining of communications with health fair vendors. By utilizing online tools to better manage data collected from vendors, miscommunications were reduced, and time spent managing 100+ vendors was significantly reduced.

Offer 8.4: Wellness

Offer Type: Ongoing

- Added a follow-up to Welcome to the City. Rather than trying to engage new employees one by one we started a process of sending a follow-up email one week after attending WTTC offering some specific steps to engage in Wellness Programs. We are seeing more early interaction with new employees and one positive result has been a 3% increase in Well Days participation.

- With a request and an identified need to have a presence and targeted programming in Police Services our Wellness Program Coordinator is dedicating one day per week, on-site when possible, to be available to Police Services employees and to help identify programming needs for that population. The launching of the CORDICO Wellness App for first responders is one remarkable outcome to date.

Performance Metrics

- HPG 46. Average number of Well Days earned per participant
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=91366.html

Performance Measure Reason: Employee engagement level in the Well Days program is measured by the number of Well Days earned per person and indicates whether or not the programs being offered are meeting the needs of employees so that they can focus on their own well-being.

- HPG 47. Percent of employees who enroll in the program and complete the pre-program survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=91367.html

Performance Measure Reason: With over 70% of employees participating the program is poised to have an even greater impact on the health and wellness of our employee population. We continue to see a greater number of employees with higher health risk factors engaging and taking action towards healthier lifestyles.

Personnel Changes

- No changes

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: LySanchez

Lead Department: Human Resources

8.4: Wellness

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	2.00
Hourly (FTE)	0.10

Expenses

	2021 Projected Budget
511000 - Salaries & Wages	148,752
512000 - Benefits	44,625
519000 - Other Personnel Costs	(3,816)
510000 - Personnel Services	**189,561**
521000 - Professional & Technical	26,000
520000 - Purchased Prof & Tech Services	**26,000**
533000 - Repair & Maintenance Services	1,360
530000 - Purchased Property Services	**1,360**
542000 - Communication Services	2,660
543000 - Internal Admin Services	93,918
544000 - Employee Travel	5,275
549000 - Other Purchased Services	1,250
540000 - Other Purchased Services	**103,103**
555000 - Office & Related Supplies	150
556000 - Health & Safety Supplies	5,500
559000 - Other Supplies	7,450
550000 - Supplies	**13,100**
Total Expenses	**333,124**

Funding Sources

604-Benefits Fund: Ongoing Revenue	Ongoing Restricted	333,124
	Funding Source Total	**333,124**

Offer 8.5: City Benefits and Retirement Administration

Offer Type: Ongoing

2021: $35,996,457 and 6.50 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide a comprehensive array of health and welfare benefits, which are critical to attract and retain top employee talent. The health and welfare benefits, and the administration of these benefits, are available to employees and family members as part of the City's Total Rewards strategy. The Benefits Program provides employees a well balanced and market based choice of insurance plans: medical, dental, vision, life, accidental death, short- and long-term disability, flexible spending accounts, health savings accounts, emergency daycare, voluntary benefits (e.g., accident coverage), employee assistance program, and retirement plans. Additionally, this offer includes funding for the on site health clinic (CityCare).

CityCare   The Employee Health & Wellness Center provides convenient, high quality care for members of the City's medical plan in the areas of preventative, primary, acute and urgent care; annual examinations/screenings; immunizations; prescription drugs; disease management services; coaching and counseling.

The Benefits team aligns and integrates data to support the Wellness Team to engage, educate and inform our employees and family members on preventive health along with other chronic and disease care programs.

In addition, the City attracts and retains exceptional talent by offering meaningful, competitive benefits as part of our overall culture of well-being. As an employer of choice and industry leader, we educate and engage employees and their families in their health and financial wellness as a component of the City’s Total Rewards strategy. HR and Benefits collaborate with colleagues, City Council, and strategic partners to continually evaluate and improve employee benefits while responsibly stewarding City resources.

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

✓HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.

Additional Information

Offer 8.5: City Benefits and Retirement Administration

Offer Type: Ongoing

- The Benefits team is accountable for four other affiliated governmental entities' health and welfare benefits including PFA, Poudre Library, North Front Range Metropolitan Planning Organization and Downtown Development Authority. Poudre Fire Authority takes considerable time as they have a collective bargaining unit.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.: As an employer of choice and industry leader, we educate and engage employees and their families in their health, financial wellness and overall well being as a component of the City's Total Rewards strategy.

- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: Benefits and Wellness Programs offer initiatives that focus on employee health and wellness, creating a safe environment for employees to focus on their personal safety and well being, in turn reducing health risk factors and risk of injury

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: We continually partner, communicate and lead with our public and private employers, consultants and brokers, healthcare leaders and our leadership team to identify market trends, economic indicators, community health and the overall well-being of our population to provide best-in-class benefits while being a good steward of financial resources.

Improvements & Efficiencies

- 2018 claims utilization was the highest it has ever been. To mitigate the cost, a second plan was created, high deductible health plan (HDHP) with a Health Savings Account (HSA). Having this plan in place shifted some of the risk and provided savings to the overall budget. In addition, this provided employees and their families choice and assisted with attracting and retaining our talent.

- To increase participation in the HSA and to avoid or minimize adverse selection, the City contributed to the HSA $700 for single coverage and $1,400 for family coverage. Enrollment is roughly 15%.

- Continued successful partnership with the City's Benefit consultant by reviewing plan data, budgetary stewardship, innovation, community partnerships (UCHealth and Banner), and building programs that drive engagement and qualify care for all.

Offer 8.5: City Benefits and Retirement Administration

Offer Type: Ongoing

- Aligning benefits, wellness and our onsite clinic (CityCare). Moving toward an integrated care model by shifting care through the clinic and providing engagement tools via wellness. Overall, the health plan's experience is trending less (4%) than the national average (8% 10%). More work is to be done this space and we look into an integrated care model.

- For 2020, the stop loss threshold was increased to $250K from $225K. With this increase, along with a plan design feature and rebidding services, Benefits team was able to reduce the current annual 40%+ increase each plan year. These savings will be applied over the next two years, which includes the reduced costs for City funded Basic Life Insurance premiums.

- Benefits added MINES and Associates (EAP) and WorkLife Partnership (Navigator Service). By adding these two providers, we are able to customize our program to meet the emotional, financial and overall well-being of our employees and their families. Additional services include utility assistance, finding childcare, support with transportation, affordable housing and more.

- The team made significant improvements to the retirement plan. Reduced overall cost for employees and the employer by moving to an open architecture, which allows us to choose funds that are performing well within their asset class as well as reducing our plan fund lineup to 21, thus giving employees better options.

- Conducted an RFP for a new retirement recordkeeper per a competitive analysis. A new recordkeeper was chosen in 2019, which will better align with our demographic and organization, and provide increased education and engagement programs (high tech, high touch), interactive web and mobile platforms, an on-site retirement specialist, lower cost and a high investment into technology & cybersecurity.

- HUB was selected in 2016 and one key reason was the power of their analytics; this coupled with the City's benefits expertise in Human Resources and the partnership with a strong financial analyst has enabled us to now have a comprehensive view of what is happening in our claims experience to make strategic choices allowing us to provide a competitive portfolio and be good financial stewards.

Performance Metrics

- HPG 233. Benefit Spend
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=867336.html

Performance Measure Reason: Our goal is to provide competitive high quality offerings at an affordable cost. This metric allows us to measure good financial stewardship of the City's overall budget.

Personnel Changes

- Personal changes include, re-purposing Benefits Analyst position to a Senior Benefits Coordinator. This provided salary savings.

Offer 8.5: City Benefits and Retirement Administration

Offer Type: Ongoing

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: JGarbiso

Lead Department: Human Resources

8.5: City Benefits and Retirement Administration

Ongoing Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		6.50
Hourly (FTE)		-

Expenses

511000 - Salaries & Wages		532,784
512000 - Benefits		411,676
519000 - Other Personnel Costs		66,283
	510000 - Personnel Services	**1,010,743**
521000 - Professional & Technical		1,123,437
529000 - Other Prof & Tech Services		2,500
	520000 - Purchased Prof & Tech Services	**1,125,937**
531000 - Utility Services		1,500
534000 - Rental Services		5,500
	530000 - Purchased Property Services	**7,000**
541000 - Insurance		33,832,602
542000 - Communication Services		6,500
543000 - Internal Admin Services		1,575
544000 - Employee Travel		6,250
549000 - Other Purchased Services		2,400
	540000 - Other Purchased Services	**33,849,327**
555000 - Office & Related Supplies		2,700
559000 - Other Supplies		750
	550000 - Supplies	**3,450**
	Total Expenses	**35,996,457**

Funding Sources

604-Benefits Fund: Ongoing Revenue	Ongoing Restricted	34,903,281
604-Benefits Fund: Reserves	Reserve	1,093,176
	Funding Source Total	**35,996,457**

Offer 8.7: Reduction: HR - Temporary Pause Leadership Development, Crucial Conversations, and Other Developmental Courses and Programs

Offer Type: Reduction

2021: $-170,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This reduction offer proposes to reduce $170,000 from Talent Development. Leveraging $135,000 for minimum viable programs will enable Talent Development to support the primary strategic services and programs utilized by the organization's workforce. Minimum viable programs include:

- $80,000 for virtual or live Managing @ the City sessions implemented quarterly for newly hired/promoted managers in each session.
- $8,000 for 26 live Welcome to the City sessions for approximately 6 45 newly hired/returning employees in each session.
- $10,000 to develop materials that impact organizational performance such as Employee Essentials and Manager Essentials, identifying and integrating our leadership competencies into our talent management solutions, and maximizing KornFerry's competency architecture with our organization's learning ecologies to optimize key leadership behaviors.
- $30,000 to focus on leadership development for all levels of leaders in the organization from City Council to front-line leaders for the purpose of sustaining the development of a strong leadership bench and individuals with key capabilities to impact the current and future performance of the City.
- $7,000 to provide support for the four Employee Resource Groups: Women's Focus, LGBQTIA+, Single Parents, and ENCORE.

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

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

Additional Information

- Depending upon available funding and interest, additional programs could be scalable at the estimated funding amounts:
  $75,000 for 1, virtual, Leading @ the City for approximately 45-50 leaders.
  $19,000 for 1, virtual or live, Crucial Conversations course plus toolkits for 30 employees.
  $12,000 for 1, virtual or live, Crucial Accountability course plus toolkits for 30 employees.

Scalability and explanation

The elimination of Leading @ the City, Crucial Conversations, Crucial Accountability equals $170,000 in this budget reduction offer. Leveraging our virtual learning platforms, Leading @ the City could be offered for $55,000. Both Crucial Conversations and Crucial Accountability cost the same whether taught virtually or in the classroom.

Links to Further Details:

- Not applicable

Offer 8.7: Reduction: HR - Temporary Pause Leadership Development, Crucial Conversations, and Other Developmental Courses and Programs

Offer Type: Reduction

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.: Talent Development focuses on developing our workforce through core leadership, transition, and ongoing development programs. This continues our momentum to sustain, serve and support a workforce that's agile, innovative and able to meet the community's needs.

Performance Metrics

- HPG 218. Engagement Survey Top Quartile Leaders
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=645809.html

Performance Measure Reason: Managing @ the City is designed to build and enhance managerial capabilities for newly hired/promoted managers. Currently 66% of the target audience has attended Managing @ the City. The goal of the program is to meet the organization's demands for focused, aligned and consistent manager competencies across the organization. The affect on the measure is continue to rank above the 75th percentile.

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

updated title

Offer Profile

Offer Owner: DKemp

Lead Department: Human Resources

8.7: Reduction: HR - Temporary Pause Leadership Development, Crucial Conversations, and Other Developmental Courses and Programs

Reductions, Redeploys and Revisions (off year)

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		-
Hourly (FTE)		-
Expenses		
521000 - Professional & Technical		(170,000)
	520000 - Purchased Prof & Tech Services	**(170,000)**
	Total Expenses	**(170,000)**
Funding Sources		
100-General Fund: Ongoing	Ongoing	(170,000)
	Funding Source Total	**(170,000)**

Offer 8.9: Reduction: HR - CityCare Onsite Medical and Health Facility

Offer Type: Reduction

2021: $-800,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer would close the on-site services and care provided by the CityCare facility to City employees and their family members saving the City approximately $800,000 annually. Since the clinic's inception in 2015, CityCare provides employees and their families, who are enrolled in the City's medical plan, on-site care for a wide variety of common illnesses such as sore throats, headaches, skin problems, infections, sprains and strains, blood draws, and prescriptions. Services that would cease include lab work, medical dispensing, health assessments and coaching. This includes educational sessions provided by CityCare throughout the city and visiting departments like Police and Parks.

Over the past 5 years the clinic has developed many relationships and earned the trust of our population seeing up to 50% of our population. The facility has provided numerous benefits and services which aligns and partners with our award-winning wellness program. This is specific to our annual blood draws, health risk assessments and points program which gives employees the opportunity to earn up to 24 hours of vacation per year. The engagement and satisfaction is very high. The Clinic provides cost savings under the medical plan via redirected care (services that would have otherwise been charged under the medical plan by an outside provider), contributes to the reduction in our annual medical trend at 4% (national benchmark for public employers 8%-10%) and provides short- and long-term risk mitigation which could prevent high dollars claims.

Although redirected care is only one identifier of cost reduction, it does illustrate a hard dollar cost. From 2015 to 2018, the City and members saved $1.3M in medical claims with the cost of the clinic equaling $2.8M; thus the clinic does not provide $1 for $1 ROI. However, there are other factors that contribute to the overall savings of the plan and the value on the investment is high with participant engagement and satisfaction.

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

✓ HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

Additional Information

- It is possible the City could have other opportunities to provide similar care via an integrated care model with local providers and at lower price point, and still manage our population. It is uncertain if other local providers could be on site and there would have to be program incentives, alignment, and communication to re-engage and help employees build new relationships.

Offer 8.9: Reduction: HR - CityCare Onsite Medical and Health Facility

Offer Type: Reduction

- The overall impact of not having an on site clinic includes the following:
  - Employee and family member dissatisfaction
  - Potential increase to medical claim spend
  - Decrease in engagement (chronic management programs)
  - Culture shift (trust)
  - Coordination of Care (some employees use CityCare for all primary services)

Scalability and explanation

As this is an annual contract, the earliest for potential termination is 1/1/21, given a 90 day notice.
If CityCare were to be removed, we would have to create a transition plan for members using the clinic (~1,600).
Bringing on an alternative option, 2nd quarter 2021 at a lower cost with full implementation of 1/1/2022.

Links to Further Details:

- https://citynet.fcgov.com/humanresources/wellness-citycare.php
- https://citynet.fcgov.com/humanresources/files/2020hraflyer.pdf

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: The Wellness Program offer initiatives that focus on employee health and wellness creating a safe environment for employees to focus on their personal safety and well-being, in turn reducing health risk factors and risk of injury.

Performance Metrics

- HPG 233. Benefit Spend
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=867336.html

Performance Measure Reason: Our goal is to provide competitive high quality offerings at an affordable cost. Evaluating the service, benefits, and cost effectiveness of every Benefit and Wellness program and offering ensures that HR is being a strong financial steward of the City's dollars as it relates to offering competitive benefits to City employees.

Personnel Changes

- There are no City FTEs impacted by this reduction however, there would be 2.5 Marathon Health clinic staff that are included in the overall CityCare cost which include the following:
  - 1 full-time Medical Assistant
  - 1 full-time Mid-level
  - 0.5 part-time Mid-level

Offer 8.9: Reduction: HR - CityCare Onsite Medical and Health Facility

Offer Type: Reduction

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: JGarbiso

Lead Department: Human Resources

8.9: Reduction: HR - CityCare Onsite Medical and Health Facility

Reductions, Redeploys and Revisions (off year)

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		-
Hourly (FTE)		-
Expenses		
521000 - Professional & Technical		(800,000)
	520000 - Purchased Prof & Tech Services	**(800,000)**
	Total Expenses	**(800,000)**
Funding Sources		
604-Benefits Fund: Ongoing Revenue	Ongoing Restricted	(800,000)
	Funding Source Total	**(800,000)**

Offer 9.1: FCTV Video Services

Offer Type: Ongoing

2021: $491,962 and 5.00 FTE, 1.04 Hourly FTE

Offer Summary

This offer enables core Fort Collins Television (FCTV) video/audio services. It includes video production services for the entire City organization as well as technical consulting, software support and engineering services and the administration of a non exclusive cable franchise agreement. For 30 years, FCTV has been providing critical communication services to residents of Fort Collins. This includes management, development and distribution of a variety of video programs on Comcast channels 14 & 881, the new Connexion TV and on the City’s YouTube channel. Primary services include: Council and other board and commission recordings, field shooting, studio production, video production and editing, live broadcast, streaming, video on demand, drone footage, 360 and virtual reality footage, community bulletin board system, audio/visual and event support, and emergency cable override messaging.

The offer provides delivery of essential information to the community about local government services and programs and allows the City to communicate City policy discussions and decisions and legislative action taken by local City officials. It provides vital services and expertise to other community organizations by providing technical support and consultation to promote video services for increased community outreach and collaboration.

The offer includes:

- Complete video production, including editing and post production and distribution
- Live recording, streaming and cablecasting of City and County meetings and events
- Specialized video services including drone aerial videography and virtual reality 360 degree video
- Production of video interviews, training videos, public service announcements, commercials and cable bulletins
- Video on demand services and archival
- General audio and video equipment
- Essential personnel and technical support for the creation of a variety of products and collateral materials

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

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

✓HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.

Additional Information

Offer 9.1: FCTV Video Services

Offer Type: Ongoing

- Enables basic FCTV content, including live stream/cablecasts of City Council Meetings and Work Sessions, Planning & Zoning Board deliberations, a variety of studio-based television programs, and the bi-monthly news program "CityView." It also allows video production services for all City departments and management of the City’s YouTube channel.
- Revenue Generation Impact: An Intergovernmental Agreement with Larimer County is projected to generate $56,000 annually. In addition, FCTV provides video production and editing services to other external customers that allows FCTV to generate additional revenues and opportunities to fund other projects, departmental video requests, and other needs across the organization.
- Viewership and Meeting Statistics: Jan 1, 2020 – May 31, 2020: 115 meetings (5 months)
  - Average of 23 meetings/month YTD in 2020
  - Average 80 hours of staff time/month YTD in 2020
  (2018-2019 average of 11 meetings/month)

  YouTube Statistics: (Jan 1 - May 31, 2020)
  - 102,000 videos watched
  - 19,900 hours watched
  - over 395 new subscribers
- During the COVID-19 pandemic, FCTV was essential in televising/streaming remote emergency Council meetings to the public and provided critical COVID-19 information and government response.

Links to Further Details:

- https://www.fcgov.com/fctv/
- https://www.youtube.com/user/cityoffortcollins
- https://fortcollinstv.viebit.com/?folder=ALL

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: This includes management, development and distribution of a variety of innovate video programs to inform the community about key City objectives and initiatives and promotes transparency of municipal operations.

✓ HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.: This offers supports the City's fundamental communication and public outreach capabilities, and informs the community about programs and projects through video.

Offer 9.1: FCTV Video Services

Offer Type: Ongoing

- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.: This offer enables funding of the staff and channels to provide critical communication services during disaster events. It permits the community to understand the magnitude of what has happened in an emergency and what the City is doing about it. It improves public safety and increases the community's confidence in City leaders.

Improvements & Efficiencies

- In 2019 FCTV installed a cost-effective closed captioning system using Artificial Intelligence technology, saving the City roughly $32,000 per year over traditional closed captioning services.

- FCTV has upgraded its distribution system, enabling the simultaneous viewing of live meetings over multiple streaming platforms such as YouTube and Facebook Live as well Comcast cable and now the City's Connexion Broadband system.

- New 360 virtual reality cameras can now give viewers a complete virtual tour of City facilities and natural areas and have been used in Poudre School District classrooms and helped community members with limited mobility experience our great natural areas.

- All FCTV portable cameras can now shoot 4K video, providing better resolution of Fort Collins than ever seen before.

- In response to the COVID-19 pandemic, FCTV developed a series of technology and process enhancements to integrate video conferencing technology and live streaming capabilities that enabled a wide range of remote participation opportunities including Council meetings, telephone town halls, the Chief Judge recruitment and numerous employee engagement forums.

Performance Metrics

- HPG 81. % of residents responding very good/good on the City's performance in informing community members
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109939.html

Performance Measure Reason: Video is a key tool in informing the community and allowing them to participate in their local government. The annual Community Survey gives residents the opportunity to rate the City's performance in informing its community members.

- HPG 93. % of residents responding always/frequently/sometimes do you or other members of your household use Social media to understand City issues, programs & services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109951.html

Performance Measure Reason: As more people are shifting from traditional cable television, much of FCTV's programming has been optimized for online consumption and social media. The annual Community Survey gives residents the opportunity to share how often they are using the City's social media sites to learn about key projects and initiatives.

Offer 9.1: FCTV Video Services

Offer Type: Ongoing

Personnel Changes

- None

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: chamlin

Lead Department: Comm. & Public Involvement

9.1: FCTV Video Services

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	5.00
Hourly (FTE)	1.04

Expenses

511000 - Salaries & Wages		353,133
512000 - Benefits		106,635
519000 - Other Personnel Costs		(8,367)
	510000 - Personnel Services	**451,401**
521000 - Professional & Technical		125
529000 - Other Prof & Tech Services		17,723
	520000 - Purchased Prof & Tech Services	**17,848**
533000 - Repair & Maintenance Services		2,000
	530000 - Purchased Property Services	**2,000**
542000 - Communication Services		4,970
543000 - Internal Admin Services		318
544000 - Employee Travel		5,000
549000 - Other Purchased Services		5,550
	540000 - Other Purchased Services	**15,838**
551000 - Vehicle & Equipment Supplies		225
555000 - Office & Related Supplies		3,000
559000 - Other Supplies		1,650
	550000 - Supplies	**4,875**
	Total Expenses	**491,962**

Funding Sources

100-General Fund: Communications Fees	Ongoing Restricted	52,000
100-General Fund: Ongoing	Ongoing	439,962
	Funding Source Total	**491,962**

Offer 9.2: Communications and Public Involvement Central Communications

Offer Type: Ongoing

2021: $982,550 and 9.50 FTE, 0.73 Hourly FTE

Offer Summary

This offer enables centralized communication services from the Communications and Public Involvement Office (CPIO), including graphic services. It includes management, development and implementation of a variety of communication programs and projects to make local government more transparent and accessible. CPIO manages communications for several service areas: Executive & Legal Services; Financial Services; Information & Employee Services; Sustainability Services; and Planning, Development & Transportation; and provides centralized communications strategy, alignment and graphic design for the entire organization. Primary services include strategic communication planning and implementation; graphic design; photography; public outreach; media relations; presentations and special events; marketing and advertising; website content creation and management; copy writing and editing; employee communication, recognition and events; social media strategy, management and metrics; brand management; and emergency and crisis communications.

The offer provides delivery of essential information to the community and allows the City to share policy discussions, decisions and legislative action taken by local City officials. It enables the distribution of emergency information and timely emergency or crisis response and recovery resources for City staff, residents, businesses and visitors.

The offer includes:
- Public and employee communications strategy and services
- Print & digital media services, including content creation, design and distribution
- Media relations services, including organizational media training
- Essential personnel and support for a variety of communication materials and platforms
- Creative services and media production support for community and employee awareness and training

These services play a crucial role in public awareness and the perception of the City and enable key internal and external communication functions for the City.

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

✓ HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.

Offer 9.2: Communications and Public Involvement Central Communications

Offer Type: Ongoing

Additional Information

- Communication Tools – this offer also enables a variety of essential communication tools that connect with employees and the community including several e-newsletters, FCGov.com website, CityNet intranet, public hotlines, Access Fort Collins, Utility bill inserts and a variety of print & digital materials.

- Social Media – the City has over 50 accredited social media accounts across Facebook, Twitter, Instagram, YouTube, Nextdoor, Flickr, etc. This offer provides social media strategy and guidelines, content management and metrics for a combined audience of over 210,000.

- Publications – this offer enables consistent copywriting, editing and branding for a range of annual reports and publications including the City Manager's Monthly report, Strategic Plan, Adopted Biennial Budget, Malcolm Baldrige award application, Comprehensive Annual Financial Report, and many more department/program annual reports.

- Emergency Communications – this offer supports emergency and crisis communications to employees and community members including the management of alerts through the NOCOAlert (LETA911) system. This includes non imminent emergencies (low-level flooding, traffic accidents, etc.), event updates and West Nile Virus spraying notifications.

- During the COVID 19 pandemic, CPIO mobilized as the Joint Information Center (JIC) as part of the Emergency Operations Center (EOC) providing emergency information in both English and Spanish including alerts, daily website updates, media releases, social media updates, signage, brochures, employee emails and forums, and a regular public newsletter.

Links to Further Details:

- https://www.fcgov.com/
- https://www.facebook.com/fortcollinsgov
- https://www.fcgov.com/accessfortcollins

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.: This offers supports the City's fundamental communication and public outreach capabilities, equips staff to plan and implement programs and projects that inform the community, and provides transparency of municipal operations to the public.

Offer 9.2: Communications and Public Involvement Central Communications

Offer Type: Ongoing

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.: The communication and public involvement services funded through this offer provide awareness and transparency of government operations to the public. This is fundamental to earning and maintaining the public trust.

- SAFE 5.4 - Continue to deploy comprehensive emergency preparedness and management strategies.: This offer enables funding of the staff who coordinate and provide critical communication services during disaster events. It permits the community to understand the magnitude of what has happened in an emergency and what the City is doing about it. It improves public safety and increases the community's confidence in City leaders.

Improvements & Efficiencies

- In 2018, a Communications Toolkit was developed and published. It serves as a playbook for how to engage CPIO to connect with the community and enhance communication efforts. The toolkit also provides a streamlined workflow to ensure an efficient and collaborative process.

- A Strategic Communications Plan was drafted and approved in 2019. The plan includes a SWOT analysis, communication platform audit and strategies to align and improve internal, external and emergency communications across the organization.

- Staff vacancies in 2019 created an opportunity to realign job descriptions and areas of focus within the team. This created additional opportunities for cross-training and backup, dedicated internal communications support and more clearly defined roles to support the diverse communication objectives of the organization.

- The Graphics Request Form was re-engineered to streamline job requests while providing necessary information needed to begin work. The input and output from this system and the report provided to CPIO allow for more efficient workflows and improved turnaround time. It has reduced knowledge gaps for both the clients and designers and increased work capacity.

- A Citywide brand refreshment is underway that includes a refreshed online Brand Guide and improved libraries of templates, resources, logos, presentation materials and training to increase brand awareness, improve brand consistency across departments, clearly define the City's brand strategy while reinforcing our organization's brand story, and increasing CPIO's ability to communicate visually.

Performance Metrics

- HPG 3. Average Response Time of Cases Submitted to Access Fort Collins
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=91356.html

Offer 9.2: Communications and Public Involvement Central Communications

Offer Type: Ongoing

Performance Measure Reason: Average response time is a customer service metric that indicates staff responsiveness to community and Council questions, comments and service requests. The total number of cases reflects the system use, which is important because the system was implemented to make it more convenient for the public and Council to contact City staff and know that they will get a response.

- HPG 81. % of residents responding very good/good on the City's performance in informing community members
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109939.html

Performance Measure Reason: As the centralized communications office, CPIO aims to ensure everyone in the community has access to the information they need when and how they need it. This annual metric shows how the community rates the City's performance in doing this.

- HPG 155. Social Media Combined Audience
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=542627.html

Performance Measure Reason: This City manages over 40 accredited social media sites across the organization. This metric measures the combined audience of all of the platforms and cumulative reach within the community.

Personnel Changes

- None

Differences from Prior Budget Cycles

- The costs associated the Community Survey, CityWorks 101, CityWorks Alumni, and Summer in the City ($50,088 total) have been transferred from this offer to the Inclusive Public Engagement offer as the essence of these outputs match more appropriately to Public Engagement.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: aking

Lead Department: Comm. & Public Involvement

9.2: Communications and Public Involvement Central Communications

Ongoing Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		9.50
Hourly (FTE)		0.73

Expenses

511000 - Salaries & Wages		660,327
512000 - Benefits		203,327
519000 - Other Personnel Costs		(16,612)
	510000 - Personnel Services	**847,042**
521000 - Professional & Technical		3,500
529000 - Other Prof & Tech Services		35,500
	520000 - Purchased Prof & Tech Services	**39,000**
533000 - Repair & Maintenance Services		5,400
	530000 - Purchased Property Services	**5,400**
542000 - Communication Services		11,420
543000 - Internal Admin Services		638
544000 - Employee Travel		10,300
549000 - Other Purchased Services		16,600
	540000 - Other Purchased Services	**38,958**
555000 - Office & Related Supplies		12,750
559000 - Other Supplies		37,150
	550000 - Supplies	**49,900**
574000 - Grants		2,250
	570000 - Other	**2,250**
	Total Expenses	**982,550**

Funding Sources

100-General Fund: Ongoing	Ongoing	982,550
	Funding Source Total	**982,550**

Offer 9.3: Inclusive Public Engagement

Offer Type: Ongoing

2021: $195,556 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer enables inclusive public engagement as part of the Communications and Public Involvement Office (CPIO). It includes public engagement strategy and implementation to make local government more accessible, transparent and equitable and enables the community to participate in conversations and decisions that will impact them. In support of the Council priority, “Reimagine Community Engagement,” this offer bolsters the City’s ability to build long term and trusted relationships with focused segments of the population that may be harder to reach or historically underserved such as people of color/Latinx community, people with disabilities, people with limited English proficiency, low income families, youth, seniors and other communities to foster and strengthen civic engagement.

This offer enables City staff to go beyond the usual methods of engagement to allow more members of the community to voice their opinions, ideas and concerns. The offer broadens the City’s reach and ensures support for translation and interpretation services. Services provided by this offer will build trust and help facilitate an inclusive community, which is essential to shape & deliver a comprehensive and collective vision for the benefit of all in Fort Collins.

The offer supports a systematic & consistent approach to community engagement across the organization & provides training & best practices to staff to encourage inclusive engagement practices. It provides essential online & in person engagement opportunities & allows the City to solicit feedback on policy discussions, decisions & legislative action taken. It enables meaningful dialogue and engagement with all residents, businesses & visitors.

The offer includes:
- Public engagement strategy, training & implementation
- Online and in person engagement support for key priorities & initiatives including the annual Community Survey
- Management of the OurCity online engagement platform
- Translation & interpretation services

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

✓HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

- NLSH 1.4 - Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

Offer 9.3: Inclusive Public Engagement

Offer Type: Ongoing

Additional Information

- The City has adopted the International Association for Public Participation (IAP2) model for how it will engage the community. This offer provides access to IAP2 training, development & resources to more effectively engage the community in a systematic way. Over 50 City staff are trained in the IAP2 model ensuring a consistency across the organization.
- This offer includes a Public Engagement Specialist who leads a cross-functional collaboration team of project managers from across the organization to share best practices and resources, encourage engagement alignment and apply an equity lens to maximize effective engagement and reduce engagement fatigue within the community.
- This offer enables the annual CityWorks 101 public education program that invites residents to learn about their local government with presentations and tours from dozens of City staff and opportunities to interact with elected leaders.
- This offer also enables the annual Summer in the City short-term summer camp and service-learning program designed specifically for high school students in partnership with Poudre School District. Students learn about how their City works, the many career paths available and ways to be civically engaged.
- The City has a responsibility to ensure meaningful access to programs and activities by persons with limited English proficiency. Per the City’s Language Access Plan, this offer provides translation and interpretation resources and support including the administration of live interpretation equipment.

Links to Further Details:

- https://ourcity.fcgov.com/
- https://www.iap2.org/mpage/Home
- https://www.fcgov.com/communitysurvey/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.: The offer supports a systematic and consistent approach to community engagement across the organization and provides training and best practices to staff to encourage inclusive engagement practices. The offer broadens the City’s reach, engages harder to reach populations and ensures support for translation and interpretation services.

- NLSH 1.4 - Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes.: This offer also aligns to the City Council priority for Equity and Inclusion by providing an equity lens to all engagement efforts. The offer broadens the City’s reach and ensures support for translation and interpretation services.

Offer 9.3: Inclusive Public Engagement

Offer Type: Ongoing

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.: This offer aims to build long-term and trusted relationships with focused segments of the population that may be harder to reach or historically underserved.

Improvements & Efficiencies

- The OurCity online public engagement platform was launched in 2018 and provides online engagement tools to supplement in-person engagement. Due to the COVID-19 pandemic, online engagement has become an essential avenue for the City to connect with the community. The site has received over 120,000 visits since it launched and has over 6,000 registered users.

- CPIO has two sets of interpretation headsets that allow live interpretation in up to two languages for up to 40 people. The headsets can be checked out by City staff or partners.

- Based on feedback on the City’s 2017 Malcom Baldrige Award application, the Public Engagement Spectrum was updated in 2018 to include both resident and business engagement strategies and tactics.

Performance Metrics

- HPG 66. % of residents responding very good/good to the City's performance in - Welcoming community member involvement
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109924.html

Performance Measure Reason: Inclusive public engagement means meeting all Fort Collins community members where they are, reducing barriers and enabling meaningful engagement. This annual metric measures how the community rates the City's performance in welcoming involvement from the community.

- HPG 93. % of residents responding always/frequently/sometimes do you or other members of your household use Social media to understand City issues, programs & services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109951.html

Performance Measure Reason: Online engagement is also an important part of the City's overall engagement strategy. This annual metric measures how often the community is engaging the City on online o social media platforms.

Personnel Changes

- None

Differences from Prior Budget Cycles

- This offer was previously funded with KFCG - Other Opportunity funding

Offer 9.3: Inclusive Public Engagement

Offer Type: Ongoing

- The costs associated the Community Survey, CityWorks 101, CityWorks Alumni, and Summer in the City ($50,088 total) have been transferred to this offer as the essence of these outputs match to the Public Engagement portion of the CPIO operation.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: aking

Lead Department: Comm. & Public Involvement

9.3: Inclusive Public Engagement

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	1.00
Hourly (FTE)	-

Expenses	
511000 - Salaries & Wages	62,424
512000 - Benefits	20,131
519000 - Other Personnel Costs	(1,651)
510000 - Personnel Services	**80,904**
521000 - Professional & Technical	42,664
529000 - Other Prof & Tech Services	3,300
520000 - Purchased Prof & Tech Services	**45,964**
533000 - Repair & Maintenance Services	20,300
530000 - Purchased Property Services	**20,300**
549000 - Other Purchased Services	35,700
540000 - Other Purchased Services	**35,700**
555000 - Office & Related Supplies	200
559000 - Other Supplies	12,488
550000 - Supplies	**12,688**
Total Expenses	**195,556**

Funding Sources	
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Restricted Ongoing Revenue	195,556
Funding Source Total	**195,556**

Offer 9.4: Public, Educational and Governmental Programming (PEG)

Offer Type: Ongoing

2021: $216,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer provides continued capital equipment support for local Public, Education and Government (PEG) TV channels, which include the City's own channel (FCTV); Poudre School District; Colorado State University (CTV); and Fort Collins' only public access TV channel, FC Public Media (formerly Fort Collins Public Access Network or FCPAN).

Funding for this offer comes from a fee that is paid exclusively by local Comcast/Connexion subscribers. By Federal mandate, it can only be used for capital equipment for local PEG TV channels (restricted funds). The City collects and shares the PEG funds and distributes a portion of the funding to the other three local PEG channels via an annual grant process.

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

✓ HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.

Additional Information

- The PEG fee is .75 cents per subscriber per month.

- In 2020, grants of $32,000 were provided to PSD, CSU and FC Public Media.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.: PEG channels provide a variety of content directly related to the Fort Collins community. This offer provides the capital equipment needed to support these channels and enables them to provide tailored video content to the community.

- CR 2.3 - Create enhanced arts and culture participation opportunities for all residents and visitors.: Cultural programming is offered across all four PEG channels, and provides the creative community an opportunity to learn about video production equipment.

Improvements & Efficiencies

- PEG funding has allowed all four channels to upgrade equipment and infrastructure to support continued video production and broadcasting capabilities.

Offer 9.4: Public, Educational and Governmental Programming (PEG)

Offer Type: Ongoing

Performance Metrics

- HPG 127. % of residents responding very good/good overall quality of City services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=809164.html

Performance Measure Reason: The City provides a variety of services to the community and its partners. Sharing dedicated PEG funding with PSD, CSU and FC Public Media enables additional video services and localized content for the Fort Collins community.

Personnel Changes

- None

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: chamlin

Lead Department: Comm. & Public Involvement

9.4: Public, Educational and Governmental Programming (PEG)

Ongoing Programs and Services

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

Expenses

565000 - Vehicles & Equipment		216,000
	560000 - Capital Outlay	**216,000**
	Total Expenses	**216,000**

Funding Sources

100-General Fund: Cable PEG Fees	Ongoing Restricted	216,000
	Funding Source Total	**216,000**

Offer 9.6: Reduction: CPIO - Temporary Pause Operational Costs, Media Monitoring, and Advertising for Communications Public Involvement

Offer Type: Reduction

2021: $-29,443 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This reduction offer would reduce various supportive and operational costs for the Communications and Public Involvement Office (CPIO) and the FCTV Video Services team including conferences and travel, office supplies and equipment, dues and subscriptions, and other miscellaneous supplies. This portion of the reduction offer amounts to $15,943.

This offer also is for the cancellation of Meltwater Media, the City's media monitoring program that tracks what people around the world are saying about the City of Fort Collins. The platform also has a newsletter function that is used to generate the daily Media Highlights email that goes to City Council and staff. Eliminating the Meltwater platform will limit the City’s ability to track and share all media mentions effectively and efficiently. This will save the City $9,000 in annual subscription costs for this service.

Lastly, there is $4,500 in CPIO Advertising funding that provides various print and digital advertising for general City communication platforms like Access Fort Collins and OurCity. This represents all of CPIO's advertising budget that would severely impact the department's ability to promote core programs and events like CityWorks 101, State of the City and the Community Survey. This will impact the number of people reached and limit targeted advertising to specific populations within the community, which can result in lower participation or missing representation from underserved populations.

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

✓ HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

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

Additional Information

- Advertising: $4,500. This includes print/digital advertising for general City communication platforms like Access Fort Collins and OurCity. CPIO feels that this is the higher priority of value of the reduction option within this offer.

- Office Supplies and Equipment: $4,100. This includes general office supplies like paper, pens, mailing and printing supplies. It also includes non-technology related equipment like office appliances.

- Conference and Travel for CPIO: $5,000 and Conference and Travel for FCTV: $1,730. This represents a 45% reduction of all Conference and Travel budget for the CPIO department.

Offer 9.6: Reduction: CPIO - Temporary Pause Operational Costs, Media Monitoring, and Advertising for Communications Public Involvement

Offer Type: Reduction

- Meltwater Media monitoring Program: $9,000

- Dues and Subscriptions: $3,000 which includes association memberships like Associated Press, 3CMA, NATOA, etc. and subscriptions to industry publications. Mileage, Maintenance Contracts, and Books/Periodicals: $2,113. This includes personal mileage reimbursements, vehicle/equipment maintenance and industry publications.

Scalability and explanation

SCALABLE; BLT is able to scale any of these options but it would be preferable to scale back Conference/Travel and/or Office Supplies and Equipment as these enable and equip staff to do their job better and help the City invest in and retain diverse talent.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.: Effective engagement requires resources and expertise. Reduced conference and travel will limit staff's ability to stay on top of trends and learn new things. Reduced equipment and supplies and advertising budgets will impact staff's ability to reach the community effectively.

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.: Conferences and travel are a key investment in the growth and development of staff. Reductions will limit staff's ability to learn from others and will make it more difficult to reward, invest in and retain diverse talent.

Performance Metrics

- HPG 81. % of residents responding very good/good on the City's performance in informing community members
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109939.html

Performance Measure Reason: Effective engagement requires resources and expertise. Reduced conference and travel will limit staff's ability to stay on top of trends and learn new things. Reduced equipment and supplies and advertising budgets will impact staff's ability to reach the community effectively.

Personnel Changes

- None

Differences from Prior Budget Cycles

Offer 9.6: Reduction: CPIO - Temporary Pause Operational Costs, Media Monitoring, and Advertising for Communications Public Involvement

Offer Type: Reduction

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- None

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

updated title

Offer Profile

Offer Owner: aking
Lead Department: Comm. & Public Involvement

9.6: Reduction: CPIO - Temporary Pause Operational Costs, Media Monitoring, and Advertising for Communications Public Involvement

Reductions, Redeploys and Revisions (off year)

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

Expenses

		2021 Projected Budget
529000 - Other Prof & Tech Services		(9,000)
	520000 - Purchased Prof & Tech Services	**(9,000)**
533000 - Repair & Maintenance Services		(1,563)
	530000 - Purchased Property Services	**(1,563)**
544000 - Employee Travel		(7,030)
549000 - Other Purchased Services		(7,500)
	540000 - Other Purchased Services	**(14,530)**
555000 - Office & Related Supplies		(3,000)
559000 - Other Supplies		(1,350)
	550000 - Supplies	**(4,350)**
	Total Expenses	**(29,443)**

Funding Sources

		2021 Projected Budget
100-General Fund: Ongoing	Ongoing	(29,443)
	Funding Source Total	**(29,443)**

Offer 9.8: Enhancement: Hourly Support for Connexion Marketing, Design, and Branding

Offer Type: Enhancement

2021: $35,000 and 0.00 FTE, 0.72 Hourly FTE

Offer Summary

This offer will support Fort Collins Connexion’s marketing and community branding efforts through the Communications and Public Involvement Office (CPIO) by providing part time hourly support within the City’s in house Graphics Division. This offer is funded 100% by Connexion.

Strategic branding, marketing and design are crucial for Connexion as it continues to expand service across the community, and the ongoing success of broadband services is a Council and City priority. The CPIO team has supported outreach for broadband from the very beginning and has been closely involved in the oversight of Connexion’s brand development, messaging, photography, billing and website creation. This offer will provide the hourly staff support necessary to allow CPIO to continue to support Connexion’s growing and ongoing communication needs.

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

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

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

Additional Information

- Public engagement and clear communication of Connexion services is a Council and City priority. This offer will be key to continuing the development of marketing campaigns and educational materials for the community regarding Connexion, and will allow for graphic support in breaking down complex information and conveying them in a way that is meaningful and clear to our residents.
- Presently, City design staff manage approximately 1000 graphics request per year, supporting most departments including Utilities, Sustainability Services, City Manager’s Office, Parks and Recreation, Cultural Services, internal services and Connexion, with services ranging from publications, flyers, presentations, animations, illustrations, photography, branding and web and systems development.
- This offer will allow CPIO to maintain its current level of service supporting Connexion’s growing marketing efforts to build the brand and increase take rates.
- This offer is 100% funded from Connexion funding as City Finance Code does not allow CPIO to provide ongoing services to Connexion without direct funding, and these requested funds would allow up to 29 hours per week of design support as needed by Connexion and their marketing team.

Offer 9.8: Enhancement: Hourly Support for Connexion Marketing, Design, and Branding

Offer Type: Enhancement

Impact to Ongoing Expenses

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

  $35,000

Scalability and explanation

As this is variable hourly support, this can be scaled, however there is enough work opportunity to meet the 29 hour/week funding per this offer.

Links to Further Details:

- https://www.fcgov.com/connexion/
- https://citynet.fcgov.com/broadband/
- https://www.fcgov.com/connexion/files/broadband-business-plan.pdf?1555622083

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: This offer will help CPIO to continue to support Connexion as the City continues to develop the brand and services, create unique user experiences and connect with the community as we expand broadband services.

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: This offer will allow the graphics team to develop, test and implement additional marketing tactics and refine user experiences as they connect with the Connexion brand.

- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.: This offer will support in the deployment of information, education, levels of service and help to promote Connexion throughout the Community.

Performance Metrics

- HPG 81. % of residents responding very good/good on the City's performance in informing community members
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109939.html

Performance Measure Reason: As Connexion service grows throughout the community, the need to effectively inform residents and businesses also grows. Effective and compelling marketing messaging delivers necessary information to keep current Connexion customers and earn new ones.

Explanation of Any Adjustments to Personnel Costs using object 519999

- None

Offer 9.8: Enhancement: Hourly Support for Connexion Marketing, Design, and Branding

Offer Type: Enhancement

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

- Not applicable

Offer Profile

Offer Owner: aking

Lead Department: Comm. & Public Involvement

9.8: Enhancement: Hourly Support for Connexion Marketing, Design, and Branding

Enhancement to Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		-
Hourly (FTE)		0.72
Expenses		
511000 - Salaries & Wages		31,775
512000 - Benefits		3,225
	510000 - Personnel Services	**35,000**
	Total Expenses	**35,000**

Funding Sources

505-Broadband Fund: Reserves	Reserve	35,000
	Funding Source Total	**35,000**

Offer 13.1: Utilities: Customer Service & Administration - Customer Service

Offer Type: Ongoing

2021: $3,794,830 and 32.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will allow Utilities Customer Care & Technology (CCT) to manage the essential cycle of service beginning with customers initiating utility service(s) through accounts receivable for revenue collected from utility bill payments of over $212 million annually. CCT staff provides these services on behalf of the electric, water, wastewater, stormwater and broadband utilities. This offer also funds support for Citywide phone inquiries and internal City customers. In addition, this offer funds the Customer Connections Deputy Director position and the service unit's administrative position.

This offer provides funding to staff phone queues for Utilities Customer Service, the Utility Service Center Switchboard and the City Switchboard. CCT staff respond to utility inquiries, payments, service transactions and emergencies and general inquiries about City services. Employees staff the counter in the 222 Laporte Ave. lobby for payments, service transactions and identity verification. In 2019, staff responded to 120,000 calls, as well as 12,000 emails and over 25,000 counter transactions.

CCT billing staff manages utility accounts, bills and payments for 85,000 residential and commercial customers receiving one or more utilities. This includes producing accurate monthly bills and collecting bill payments that ultimately fund Utilities operations. Accounts receivable staff balances incoming revenue with the City's financial records as well as processes payments and tasks for other City departments. (One Accounts Receivable FTE is shared with City Finance.)

CCT is the system owner for the mission critical CIS/OSS system(s) which integrates with multiple technology systems and vendors to maintain operations. Implementation of the new Customer Information System for broadband & Utilities is continuing via the OASIS project. In addition, the CCT Business Systems team provides employee training & coordinates compliance with local, state & federal requirements.

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

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

Additional Information

Offer 13.1: Utilities: Customer Service & Administration - Customer Service

Offer Type: Ongoing

- 1) CCT staffs these phone numbers (M-F 7 a.m. to 7 p.m. and Sat, 8 a.m. to noon), responding to 10,000 calls monthly on average:
  - Utilities Customer Service (970) 212-2900
  - City Switchboard: (970) 221-6500
  - Utilities Service Center Switchboard: (970) 221-6700

  In addition, CCT manages email (230/week) and about 500 counter transactions/week (payments, ID validations and service transactions).
- 2) CCT issues about 85,000 utility bills monthly by mail and electronically each month. CCT also processes customer utility payments, refunds and title company checks for utilities. CCT administers processes to handle manual meter readings, delinquent accounts via service disconnections and collections, as well as accounts involving bankruptcy.
- 3) CCT Accounts Receivable team manages payments and accounts receivable for Utilities and other City departments. CCT reconciles payments with City financial systems.
- 4) CCT is the system owner for the mission-critical CIS/OSS system(s) which integrates with multiple technology systems to maintain operations. Currently, CCT is using Banner for the Utilities CIS software and Open SmartFlex (OSF) for the Broadband CIS/OSS. Implementation of OSF for some broadband products and for Utilities customer service and billing is continuing via the OASIS project.
- 5) In addition, CCT's business systems team develops and provides system and operational training, and researches and ensures compliance with local, state and federal regulations.

Links to Further Details:

- https://citynet.fcgov.com/utilities/files/CCTCycleOfService.pdf This image describes the cycle of service provided by the Utilities Customer Care & Technology team.
- https://secure.fcgov.com/utilities-service-request/ Landing page where customers can start or stop utility service. This allows for 24/7 self-service, which offers convenience for the customer and reduces manual workload for customer service representatives while also helping to balance customer demand.
- https://www.fcgov.com/utilities/manage-your-account/payment-options Landing page where customers can learn and select their utility payment options based on their preference.

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: HPG 32 - Utilities Customer Satisfaction - Overall. In 2018, Utilities achieved 80% satisfaction ratings from residential customers and 88% satisfaction from commercial customers. A survey was not conducted in 2019, in preparation for a transition to JD Powers as the survey vendor. Residential and commercial surveys will be conducted biannually, beginning in 2020.

Improvements & Efficiencies

Offer 13.1: Utilities: Customer Service & Administration - Customer Service

Offer Type: Ongoing

- 1) Launched Open SmartFlex billing system to support broadband services. Continuing implementation of electric, water, wastewater and stormwater in OSF to launch in Q4 2020. Will retire external vendor systems to provide electronic bill view and payment.

- 2) Collaborated with City Attorney's Office to update City Code sections related to broadband, utility billing and customer care.

- 3) Expanded Utilities' in-person service hours in September to optimally support Connexion services.

- 4) Collaborating with others to implement improved customer web portals for bill payment and energy and water use transparency.

- 5) Collaborated with water conservation to respond to customer inquiries related to continuous water consumption.

- 6) In 2018, a new training coordinator position was filled to support training needs for CCT. The training coordinator is focusing on training for the new OSF system, as well as training on data privacy regulations.

Performance Metrics

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

Performance Measure Reason: Customer Service consistently meets or exceeds customer service metrics. As the primary point of contact for Utilities customers managing the customer cycle of service that supports the transactions that must occur for customers to receive basic and value-added utility services or programs to their delight is critical.

Personnel Changes

- The broadband fund originally paid for four customer service representative positions within CCT. Business needs required existing positions were repurposed to best meet the needs of the utility:
  - A business analyst to assist with the multiple technology systems CCT uses to complete its purpose: customer information/billing system, automated phone system, electronic billing, identity verification, and the customer web portal. The BA will focus on implementation and support of OSF, the Utilities' "cash register" which facilitates all of the customer and financial transactions required to provide the community's utility services.
  - A utility billing representative, who will support the accurate monthly billing processes needed to bill and receive payments from customers. CCT created and filled a Compliance Specialist position to ensure customer data privacy and identity theft detection and compliance.

Differences from Prior Budget Cycles

Offer 13.1: Utilities: Customer Service & Administration - Customer Service

Offer Type: Ongoing

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- • Retirements/going away and gift cards

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

added measure reason
CAO/CPIO edits

Offer Profile

Offer Owner: lrosintoski

Lead Department: Utilities Strategic Planning

13.1: Utilities: Customer Service & Administration - Customer Service

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	32.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		1,698,698
512000 - Benefits		601,201
519000 - Other Personnel Costs		(45,836)
	510000 - Personnel Services	**2,254,063**
521000 - Professional & Technical		539,717
529000 - Other Prof & Tech Services		300
	520000 - Purchased Prof & Tech Services	**540,017**
533000 - Repair & Maintenance Services		526,000
534000 - Rental Services		7,500
	530000 - Purchased Property Services	**533,500**
542000 - Communication Services		7,500
544000 - Employee Travel		10,100
549000 - Other Purchased Services		416,150
	540000 - Other Purchased Services	**433,750**
551000 - Vehicle & Equipment Supplies		3,350
555000 - Office & Related Supplies		23,000
556000 - Health & Safety Supplies		700
559000 - Other Supplies		6,450
	550000 - Supplies	**33,500**
	Total Expenses	**3,794,830**

Funding Sources

100-General Fund: Ongoing	Ongoing	67,499
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	3,727,331
	Funding Source Total	**3,794,830**

Offer 13.2: Utilities: Customer Service & Administration - Communications & Marketing

Offer Type: Ongoing

2021: $968,980 and 9.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will sustain Utilities Communications & Marketing (C&M) in its ongoing efforts to support Utilities customers and employees for all Utilities services. These activities include sharing information about and promoting our core services and operations, large and small capital infrastructure projects, energy and water conservation programs, income qualified assistance programs and other customer focused efforts, including annual rate communications. Website and social media creation and management, media support and 24/7 outage and emergency management communications also support all business areas of Utilities.

Working in close collaboration with the Communications & Public Involvement Office (CPIO), including their graphics division, C&M strategically plans and manages large and small campaigns, which include:

- Community wide outreach campaigns (award winning Time of Day rate change communications, new CIS/billing system in 2020, affordability programs – and most recently, Utilities COVID response updates in English and Spanish on Utilities webpages)

- Large capital project communications (Walnut Street Waterline, future DSIP projects, Remington Street Sewer Project, Mail Creek Stream Rehab, etc.)

- Smaller capital projects (Laporte Avenue, Hickory Street Waterline Bore, Poudre Riverbank Improvements, etc.)

- Stormwater, Water/Wastewater and other master planning communications

- Ongoing campaigns such as What Not to Flush, water and energy conservation programs and most recently, Flushing for Water Quality in businesses before employees return to work.

- Internal information sharing to the 400+ employees in multiple facilities including building signage as needed and the Employee Bulletin (employee newsletter, written and produced by C&M, with a 49% readership rate).

Offer 13.2: Utilities: Customer Service & Administration - Communications & Marketing

Offer Type: Ongoing

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

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

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

Additional Information

- More than half of the C&M budget is for labor costs including one shared position of two half-time employees (unique to the City). Staff includes the C&M Manager, one Communications Senior Specialist, one Communications Specialist, one shared FTE of Communications Senior Coordinator and two Communications Coordinators. The other 2 FTE's in this offer are in our Customer Connections division.

- Website development, updates and editing, including employee intranet pages, require work in close collaboration with IT for custom CMS (XP contractor list, lawn watering guide, service disruption/outages page, rates calculator, and more). In 2019, we had 820,000+ public views on 525+ active pages. Utilities intranet pages had over 8,500+ internal views and almost 200 updates in 2019.

- Four social media platforms are managed daily in collaboration with CPIO, and provide timely, accurate information and responses to questions. The number of followers is growing consistently on Facebook, Instagram and Twitter (18.5%, ‘outperforming’ according to established metrics). Nextdoor is used to notify residents of infrastructure projects, and water and power outages.

- Manage 24/7 outage/emergency communications with outage map and streamlined pages. The on-call team is trained to respond for all four Utilities. Special training is provided for flood season (May – September) with Stormwater. Standard on-call compensation for the 7-day shift. Escalated emergencies (severe flooding, water quality issues or long-term outages) require additional staff and tactics.

- Consistent messaging, AP style writing, grammar, punctuation, approved voice and content managed for all public communications; includes presentations for Council and the public, letters, handouts, digital forms, news releases/articles, social media, website, brochures, signage, invitations, ads, video production and giveaways, writing and editing, email campaigns, graphic design and photography.

Links to Further Details:

Offer 13.2: Utilities: Customer Service & Administration - Communications & Marketing

Offer Type: Ongoing

- Title VI regulations are closely managed in all communications, including Spanish translations for safety, health and financial communications. Spanish translations are found in Utilities lobby signage, website and many letters, brochures and handouts. They follow City brand and graphic standards and best practices for reaching all audiences. An example: https://www.fcgov.com/utilities/covid-19
- C&M provides support for Program Specialists for energy and water conservation programs. Communications for event planning, cancellations and alternative venues is ongoing. C&M supports internal Utilities staff with campaign development and specific tactics. Our outage webpages https://www.fcgov.com/utilities/service-outages provide necessary information to residents as well as businesses.
- Long-term capital projects such as Halligan Reservoir require an extensive communication planning process, including webpage with videos, created and managed in-house https://www.fcgov.com/halligan/. Other projects require notifications and updates to impacted neighborhoods, interactive website content and close working relationships with project managers: http://fcgov.com/Remington-sewer-project

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Provide internal and external services that ensure Utilities communicates to its customers and achieves Strategic Objectives related to engaging the community in Utilities' services, program coordination and decision-making processes. We use traditional outreach tactics (direct mail, door hangers, newspaper ads) and interactive websites, social media platforms and other engagement tools.

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.: C&M supports outreach activities of Community Engagement, Customer Care & Technology and Customer Accounts to ensure maximum effectiveness and all-inclusive communications. Staff works closely with CPIO and Graphics to manage City brand standards and consistent messaging to support Utilities' affordability programs, Energy Policy, Water Efficiency Plan and the Climate Acton Planning objectives.

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: Customer electricity loads will evolve and require comprehensive efforts for efficiency, distributed generation and load management. The future holds variable snowpack and precipitation and more water shortages. C&M works closely with Water Conservation and Water Resources for accurate and consistent messaging around potential water restrictions/water supply projects.

Improvements & Efficiencies

Offer 13.2: Utilities: Customer Service & Administration - Communications & Marketing

Offer Type: Ongoing

- C&M’s budget was reduced by $9,000+ and did not include Postage & Freight and Copy & Reproduction. Funds are needed for the new CIS/utility bill in fall because no outreach dollars were allocated in the project budget. The campaign includes one direct mail piece, Spanish translation and print materials. Combined funds of $45,000 in 450132.549110 and 450132.549010 should cover half the cost.

Performance Metrics

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

Performance Measure Reason: C&M exists to effectively and proactively communicate with customers and employees. C&M supports the necessary processes that lead strategic internal and external communications, particularly around water conservation and energy efficiency, utility related sustainability, customer service, workforce readiness, construction projects and regulatory compliance.

Personnel Changes

- Since the last BFO process, two full-time hourly positions within C&M were converted to classified positions. The following describes each position and the conversion:

  Coordinator, Communications – two hourlies were converted to classified A4, no increase in pay, in Feb. 2019

  In March 2019, one of the Communication Coordinators (hourly A4) was promoted to a vacant Communications Specialist (P1) and paid at the P1 level. The Specialist position was already budgeted so no change to the overall budget. The vacant A4 position was re-filled as budgeted.

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

measure updates
CAO/CPIO edits

Offer Profile

Offer Owner: lrosintoski
Lead Department: Utilities Strategic Planning

13.2: Utilities: Customer Service & Administration - Communications & Marketing

Ongoing Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		9.00
Hourly (FTE)		-
Expenses		
511000 - Salaries & Wages		641,365
512000 - Benefits		210,854
519000 - Other Personnel Costs		(9,287)
	510000 - Personnel Services	**842,932**
521000 - Professional & Technical		18,000
529000 - Other Prof & Tech Services		3,450
	520000 - Purchased Prof & Tech Services	**21,450**
533000 - Repair & Maintenance Services		3,250
	530000 - Purchased Property Services	**3,250**
542000 - Communication Services		5,930
544000 - Employee Travel		13,800
549000 - Other Purchased Services		60,900
	540000 - Other Purchased Services	**80,630**
551000 - Vehicle & Equipment Supplies		1,868
555000 - Office & Related Supplies		13,400
559000 - Other Supplies		5,450
	550000 - Supplies	**20,718**
	Total Expenses	**968,980**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	968,980
	Funding Source Total	**968,980**

Offer 13.3: Utilities: Customer Service & Administration - Customer Accounts

Offer Type: Ongoing

2021: $644,499 and 6.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will sustain the Utilities Customer Accounts (CA) essential services and programs that achieve over 80% customer satisfaction through support of over 8,000 commercial utility customers. Fort Collins businesses rely on our high quality electric, water, wastewater and stormwater services. They require and expect communication about price, infrastructure projects, outages, service impacts, and opportunities for efficiency, convenience and cost management. Proactive communications have prepared a hospital for a potential power outage due to planned work and reactive support has ensured a mobile home park access to drinking water during an unexpected water main break.

The Customer Accounts team is the voice and conduit for commercial customers – they serve as a reliable source of information and a partner in addressing both utility and customer goals. In addition to responding to the needs and requests from the commercial segment, Customer Accounts partners with customers to find shared solutions. For example, Customers Accounts coordinates training between industrial businesses and Light and Power staff to ensure the safety of both business and Utility employees during emergency and routine electrical work. As an additional example, Customer Accounts provided resources to ensure safe water quality in buildings where there was reduced water usage.

Customer Accounts partners with others in City departments to develop solutions and build seamless processes for our community. Customer Accounts created and manages the Utility Account Dashboard, that summarizes utility and customer data by customer. As the demands of the business community continues to evolve, understanding their experiences is imperative to increasing their satisfaction. Further, this offer aligns with feedback from the Malcom Baldridge National Quality Award process and our current City Council priorities. We need to focus on preserving and expanding our business community.

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

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

Offer 13.3: Utilities: Customer Service & Administration - Customer Accounts

Offer Type: Ongoing

- The Key Accounts program cultivates strategic relationships with our community's largest customers. Proactive and regular communication with and complex service management for over 30 accounts builds trust & loyalty, helping these large employers maintain & grow their business in Fort Collins. Customer Accounts manages the utility Key Account Dashboard to provide a holistic view of each account.

- Customer Accounts resolves a wide variety of customer issues. Staff reviews usage data to troubleshoot and provide customized solutions, and responds to commercial customer needs through several channels. For example, our multifamily segment effort is currently working to provide utility billing transparency to mobile home park residents in support of the current City Council priorities.

- Customer Accounts manages and conducts the annual Customer Satisfaction Survey. The survey provides key insights on the services provided by the Utility. Customer Accounts recommends changes to improve customer satisfaction based on the results, ensuring continuous improvement. In 2020, Customer Accounts launched a new survey by JD Power - a nationwide benchmarkable survey.

- Customer Accounts ensures exceptional communication with critical customers who are either vulnerable and/or essential in the community, including health care facilities, nursing homes, schools, etc. This communication is essential to Utilities' reputation and enables staff at these sites to quickly mobilize solutions to protect vulnerable populations like the elderly or low-income populations.

- Customer Accounts supports Biannual Rate Change communications, responds 24/7 to support outages, manages the Efficiency program, and manages the New Business Engagement. The team's efforts align with the Energy Policy, the Climate Action Plan, and the Water Efficiency Plan. Customer Accounts is the Utilities representative at Business Boards, Committees and Professional Organizations.

Links to Further Details:

- https://www.fcgov.com/utilities/business/manage-your-account Links to the Utilties' Business Support webpage, highlighting the numerous programs and services offered to commercial customers.
- https://www.fcgov.com/utilities/business/manage-your-account/new-businesses Links to the New Business Engagement page.
- https://www.jdpower.com/business/utilities Links to JD Power Utility Customer Satisfaction survey. Discusses turning the voice of your customer into award-winning satisfaction.

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 13.3: Utilities: Customer Service & Administration - Customer Accounts

Offer Type: Ongoing

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Providing world class utilities services are an expectation of the community. High-tech and manufacturing businesses often base their business location on the cost and reliability of utility services. Customer Accounts continues to coordinate across the Utility to ensure all of our commercial customers receive the quality of service they expect.

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.: Utilities are essential to every successful business in Fort Collins. Customer Accounts supports businesses from construction of the building though day to day business operations. Engaging and developing relationships are essential towards the City’s Mission, Vision and Values that includes the Energy Policy, Climate Action Plan, Our Climate Future, and the Water Efficiency Plan.

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: Customer Accounts has historically and will continue to use statistically significant annual customer service surveys to rate levels of service. The evolution to using the JD Power utility surveys will enable comparison with other utilities nationwide. Customer Accounts supports the evolution of utility services to align with customer expectations and needs.

Improvements & Efficiencies

- In 2019 Utilities Customer Accounts launched new commercial and residential customer surveys with JD Power. The survey data is now fully benchmarkable against utilities nationwide. JD Power’s expertise, as a global leader in consumer insights, will be leveraged to learn from the highest preforming Utilities. This evolution also meets recommendations from the Malcolm Baldrige report.

- Customer Accounts continues to improve the partnership and coordination with the Economic Health Office, including sharing important updates relating to major employers, leveraging the results of business surveys and utilizing communication channels to communicate essential messages to businesses.

- A re invented Business Outreach program is coming. The goal is to build positive partnerships with our new businesses. This requires a holistic customer engagement strategy and must incorporate a Citywide perspective. The Customer Accounts team is working with the Economic Health Office, Sales Tax, Building and Development Review, Zoning and Utilities Engineering.

- Performance measurement is a current area of improvement, aided by the new customer surveys. The team is reimagining a comprehensive strategy including a broad customer satisfaction survey, point of service surveys, and program participation surveys to get a 360 view of how we are doing to meet customers’ needs.

Performance Metrics

Offer 13.3: Utilities: Customer Service & Administration - Customer Accounts

Offer Type: Ongoing

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

Performance Measure Reason: Customer Accounts provides proactive communications and resolves a wide variety of commercial customer issues, which our business customers expect. Staff reviews usage data to troubleshoot and provide customized solutions,. In the last funded survey, 2018, Utilities received a score of 88% for commercial accounts exceeding the target of 80%.

Personnel Changes

- A position was reclassified from a Public Support Specialist to a Public Engagement Specialist - Strategic Account Representative. This change was budget neutral.

Differences from Prior Budget Cycles

- In the 2019-2020 Budget Offers Utilities Customer Accounts was included in the Utilities: Customer Service and Administration Budget Offer. It is now a stand alone offer.
- The proposed 2021 budget is based on both 2019 and 2020 budgets, because funds for the customer survey are not evenly distributed across each year of a 2-year budget cycle as in some years a more robust survey is conducted. The 2020 budget is $20k less than the 2019 budget.

Explanation of Any Adjustments to Personnel Costs using object 519999

- N/A

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

updated measure reason
CAO/CPIO edits

Offer Profile

Offer Owner: lrosintoski
Lead Department: Utilities Strategic Planning

13.3: Utilities: Customer Service & Administration - Customer Accounts

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	6.00
Hourly (FTE)	-

Expenses

	2021 Projected Budget
511000 - Salaries & Wages	432,238
512000 - Benefits	127,409
519000 - Other Personnel Costs	(10,928)
510000 - Personnel Services	**548,719**
521000 - Professional & Technical	45,000
529000 - Other Prof & Tech Services	1,000
520000 - Purchased Prof & Tech Services	**46,000**
533000 - Repair & Maintenance Services	300
530000 - Purchased Property Services	**300**
542000 - Communication Services	2,000
544000 - Employee Travel	13,900
549000 - Other Purchased Services	5,030
540000 - Other Purchased Services	**20,930**
555000 - Office & Related Supplies	1,500
559000 - Other Supplies	27,050
550000 - Supplies	**28,550**
Total Expenses	**644,499**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	644,499
	Funding Source Total	**644,499**

Offer 13.4: Utilities: Customer Service & Administration - Community Engagement & Workforce Culture/Environmental Projects

Offer Type: Ongoing

2021: $1,228,510 and 14.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will sustain Utilities Community Engagement (CE) programs and services. Every day customers and community members interact with Utilities services, including electric, water, wastewater, stormwater and Connexion. In 2019, CE offered 262 engagement opportunities for 15,825 community members, including tours, pop up events, classes, workshops, booths, trainings, open houses, virtual opportunities and more.

Community Engagement provides both internal and external services, focusing on effective event and program coordination, youth and adult education, public engagement process planning and implementation, community sponsorship opportunities and program performance evaluation. CE manages Utilities’ employee engagement strategy planning and development, including a cross departmental Workforce Culture Team based on the Core 34 employee engagement survey.

The services CE provides support education and awareness on the critical services Utilities provides and the policies that support the optimal use of our services. Externally, we provide community members with trustworthy and current resources and information. Internally, services impact project and policy decisions through stakeholder feedback collection and analysis, a program intake and evaluation process, and metrics so decisions made today are sustainable into the future.

We strive to be inclusive when designing and implementing opportunities. The spectrum of customer needs, age, race, gender, ability, and socioeconomic status are considered to design customer centric activities to reach more people, more effectively.

Community Engagement is essential and expected of a public Utility. CE is a cornerstone in Utilities’ efforts to build and maintain strong community relationships with the public and key stakeholder groups. Community relationships are critical to our organization’s reputation and give us the ability to successfully accomplish strategic objectives.

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

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

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

Additional Information

Offer 13.4: Utilities: Customer Service & Administration - Community Engagement & Workforce Culture/Environmental Projects

Offer Type: Ongoing

- 1. Manage affordability programs that offer payment assistance or direct installation of efficiency products into low income customers' homes. The Income Qualified Assistance Program—a reduced electric, water and/or wastewater rate that provides a 23% reduction—averaged 700 participants each month in 2019, resulting in $146,180 in customer savings

- 2. Public participation planning, facilitation, feedback collection and analysis are critical to effective Utility projects. In 2019, 18 projects had public participation components that engaged the community in the decision-making process. For example, the Halligan Water Supply Project engaged more than 4,200 internal and external stakeholders.

- 3. In 2019, CE education offered 192 student and 73 adult programs for over 5,000 participants. A diverse set of programs were offered to a growing audience base, including vulnerable and susceptible populations. The team enhances collaboration between education professionals by working closely with Natural Areas Dept., Poudre School District, Colorado State University, and others.

- 4. Program Specialists manage administration, community outreach, planning and execution for 30+ programs, assisting residents to conserve energy and water and reduce their Utility bills, supporting:
  - Utilities Affordability programs
  - Energy Services programs
  - Resource Conservation programs
  - Water Conservation programs

- 5. The Program Intake & Evaluation Office (PIEO) established processes to ensure new and existing CCSU programs and projects are cost-effective, aligned to strategic goals and meet community needs. PIEO is responsible for outcome measurement and performance management through periodic program evaluations.

Links to Further Details:

- https://www.fcgov.com/utilities/community-outreach • Landing page where community members can learn how to get involved. Opportunities include Community Sponsorship Program, volunteer opportunities, conservation incentives and education programming. Community members can request a staff presentation for residents, community groups and businesses to learn about current and historic topics.
- https://www.fcgov.com/utilities/education-programs • This is where community members and stakeholders can find the full suite of programs and services offered by the education team. Offerings for youth and adults include school programs, watershed field trips, facility tours, bus tours and self-guided check out kits. Additionally, our transportation grant application can be accessed here.
- www.fcgov.com/utilities-affordability • Utilities Affordability Programs are a suite of offerings that help income-qualified customers manage their utilities costs. CE partners with local organizations to provide innovative programs that assist customers with bill payment assistance and efficiency/conservation in their homes. These low/no cost resources help customers keep utility costs down.

Offer 13.4: Utilities: Customer Service & Administration - Community Engagement & Workforce Culture/Environmental Projects

Offer Type: Ongoing

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Provide internal and external services that ensure Utilities tracks, evaluates, and achieves strategic objectives related to engaging the community in Utilities' services, program coordination and decision making processes. In 2019, 262 engagement opportunities for 15,825 community members were offered including tours, pop up events, classes, workshops, booths, trainings, open houses and more.

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.: CE has a thorough program intake, management and evaluation process for all programs/projects to ensure maximum effectiveness, and works closely with Communications and Marketing, CPIO and SSA to ensure it deploys effective and inclusionary planning, process and implementation to meet Utilities' affordability, Energy Policy, Water Efficiency Plan, and the Climate Acton Planning objectives.

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: Program Specialists work supports this objective. Customer electricity loads will evolve to include electrification of heating and vehicles and require comprehensive efforts for efficiency, distributed generation and active load management. The future holds variable snowpack and precipitation, more wildfires and, as a result, more water shortages

Improvements & Efficiencies

- 1. Developed a system for distributing community sponsorships to local organizations that have priorities aligned with Utilities. This allows Utilities to be thorough when considering which opportunities to pursue, be clear with the community on how the process works and be confident that decisions being made are fair and in the best interests of Utilities and the community.

- 2. Developed and implemented new database for Service Area-wide metrics tracking. This improvement streamlines and simplifies metrics so Customer Connections can tell a more inclusive and accurate story of the work accomplished each year.

- 3. Revised the facility tour processes for 222 Laporte Ave., Water Reclamation Plant and the Water Treatment Plant to improve communication, maximize staff time and improve the customer experience.

- 4. Implemented a review process for all outgoing surveys and program request forms, leading to a seamless and consistent customers experience aligned with new City standards.

Offer 13.4: Utilities: Customer Service & Administration - Community Engagement & Workforce Culture/Environmental Projects

Offer Type: Ongoing

- 5. Managed as Service Unit-wide process improvement project where staff submitted 40 ideas for potential process improvements that were then ranked and prioritized for implementation. To date, 15 are slated as process improvement projects for 2020/2021, 13 will be managed in ongoing operations, 4 are scheduled for immediate improvement and 4 have been put on hold or canceled.

- 6. Executed a roles and responsibilities project in 2019 which included a service-unit-wide gap analysis, documented cross-team processes and developed tools to improve role and responsibility identification (e.g., RACI chart). The increased understanding of "who does what" encourages teams to utilize unique coworker strengths and talents to enhance levels of service.

- 7. Developed and implemented a methodology that provides a framework and supporting processes for evaluation of Customer Connection programs, pilots and select projects. Dozens of evaluations have been completed, are in progress or are scheduled for completion. This powerful evaluation system encourages consistency, increased level of service and great stewardship of funds.

- 8. The Utilities Affordability Programs team took part in a Citywide evaluation of affordability programs in 2019. Based on the findings the UAP team is implementing programmatic changes that will allow for better cross-city collaboration, reduce duplication of efforts, create administrative efficiencies and simplify customer enrollment processes.

- 9. Conducted Xeriscape Incentive Program process analysis that lead to improve program efficiency, customer experience and increase participation. By simplifying the process, utilities saw 30% more customers who started the program complete a xeriscape projects than in the previous year.

- 10. Department Specialists were instrumental in launching, coordinating, monitoring and evaluating key conservation and affordability initiatives, including the Building Energy and Water Scoring, Commercial Xeriscape Incentives, home energy and water reports, Income-Qualified Assistance and Solar Rebates. For example, the Solar Rebate Program issued over 350 rebates in 2019- a banner year.

Performance Metrics

- HPG 219. Overall Effectiveness of Utilities Affordability Programs
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=105087&object=measure&objectId=760484.html

Performance Measure Reason: CE collaboratively manages tasks associated with affordability programs including strategy development, planning, execution, tracking and evaluation. Through strategic partnerships, direct outreach and targeted marketing, customers connect with short- or long-term assistance programs designed to meet their needs.

- HPG 220. Number of Utilities Engagement Opportunities

Offer 13.4: Utilities: Customer Service & Administration - Community Engagement & Workforce Culture/Environmental Projects

Offer Type: Ongoing

https://publish.clearpointstrategy.com/594/Measures/scorecardId=105087&object=measure&objectId=765287.html

Performance Measure Reason: CE manages all aspects of engagement including strategy, execution, tracking and evaluation. Engaged community members contribute to water and energy reduction goals, can impact the success of capital projects, and tend to have higher trust in their Utility and are more likely to be amenable to rate increases or disruptions. More engagement opportunities lead to more diversity in people engaged.

- HPG 221. Number of People Engaged in Utilities Opportunities
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=105087&object=measure&objectId=765288.html

Performance Measure Reason: CE manages all aspects of engagement including strategy, execution, tracking and evaluation. Engaged community members contribute to water and energy reduction goals, can impact the success of capital projects, and tend to have higher trust in their Utility and are more likely to be amenable to rate increases or disruptions. More people engaged leads to higher impact of engagement.

Personnel Changes

- Since the last BFO process and at the beginning of 2019, four positions within CE were converted from hourly positions to classified positions. The following describes each position and the conversion:
  - Business Support I – hourly to A2 classified nonexempt, no increase in pay
  - Senior Coordinator, Public Engagement – hourly to A5 classified nonexempt, no increase in pay
  - Specialist, Public Engagement (2 positions) – hourly to P1 classified exempt, no increase in pay

  In March 2020, the Senior Coordinator, Public Engagement position was vacated and as way to conserve and help with budget constraints, we choose not to hire this position during this COVID-19 pandemic. We are currently in a hiring freeze. When things go ‘back to normal’, we have full intentions of hiring this position.

  In March 2020, the Business Support I position was reviewed by HR and was reclassified as a Business Support III. This included an 8% increase in pay.

Differences from Prior Budget Cycles

- • Funding levels for programs and services are reduced compared to prior years (2019 and 2020) with adjustments made to include the ongoing costs to address COVID-19 impacts

- • CE manages the Utilities Affordability Programs therefore budgeting for all program related costs including communications, marketing, and advertising costs

- • Costs have increased for EcoWeek instructors based on new minimum wage requirements per Colorado State University

Explanation of Any Adjustments to Personnel Costs using object 519999

Offer 13.4: Utilities: Customer Service & Administration - Community Engagement & Workforce Culture/Environmental Projects

Offer Type: Ongoing

- CE will be budgeting for the option of paid overtime for the two classified nonexempt employees within CE per federal law requirements and the choice that employees have if they have the option to be paid overtime.

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

wording updates
CAO/CPIO edits

Offer Profile

Offer Owner: lrosintoski

Lead Department: Utilities Strategic Planning

13.4: Utilities: Customer Service & Administration - Community Engagement & Workforce Culture/Environmental Projects

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	14.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		835,636
512000 - Benefits		276,226
519000 - Other Personnel Costs		(22,152)
	510000 - Personnel Services	**1,089,710**
521000 - Professional & Technical		6,200
529000 - Other Prof & Tech Services		26,000
	520000 - Purchased Prof & Tech Services	**32,200**
542000 - Communication Services		5,000
544000 - Employee Travel		8,100
549000 - Other Purchased Services		12,000
	540000 - Other Purchased Services	**25,100**
551000 - Vehicle & Equipment Supplies		450
555000 - Office & Related Supplies		4,500
556000 - Health & Safety Supplies		100
559000 - Other Supplies		68,450
	550000 - Supplies	**73,500**
574000 - Grants		8,000
	570000 - Other	**8,000**
	Total Expenses	**1,228,510**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	1,228,510
	Funding Source Total	**1,228,510**

Offer 13.5: Utilities: Customer Service & Administration - Meter System Inspection

Offer Type: Ongoing

2021: $141,148 and 2.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide for ongoing meter inspection services primarily for the Light & Power electric meter shop. Since the completion of the advanced meter infrastructure project in 2016, the function of meter reading has been transferred to the Credit and Collections department in Customer Connections. The remaining function of this department provides for metering field inspection and data collection.

Since 2016, this department provides value to the electric rate payers by inspecting metering equipment that is no longer visited on a monthly basis. This work supports the City's mission of providing exceptional service for our community as well as aligns with some of the core values the City embodies, in particular, outstanding service and safety. Ensuring our customer's services are maintained down to each individual residence or business aids in our efforts to provide highly reliable electrical services to attract and retain economic growth and also reduces risks of eventful failures ultimately keeping our customers out of harm’s way.

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

✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: The load data collected from meters has helped us create predictive modeling scenarios for transformer replacement projects. Meters also alarm our SCO when outages occur and, in most instances, alarm us quicker than the customer. Ensuring our meters are able to function properly by routinely performing field inspections adds another layer of data security.

Offer 13.5: Utilities: Customer Service & Administration - Meter System Inspection

Offer Type: Ongoing

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Inspecting meter equipment improves our electric meter infrastructure and services and reduces costs associated with work performed during off-duty hours due to unplanned outages.

Improvements & Efficiencies

- In 2019, we began to include avoided minutes from planned outages related to meter repairs. Tracking this metric will allow us to identify failure rates and failure modes of metering equipment while promoting the City's value of safety within the community.

Performance Metrics

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

Performance Measure Reason: Having the ability to identify and repair a damaged meter or meter equipment before the customer is aware of an issue, supports the City's mission to provide exceptional service for an exceptional community.

Personnel Changes

- Not applicable

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Offer Title modification
CAO/CPIO edits

Offer Profile

Offer Owner: tmccollough
Lead Department: Utilities Strategic Planning

13.5: Utilities: Customer Service & Administration - Meter System Inspection

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	2.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		95,774
512000 - Benefits		37,811
519000 - Other Personnel Costs		(2,672)
	510000 - Personnel Services	**130,913**
533000 - Repair & Maintenance Services		6,500
	530000 - Purchased Property Services	**6,500**
551000 - Vehicle & Equipment Supplies		2,885
556000 - Health & Safety Supplies		400
559000 - Other Supplies		450
	550000 - Supplies	**3,735**
	Total Expenses	**141,148**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	141,148
	Funding Source Total	**141,148**

Offer 13.6: Utilities: Customer Service & Administration - Locating Operations

Offer Type: Ongoing

2021: $991,342 and 10.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the operation of the Utilities Facility Locates group.

This department includes 8 FTE and 2 contractual positions. Utility Facility Locators mark underground lines any time excavation occurs. This can be anything from a major intersection rebuild to a homeowner installing a fence. The current staff of locators mark City water, wastewater, stormwater, electric, traffic signal loops, and Connexion. Accurate and timely locates are essential to prevent injury to construction workers and damage to Utility and City infrastructure.

The funding for the Locates group comes from the CS&A fund, as they do work for all four Utilities. They also bill other City departments for locates they perform for them.

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

✓ HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

Additional Information

- Peak ticket volume in 2020 increased 25% compared to 2019 and Connexion has not yet achieved sustained peak miles of plant production rates. The contractor for Connexion continues to add construction crews to reach peak production to meet the project timeline. Strong sign-ups for fiber service are creating additional tickets to connect homes/businesses.

- Connexion infrastructure adds an additional Utility enterprise to our Utility Locate department's responsibility as the new system is built and accepted by Connexion. This includes our acceptance of the excess fiber from Platte River that is now our responsibility to locate. Strong locate volume also continues related to other construction and residential tickets throughout the City.

Links to Further Details:

- https://arcg.is/enTKG

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 13.6: Utilities: Customer Service & Administration - Locating Operations

Offer Type: Ongoing

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Approving this Offer ensures adequate staffing for timely and accurate locates, reducing the probability of lifecycle cost increases from employee injury and system damage.

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Approving this Offer adds to and continues the level of service expected by Utilities customers. If the Locates section is understaffed and accuracy rates drop, there is an increased probability of unplanned outages and damage to the utility systems.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.: Timely and accurate utility locates are a key enabler for the successful deployment of the Connexion outside fiber plant.

Improvements & Efficiencies

- This department completed an FCLean process in 2019 that resulted in an automated ticket management system that eliminated 16 daily person-hours of administrative work, enabling a paperless business process that saves over 30,000 sheets of paper per year. Pictures are now included in each locate ticket response for better visibility and accuracy.
- Continued communication between the group and management has identified the need for additional resources, including more personnel. This is addressed in a separate enhancement offer, #13.16.

Performance Metrics

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

Performance Measure Reason: Timely and accurate locates result in less damage to the electric system and the resulting unplanned outage.

- HPG 4. City Employee Safety - Total Recordable Injury Rate (TRIR) YTD
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91470.html

Performance Measure Reason: Safe, timely and accurate locates decrease the probability of employee, community member or contractor injury from damaging Utility infrastructure.

Personnel Changes

- Not applicable

Differences from Prior Budget Cycles

- Not applicable

Offer 13.6: Utilities: Customer Service & Administration - Locating Operations

Offer Type: Ongoing

Explanation of Any Adjustments to Personnel Costs using object 519999

- For the vacant positions in this offer, additional personnel budget has been added to supplement 35% of hiring range default wages. This will allow a candidate to be hired at market wages for this position.

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

CAO/CPIO edits

Offer Profile

Offer Owner: tmccollough
Lead Department: Utilities Strategic Planning

13.6: Utilities: Customer Service & Administration - Locating Operations

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	10.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		612,426
512000 - Benefits		216,339
519000 - Other Personnel Costs		(9,460)
	510000 - Personnel Services	**819,305**
521000 - Professional & Technical		84,000
	520000 - Purchased Prof & Tech Services	**84,000**
533000 - Repair & Maintenance Services		25,000
	530000 - Purchased Property Services	**25,000**
542000 - Communication Services		10,092
549000 - Other Purchased Services		100
	540000 - Other Purchased Services	**10,192**
551000 - Vehicle & Equipment Supplies		20,385
552000 - Land & Building Maint Supplies		18,000
554000 - Utility Supplies		500
555000 - Office & Related Supplies		700
556000 - Health & Safety Supplies		1,760
559000 - Other Supplies		11,500
	550000 - Supplies	**52,845**
	Total Expenses	**991,342**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	991,342
	Funding Source Total	**991,342**

Offer 13.7: Utilities: Customer Service & Administration - Grounds Maintenance

Offer Type: Ongoing

2021: $336,872 and 4.00 FTE, 1.12 Hourly FTE

Offer Summary

This offer funds the ongoing operation of the grounds maintenance crew in Utilities.

This group does the landscaping and sprinkler maintenance for Utilities-owned properties including 700 Wood Street, the Water Treatment Facility and the Mulberry Reclamation Facility. They also do landscaping repairs and re sodding on Light & Power and Water Engineering & Field Operations Projects when Utility work disrupts a customer's landscaping. This can range from an overhead to underground conversion with new trenching in established areas to water main breaks.

This division also provides snow removal around Utilities properties in the winter months.

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

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

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

Additional Information

- Not applicable

Links to Further Details:

- https://arcg.is/0vfPnC0

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: This group has a direct impact on the customer experience in that they repair damage and excavations in established yards. When Utilities digs a hole in an established yard, expectations are high that the repair will make it look the same or better than before.

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: This division provides resources to maintain and repair Utilities landscaping and light building maintenance.

Improvements & Efficiencies

Offer 13.7: Utilities: Customer Service & Administration - Grounds Maintenance

Offer Type: Ongoing

- Continued exploration and implementation of battery-powered landscape maintenance equipment helps with emissions reductions and noise concerns. It helps prevent hearing loss for employees and reduces vibration caused repetitive injuries.

Performance Metrics

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

Performance Measure Reason: This group has a direct impact on the satisfaction of work that Utilities does in customers' yards/properties, and in the customer experience at the Utilities properties that they maintain.

Personnel Changes

- Not applicable

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning

13.7: Utilities: Customer Service & Administration - Grounds Maintenance

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	4.00
Hourly (FTE)	1.12

Expenses

	2021 Projected Budget
511000 - Salaries & Wages	226,897
512000 - Benefits	78,866
519000 - Other Personnel Costs	(5,261)
510000 - Personnel Services	**300,502**
521000 - Professional & Technical	500
529000 - Other Prof & Tech Services	100
520000 - Purchased Prof & Tech Services	**600**
533000 - Repair & Maintenance Services	17,500
534000 - Rental Services	500
530000 - Purchased Property Services	**18,000**
544000 - Employee Travel	500
540000 - Other Purchased Services	**500**
551000 - Vehicle & Equipment Supplies	10,250
552000 - Land & Building Maint Supplies	2,300
554000 - Utility Supplies	2,500
556000 - Health & Safety Supplies	720
559000 - Other Supplies	1,500
550000 - Supplies	**17,270**
Total Expenses	**336,872**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	336,872
	Funding Source Total	**336,872**

Offer 13.8: Utilities: Customer Service & Administration - Support Services & Wellness

Offer Type: Ongoing

2021: $1,725,105 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Utilities Support Services includes a variety of shared services, including building maintenance, utilities, janitorial services and after hours security services. This offer provides funding for shared building support services at the Utilities Service Center, as well as 222 LaPorte Avenue.
The major shared services funded in this offer include: • Utilities for the Service Center campus • Building repair and maintenance • Janitorial services • Copier services • Security services.

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

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This offer supports the maintenance of utility work buildings and customer service buildings.

Improvements & Efficiencies

- This offer better aligns the budgeted amounts with actual building expenses resulting in a significant decrease in the amount being requested this budget cycle.

Performance Metrics

- HPG 46. Average number of Well Days earned per participant
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=91366.html

Performance Measure Reason: This offer funds the Wellness efforts within the Service Area.

Personnel Changes

- Not applicable

Differences from Prior Budget Cycles

Offer 13.8: Utilities: Customer Service & Administration - Support Services & Wellness

Offer Type: Ongoing

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

removed measure HPG 14, per Stan W, measure will be archived.

Offer Profile

Offer Owner: CAlthoff

Lead Department: Utilities Strategic Planning

13.8: Utilities: Customer Service & Administration - Support Services & Wellness

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	1.00
Hourly (FTE)	-

Expenses

	2021 Projected Budget
511000 - Salaries & Wages	67,826
512000 - Benefits	128,348
519000 - Other Personnel Costs	(1,789)
510000 - Personnel Services	**194,385**
521000 - Professional & Technical	61,600
529000 - Other Prof & Tech Services	9,000
520000 - Purchased Prof & Tech Services	**70,600**
531000 - Utility Services	235,085
532000 - Cleaning Services	193,107
533000 - Repair & Maintenance Services	675,809
534000 - Rental Services	85,000
530000 - Purchased Property Services	**1,189,001**
541000 - Insurance	11,081
542000 - Communication Services	10,500
543000 - Internal Admin Services	170,104
544000 - Employee Travel	2,200
549000 - Other Purchased Services	13,100
540000 - Other Purchased Services	**206,985**
551000 - Vehicle & Equipment Supplies	764
552000 - Land & Building Maint Supplies	7,000
555000 - Office & Related Supplies	25,070
556000 - Health & Safety Supplies	7,000
559000 - Other Supplies	24,300
550000 - Supplies	**64,134**
Total Expenses	**1,725,105**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	1,725,105
	Funding Source Total	**1,725,105**

Offer 13.9: Utilities: Customer Service & Administration - Executive Director's Office

Offer Type: Ongoing

2021: $563,435 and 3.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the Utilities Executive Director’s office, which provides leadership for the Utilities service area consisting of 420+ employees in five service units and two departments directing the creation and execution of policies and procedures in achieving the Community Dashboard results. This is achieved by executing the policies and plans approved by City Council in providing competitively priced, reliable, and environmentally sustainable services and programs that exceed customer expectations. The Executive Director serves as a member of the City Manager’s Executive Lead Team, Strategic Issues Team, and Leadership Link to participate in decision making and information sharing at the executive level providing continuity of leadership for sustainability and performance excellence. The functions of Administrative Services and the Records Management Program also report out of the Executive Director’s office.

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

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The Executive Director's Office provides the executive leadership to achieve the operational objectives of the utilities while maintaining the support and satisfaction of the community served by the municipal utilities.

Improvements & Efficiencies

- The new Executive Director will be hired in the second half of 2020 and is expected to bring new perspectives on efficiencies and improvements. Efficiencies achieved recently have allowed for reductions to be made to this budget in 2021.

Performance Metrics

- HPG 32. Utilities - Customer Satisfaction – Residential Overall

Offer 13.9: Utilities: Customer Service & Administration - Executive Director's Office

Offer Type: Ongoing

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

Performance Measure Reason: Overall customer satisfaction is measured through customer surveys and by direct contact with customers through outreach efforts such as key account meetings. The Executive Director's strategic decisions drive the direction of the utilities in meeting and exceeding customer expectations.

Personnel Changes

- The next Executive Director is expected to be hired in the second half of 2020. No other personnel changes are expected.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: TConnor

Lead Department: Utilities Strategic Planning

13.9: Utilities: Customer Service & Administration - Executive Director's Office

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	3.00
Hourly (FTE)	-

Expenses

	2021 Projected Budget
511000 - Salaries & Wages	299,981
512000 - Benefits	86,038
519000 - Other Personnel Costs	(7,580)
510000 - Personnel Services	**378,439**
521000 - Professional & Technical	128,000
520000 - Purchased Prof & Tech Services	**128,000**
533000 - Repair & Maintenance Services	1,500
534000 - Rental Services	500
530000 - Purchased Property Services	**2,000**
542000 - Communication Services	1,140
544000 - Employee Travel	20,500
549000 - Other Purchased Services	15,250
540000 - Other Purchased Services	**36,890**
551000 - Vehicle & Equipment Supplies	106
555000 - Office & Related Supplies	6,000
559000 - Other Supplies	12,000
550000 - Supplies	**18,106**
Total Expenses	**563,435**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	563,435
	Funding Source Total	**563,435**

Offer 13.10: Utilities: Customer Service & Administration - Finance & Asset Management

Offer Type: Ongoing

2021: $1,692,265 and 14.50 FTE, 1.00 Hourly FTE

Offer Summary

This offer provides funding for the Utilities Financial Operations department and the Utilities Strategic Financial Planning department. These departments work collaboratively with each other and the City's Finance department to provide financial services and financial management for the four utility enterprise funds (Light and Power, Water, Wastewater and Stormwater) and the Utilities Customer Service and Administration Fund.

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

Financial Operations: • Financial reporting and analysis • Budget preparation and monitoring • Debt management • Purchasing • Processing accounts payable • Processing accounts receivable • Calculating and administering plant investment and electric fees for new development • Collection of water rights and cash in lieu of water rights • Coordination of transfer of customers in annexed areas • State and Federal reporting • Grant reporting

Strategic Financial Planning: • Long-term financial planning • Revenue requirements and revenue projections • Asset management • Rate development • Rate administration • Cost-of-service analysis • Development of Plant Investment Fee rates

Asset Management: • Asset performance • Asset lifecycle analysis • Asset management best practices • Computerized Materials Management System

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

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Offer 13.10: Utilities: Customer Service & Administration - Finance & Asset Management

Offer Type: Ongoing

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The current levels of analysis, financial operations and planning, and asset management efforts can be maintained at this level of funding.

Improvements & Efficiencies

- Efficiencies and improvements have allowed this department to take on additional workloads for Connexion and growing capital improvement investments.

Performance Metrics

- HPG 1. Actual Cumulative Revenue Compared to Budget ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91314.html

Performance Measure Reason: Accurate financial forecasting is critical to ensure the long term financial resiliency of each utility.

- HPG 2. Accuracy of Cumulative Budgeted Expenses ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91315.html

Performance Measure Reason: Accurate financial analysis and reporting is critical to ensure the long term financial resiliency of each utility.

Personnel Changes

- No personnel changes are proposed this budget cycle.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- P078-001, Civil Engineer III was regraded to a Manager, Technical Project Management. The additional cost is $3,552 in 2021 and $1,334 in 2022.

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

CAO/CPIO edits

Offer Profile

Offer Owner: LASmith

Lead Department: Utilities Strategic Planning

13.10: Utilities: Customer Service & Administration - Finance & Asset Management

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	14.50
Hourly (FTE)	1.00

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		1,235,432
512000 - Benefits		340,149
519000 - Other Personnel Costs		(59,776)
	510000 - Personnel Services	**1,515,805**
521000 - Professional & Technical		125,310
	520000 - Purchased Prof & Tech Services	**125,310**
533000 - Repair & Maintenance Services		17,000
	530000 - Purchased Property Services	**17,000**
542000 - Communication Services		3,000
544000 - Employee Travel		14,750
549000 - Other Purchased Services		5,400
	540000 - Other Purchased Services	**23,150**
555000 - Office & Related Supplies		10,000
559000 - Other Supplies		1,000
	550000 - Supplies	**11,000**
	Total Expenses	**1,692,265**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	1,692,265
	Funding Source Total	**1,692,265**

Offer 13.11: Utilities: Customer Service & Administration - Information Technology

Offer Type: Ongoing

2021: $5,252,753 and 15.87 FTE, 0.75 Hourly FTE

Offer Summary

This offer includes the Utilities portion of the IT Department allocation for shared services including Enterprise applications, infrastructure and administration offers ($2,091,372). These amounts are not additive to the IT Department (Utilities) offers but utilize this funding mechanism for the Utilities portion of the overall IT shared services. This offer includes the ongoing development, testing, implementation, and support work of the Application Services Utilities Department. More than 100 applications used by Utilities employees are implemented, supported, and enhanced by this organization. Over the past years, Utilities has been progressively moving to more robust, sustainable, modern business applications. There has been a specific effort to move away from locally developed, more customized systems to Enterprise strength systems that are more expandable, extensible and sustainable for the long term. As a result of this work, many of the locally developed (customized) systems have been retired and many more are on target for retirement as the Enterprise strength systems take their place.

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

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

Additional Information

- Maximo Computerized Maintenance Management has been deployed to the two water plants, the wastewater collection department, stormwater operations, and is now being deployed to the water distribution department. Work is also underway to deploy Maximo to Light & Power. Maximo warehousing capability is being used by Fort Collins Connexion to dispense required components for build-out.

- Open Smart Flex (OSF) - is a new Utilities billing system being deployed to replace the former system, Banner. OSF was implemented last year to handle the provisioning of new Fort Collins Connexion telecommunications services to customers, as well as performing the needed billing processes. Telecommunications services carry special fees. Unlike most Utility billing systems, OSF handles fees.

Offer 13.11: Utilities: Customer Service & Administration - Information Technology

Offer Type: Ongoing

- Advanced Metering System - This system automated the collection of electric and water meter reads. Through a wireless mesh network, Utilities collects 15-minute interval reads for electric and 60-minute interval reads for water. These intervals are passed to the billing system and are used to compute complex rates such as Time-of-Day Rates. Electric services are remotely turned on and off.

- ESRI mapping - The Utilities has been steadily moving to ESRI, an industry standard mapping system. This standard system has already been deployed to most water departments and is being deployed now within Light & Power. Having robust mapping tools puts the Utilities at an advantage and mapping can be integrated with other Enterprise strength systems, such as Maximo.

- Data Governance/Data Warehousing - An integrated data repository that can be utilized by analysts and data scientists throughout the various utility departments is in high demand. Utilities is in the process of maturing its statistical analysis capabilities. Data Governance processes are foundational to an accurate, reliable operational data store or Data Warehouse. This is now underway.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: This organization's primary mission is back-office information systems. The efficiency and effectiveness of these systems enable Utility staff to provide exceptional services to our customers. Easy, efficient, automated technology tools are key to providing excellent service. We continue to innovate by deploying modern, sustainable systems. Utilities' data enables strategic decision-making.

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: The team's implementation and ongoing support of the new Utility Billing system as well as Fort Collins Connexion Billing system is a major contribution to the efficiency of Utility services to our customers. The Billing system accurately maintains customer rate information. The Maximo system maintains accurate records of Utility infrastructure. Work orders are issued for ongoing maintenance.

- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: In support of resilience and sustainability, the team will continue to implement Enterprise strength information systems while continuing to retire locally developed, customized systems. This critical effort enables Utilities and other City departments to be more resilient when there is staff turn-over. Enterprise strength business applications are more expandable, extensible and sustainable.

Offer 13.11: Utilities: Customer Service & Administration - Information Technology

Offer Type: Ongoing

Improvements & Efficiencies

- * Moving away from locally developed (customized) software solutions
  * Moving to Enterprise-strength information systems that are scalable, extensible and sustainable
  * Continued implementation of industry standard mapping (ESRI) for all Utilities and Connexion
  * Adding the Fort Collins Connexion suite of back office systems to our suite of tools (Open Smart Flex & Fiber Manager) - revenue gain

Performance Metrics

- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Performance Measure Reason: IT Applications will continue to be rated "higher" than benchmark organizations in the Internal Services Survey.

Personnel Changes

- 1 part-time hourly retired during Q1 of 2020

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: MEvans
Lead Department: Utilities Strategic Planning

13.11: Utilities: Customer Service & Administration - Information Technology

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	15.87
Hourly (FTE)	0.75

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		1,593,963
512000 - Benefits		409,859
519000 - Other Personnel Costs		(38,602)
	510000 - Personnel Services	**1,965,220**
521000 - Professional & Technical		45,000
529000 - Other Prof & Tech Services		200,000
	520000 - Purchased Prof & Tech Services	**245,000**
533000 - Repair & Maintenance Services		929,766
	530000 - Purchased Property Services	**929,766**
542000 - Communication Services		264,900
543000 - Internal Admin Services		7,570
544000 - Employee Travel		46,560
549000 - Other Purchased Services		10,590
	540000 - Other Purchased Services	**329,620**
555000 - Office & Related Supplies		63,750
559000 - Other Supplies		5,920
	550000 - Supplies	**69,670**
591000 - Transfers to Funds		1,713,477
	590000 - Transfers Out	**1,713,477**
	Total Expenses	**5,252,753**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	5,252,753
	Funding Source Total	**5,252,753**

Offer 13.12: Utilities: Customer Service & Administration - Minor Capital

Offer Type: Ongoing

2021: $203,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide for the purchase and replacement of Minor Capital Utilities enterprise-related assets.

This offer includes equipment, trucks, and vehicles used in the design, construction, operation, maintenance, and repair of Utilities systems, in addition to needs of Customer Connections. The amount requested reflects replacement guidelines set forth by Operations Services. Some cost increases are expected due to the exploration and implementation of alternative fuel vehicles.

The offer also includes minor capital building-related expenditures through Utilities Finance.

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

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

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

Additional Information

- Utilities CS&A Locates - 2021 2 mid-sized trucks @ $38,000 each. 2021 - $40,000 Locate machines (5@$8000) 2022 - $40,000 (5@$8,000). Utilities Grounds Maintenance 2021- $20,000 Battery Operated large mower. Customer Accounts - 2021 $32,000 Credit and Collections truck. Utilities Finance - 2021 - $35,000 2022 - $35,000 for capital building expenditures.
- Utilities follows the FASTER guidelines from Operations Services to make recommendations for vehicle replacements. These guidelines consider life-cycle costs of operating vehicles. When possible and commercially available, alternative fuel sources are recommended such as battery electric vehicles (BEV) and compressed natural gas (CNG).

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Maintain a fleet of efficient, reliable vehicles and equipment to mitigate unforeseen repairs and replacements.

Offer 13.12: Utilities: Customer Service & Administration - Minor Capital

Offer Type: Ongoing

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: Efficiencies will be achieved by the use of alternative fuel vehicles. Less fuel costs/mile, less emissions, and less maintenance can be achieved.

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Operations Services guidelines set replacements based on a points system that includes maintenance costs, age, and mileage/hours. Replacement recommendations are evaluated considering use, new cost, maintenance costs, and available funds. Keeping an updated and well-maintained fleet will reduce maintenance costs and down times.

Improvements & Efficiencies

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

Performance Metrics

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

Performance Measure Reason: New vehicles and equipment are specified as CNG or electric whenever possible.

- ENV 111. Average Fuel Economy in miles/hours per gallon
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=313972.html

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

Personnel Changes

- Not applicable

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer 13.12: Utilities: Customer Service & Administration - Minor Capital

Offer Type: Ongoing

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning

13.12: Utilities: Customer Service & Administration - Minor Capital

Ongoing Programs and Services

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

Expenses

		2021 Projected Budget
565000 - Vehicles & Equipment		203,000
	560000 - Capital Outlay	**203,000**
	Total Expenses	**203,000**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	203,000
	Funding Source Total	**203,000**

Offer 13.13: Utilities: Customer Service & Administration - Information Technology Minor Capital

Offer Type: Ongoing

2021: $376,629 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this ongoing minor capital offer ensures that the Utilities networks will continue to be upgraded to current version components. The dollars associated with this offer are to procure the needed switches and routers for upgrading the Utilities network per standard, ongoing best practices. The Network Engineering organization has confirmed that they have this network upgrade scheduled in their work plan for 2021. The dollars in this minor capital account are for procuring the needed switches and routers to perform this upgrade. The components needed for the upgrade were specified by the Network Engineering team. Funding this offer will ensure that the network can be upgraded as scheduled during 2021. Keeping networks upgraded to current versions is a good defense against potential cyber security attacks and should be regularly performed to safeguard the many critical services supplied by Utilities that our customers depend on.

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

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Keeping the network components current is a business basic and fosters operational excellence. As newer network components evolve to be even more reliable and effective, these are deployed to better protect operations. Keeping network components up to date ensures the receipt of security improvements as well as vendor support to ensure that our networks are robust and protective.

Improvements & Efficiencies

- * Keeping the Utilities network upgraded to current versions of switches is essential to maintaining best practices for cyber security.
  * If computing components (networks) are allowed to continue beyond when they are supported by the vendor, you lose the support from the vendor and stop receiving security patches, which leaves your environments open to the latest cyber security attacks.

Offer 13.13: Utilities: Customer Service & Administration - Information Technology Minor Capital

Offer Type: Ongoing

Performance Metrics

- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Performance Measure Reason: Objective is to have no dis-satisfied customers due to issues with the Utility network. The Utility network protects such critical systems as Electric SCADA (Supervisory Control and Data Acquisition) as well as Water SCADA. Keeping Utilities networks upgraded to current versions is a first line of defense in protecting against malicious cyber attacks.

Personnel Changes

- N/A

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: MEvans

Lead Department: Utilities Strategic Planning

13.13: Utilities: Customer Service & Administration - Information Technology Minor Capital

Ongoing Programs and Services

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

Expenses

		2021 Projected Budget
565000 - Vehicles & Equipment		116,323
	560000 - Capital Outlay	**116,323**
591000 - Transfers to Funds		260,306
	590000 - Transfers Out	**260,306**
	Total Expenses	**376,629**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	376,629
	Funding Source Total	**376,629**

Offer 13.14: Utilities: ONGOING CS&A - Open Offer

Offer Type: Ongoing

2021: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

X

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

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

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

Improvements & Efficiencies

- X

Performance Metrics

- NLSH 1. Voluntary Code Compliance https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=91249.html

Performance Measure Reason: X

Personnel Changes

- X

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Offer 13.14: Utilities: ONGOING CS&A - Open Offer

Offer Type: Ongoing

- Not applicable

Offer Profile

Offer Owner: JAuthier

Lead Department: Utilities Strategic Planning

Full Time Equivalent (FTE) Staffing	-
Hourly (FTE)	-

Expenses

Total Expenses

Funding Sources

Funding Source Total

Offer 13.15: Utilities: ONGOING CS&A - Open Offer

Offer Type: Ongoing

2021: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

X

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

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

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

Improvements & Efficiencies

- X

Performance Metrics

- NLSH 1. Voluntary Code Compliance
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=91249.html

Performance Measure Reason: X

Personnel Changes

- X

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Offer 13.15: Utilities: ONGOING CS&A - Open Offer

Offer Type: Ongoing

- Not applicable

Offer Profile

Offer Owner: JAuthier

Lead Department: Utilities Strategic Planning

Full Time Equivalent (FTE) Staffing	-
Hourly (FTE)	-

Expenses

Total Expenses

Funding Sources

Funding Source Total

Offer 13.16: Enhancement: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates Enhanced Staffing

Offer Type: Enhancement

2021: $170,828 and 2.00 FTE, 0.00 Hourly FTE

Offer Summary

This Offer funds 2.0 contractual FTE Utility Facility Locators for the 2021 budget.

Utility Facility Locators mark underground lines any time an excavation occurs. This can be anything from a major intersection rebuild to a homeowner installing a fence. The current Locator staff mark City water, wastewater, stormwater, electric, traffic signal loops and fiber. The current staffing levels are not sufficient to keep up with locate volumes associated with the rate of construction related to the Connexion outside plant build.

The construction started in 2019 and will reach peak production in 2020. 1.0 FTE contractual Locator was added in 2020 to keep up with increasing workloads. The peak production rates will sustain through the entire Connexion build. Seven (7) to ten (10) conduit miles of construction activity is occurring each week.

Accurate and timely locates are essential to prevent injury to construction workers, prevent damage to Utility and City infrastructure and support the ability for Connexion to deploy the outside fiber plant without construction delays.

Funding this offer will increase the total number of contractual Locators to 4.0 FTEs. It is anticipated that some contractual positions will sunset after the completion of the fiber installation project. The contracts will be reviewed on an annual basis.

The funding for the Locates group comes from the Customer Service & Administration (CS&A) fund, as they primarily do work for all five Utilities. They also bill other City departments for locates they perform for them.

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

✓ HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.

Additional Information

Offer 13.16: Enhancement: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates Enhanced Staffing

Offer Type: Enhancement

- The Connexion Outside Plant team and Strategic Operations team have identified utility locates as a risk to the construction timeline for the new fiber system. Delays in providing accurate and timely locates will create construction delays for Connexion. This applies to City-owned facilities as well as Comcast, Xcel and CenturyLink facilities.

- Connexion construction continues to ramp up, with additional areas being designed and released. This increases the workload for each locator. The department has made efficient operations improvements that have decreased daily administrative duties, including an FC Lean process that resulted in an automated ticket management system.

- Peak ticket volume in 2020 increased 25% compared to 2019 and Connexion has not yet achieved sustained peak miles of plant production rates. Connexion's contractor continues to add construction crews to reach peak production to meet the project timeline. Strong sign-ups for fiber service are creating additional tickets to connect homes and businesses.

- Connexion infrastructure adds an additional utility to our Utility Locate department's responsibility as the new system is built and accepted by Connexion. This includes our acceptance of the excess fiber from Platte River that is now our responsibility to locate. Strong locate volume also continues related to other construction and residential tickets throughout the City.

- If the additional resources are not added to this division, we expect impacts to the organization to continue, including denying vacation requests within Locates, additional overtime expenses, risk to Utilities infrastructure that is not getting located in a timely manner and risk to the Connexion project timeline.

Impact to Ongoing Expenses

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

  $180,000

Scalability and explanation

This Offer could be scaled from 2 FTEs to 1 FTE. Data continues to indicate that 2 FTEs are necessary to continue the required service level.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 13.16: Enhancement: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates Enhanced Staffing

Offer Type: Enhancement

✓ HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Approving this Offer ensures adequate staffing for timely and accurate locates, reducing the probability of life-cycle cost increases from employee injury and system damage.

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Approving this Offer adds to and continues the level of service expected by Utilities customers. If the Locates section is understaffed and accuracy rates drop, there is an increased probability of unplanned outages and damage to the utility systems.

- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.: Timely and accurate utility locates are a key enabler for the successful deployment of the Connexion outside fiber plant.

Performance Metrics

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

Performance Measure Reason: Timely and accurate locates result in less damage to the electric system and the resulting unplanned outage.

- HPG 4. City Employee Safety - Total Recordable Injury Rate (TRIR) YTD
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91470.html

Performance Measure Reason: Safe, timely, and accurate locates decrease the probability of employee, community member or contractor injury from damaging Utilities infrastructure.

- HPG 34. Utilities Service Area - Core 34 Results
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=91479.html

Performance Measure Reason: The existing employees in this division have been working extremely hard to keep up with the increased workload. They have experienced some frustration with decreased flexibility for time off, stress related to an aggressive workload, and feeling that safety and accuracy are being compromised by being rushed to complete tickets. These positions will increase engagement in this group.

Explanation of Any Adjustments to Personnel Costs using object 519999

- For the vacant position and the new position in this offer, additional personnel budget has been added to supplement 35% of hiring range default wages. This will allow candidates to be hired at market wages for this position.

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

- Not applicable

Offer Profile

Offer 13.16: Enhancement: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates Enhanced Staffing

Offer Type: Enhancement

Offer Owner: tmccollough

Lead Department: Utilities Strategic Planning

13.16: Enhancement: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates Enhanced Staffing

Enhancement to Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	2.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		100,092
512000 - Benefits		30,076
519000 - Other Personnel Costs		6,800
	510000 - Personnel Services	**136,968**
521000 - Professional & Technical		20,000
	520000 - Purchased Prof & Tech Services	**20,000**
533000 - Repair & Maintenance Services		4,000
	530000 - Purchased Property Services	**4,000**
542000 - Communication Services		1,000
	540000 - Other Purchased Services	**1,000**
551000 - Vehicle & Equipment Supplies		6,000
559000 - Other Supplies		2,860
	550000 - Supplies	**8,860**
	Total Expenses	**170,828**

Funding Sources

		2021 Projected Budget
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	170,828
	Funding Source Total	**170,828**

Offer 13.17: Enhancement: 1.0 FTE Utilities: Customer Service & Administration - Application Support

Offer Type: Enhancement

2021: $91,595 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will add 1.0 Analyst II, Software FTE for the purpose of fully supporting the new Open Smart Flex Billing and Provisioning system for Utilities and for Fort Collins Connexion. Prior to 2019, Utilities solely used a "hosted" solution for its Utility Billing System. This billing system, Banner, was physically housed on servers at Platte River Power Authority. There were two Information Technology professionals at PRPA who provided support to the Banner Billing System in addition to two individuals in the IT Application Services team within Utilities. With the new billing software chosen by Utilities, Open Smart Flex (OSF), Utilities is moving the billing system in house (City Hall West). In addition to support of Utilities for the new OSF Billing System, the Utilities' IT team continues the responsibility of providing support to the Fort Collins Connexion business as well. The new OSF system enables both provisioning of Broadband to customers as well as billing of the telecommunications services. As the customer base increases for both Utilities services and Connexion products, and the number of products grows and gets re packaged, there is a need to add a technical analyst FTE to focus 100% on the new Utilities Billing System, Open Smart Flex. Support includes applying monthly software releases, as well as continuing configuration patches and upgrades. While OSF was moved into production in 2019 for Connexion, the system is still being deployed for Utilities billing with a planned implementation target of October 2020. There will continue to be new products added to Connexion's products and these require new configurations. Because we will no longer have the two support resources that were available at PRPA (for support of the old Banner Billing System) we will need to add an Analyst in order to continue to provide the same level of support to our Utility staff and now Connexion staff who use this critical application.

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

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

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

Additional Information

- - Fort Collins Connexion is enjoying a high level of sales in the areas that are ready for deployment. This increases the number of records and processes in the new Billing and Provisioning system. Without OSF, the Connexion products could not be provisioned at the customer site, nor could they be billed.
  - OSF continues to grow due to the addition of a brand new business within the City.

Offer 13.17: Enhancement: 1.0 FTE Utilities: Customer Service & Administration - Application Support

Offer Type: Enhancement

- - The Open Smart Flex system is a fully functional Utility Billing system and Telecom Sales/Billing system.
  - OSF has the flexibility of adding new product offerings & special packages" to the Connexion portfolio of products.
  - This flexibility, while great, implies the need for technical staff to create new configurations when needed.
  - On-going technical troubleshooting is required.
- - It is not workable to bring on a new business to the City (Connexion) and pull out of a hosted environment at PRPA which provided 2 technical support resources, without adding an FTE to accommodate the increased workload and the loss of the technical help from the IT staff at PRPA.
  - This FTE will be 100% dedicated to the on-going support of Open Smart Flex billing & provisioning.
- - This team prides itself in providing outstanding service to its internal customers as well as external customers of Utilities and Connexion.
  - Funding this position will allow us to continue to provide the level of service in which we take pride.
  - The system is extremely complex and automates 100's of detailed business processes.
  - Being able to troubleshoot and provide help will be key.

Impact to Ongoing Expenses

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

$108,000

Scalability and explanation

Not funding this offer results in lower service levels. An alternative is to bring in a Temporary technical resource to learn the new system. The expectation is that Open Smart Flex will be the Utility and Connexion Billing system for greater than 15 years at a minimum. The need to continue to apply software releases/patches on a monthly basis will continue. The expert understanding of the system will be acquired over time and it is hoped that this investment in learning would be for an FTE.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 13.17: Enhancement: 1.0 FTE Utilities: Customer Service & Administration - Application Support

Offer Type: Enhancement

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The Utility and Connexion Billing system bring in more revenue to the City/Utilities than any other back-office information system.
The service to both the internal users of the system as well as our external customers must be best in class. The City currently enjoys high marks from its citizens on customer service for billing. Funding this FTE will assure continued high quality service.

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: This FTE, in support of the Open Smart Flex system, will help the Utilities and Connexion to assure that the billing and provisioning system is kept updated with current releases and patches and that the end users continue to experience a high level of support to assure their continuity of high levels of service to our citizens.

Performance Metrics

- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Performance Measure Reason: With the addition of this FTE, our goal is to continue to rate higher than benchmark cities, as we have in the past, for IT application services. The Open Smart Flex Billing and Provisioning system will be a key application for Utilities and Connexion taking us well into the future. This software is innovative in that it handles both Utilities and Telecommunication services.

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: MEvans

Lead Department: Utilities Strategic Planning

13.17: Enhancement: 1.0 FTE Utilities: Customer Service & Administration - Application Support

Enhancement to Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	1.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		69,048
512000 - Benefits		19,314
519000 - Other Personnel Costs		(1,767)
	510000 - Personnel Services	**86,595**
559000 - Other Supplies		5,000
	550000 - Supplies	**5,000**
	Total Expenses	**91,595**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	91,595
	Funding Source Total	**91,595**

Offer 13.18: Enhancement: 1.0 FTE Utilities: Customer Service & Administration - Data Management

Offer Type: Enhancement

2021: $100,255 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide manpower resource requirements needed to effectively implement our Data Management Program and Data Analytics Platform, which was approved for implementation by Utility Leadership in late 2019 and early 2020. The program and platform that this headcount will support are key in meeting the Utilities' goal of being a more data-driven organization.

The Utilities has a large volume of disparate data sources. All of this data needs to be pulled into an aggregated single data repository for purposes of ease of reporting as well as feeding data analysis and building of statistical models. The repository will consist of an Operational Data Store and perhaps a Data Lake or Data Warehouse Additionally, the Utilities needs to be able to perform predictive analytics to improve decision making as our community continues to grow and thrive.

The Utilities' Data Analytics Platform, which this position will support, will provide a standardized and formalized tool set and practice for consuming, cleansing, standardizing, and delivering the data to the business. The DA platform will also establish an Operational Data Store (ODS) and a Data Warehouse (DW), both of which will provide needed Decision Support Analytics capabilities to the business.

Offer is requesting a Database Analyst FTE position. This position will be focused on the development and sustaining of the Utilities' Analytics Platform, as architectedi by our Data Architect. The position will be experienced in industry data integration standard practices and tools, as well be versed in Data Management methodologies. They will help define and implement the utilities' Software Development Lifecycle (SDLC).

Funding this enhancement offer will 1) allow for faster development of our Analytics Platform, 2) not adversely affect support of other critical operational systems, and 3) help provide more trustworthy and accurate data for business decision making.

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

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

Additional Information

Offer 13.18: Enhancement: 1.0 FTE Utilities: Customer Service & Administration - Data Management

Offer Type: Enhancement

- Data management is the planning, execution, and oversight of policies, practices, and programs that acquire, control, protect, deliver, and enhance the value of data and information assets. City of Fort Collins Utilities plans to analyze its data and its use, to identify data requirements and construct a vision for it supporting a formal data management practice.
- Data Management Vision: The City of Fort Collins Utility Data is a trusted strategic asset which will empower stakeholders with trustworthy, accessible, comprehensive, and timely information to make business decisions.
- Data Management (DM) Mission: Take actionable steps to develop sound DM within Utilities; Establish a DM foundation & treat data as strategic assets; Strong data governance; Standardizing definitions surrounding DM practices; Using data to drive business results; Sharing of data through proper collaboration; Leveraging Govt/Fed standards to ensure compliance with regulatory requirements.
- The Utility Data Analytics Platform is a data service for the Utility, above and beyond what is currently being maintained. It will require additional man hours to build and sustain. Without funding an additional FTE, other key resources will need to be pulled from other, business critical efforts, which will reduce both our effectiveness and our responsiveness.

Impact to Ongoing Expenses

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

$108,000

Scalability and explanation

The existence of this dedicated development resource will allow the Data Management effort to proceed without diluting existing critical services. Additionally, a focused resource will result in a more streamlined development cycle and standardization. This will allow the Analytics Platform to scale more quickly and successfully than it would if constructed using existing resources and task-switching. The Analytics Platform will be a constantly evolving product, requiring full time support.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 13.18: Enhancement: 1.0 FTE Utilities: Customer Service & Administration - Data Management

Offer Type: Enhancement

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The successfully implantation of a Data Management Program and an encompassing Analytics Platform will allow the business to be more responsive to our customers and more responsible to our citizens. The platform will help consolidate disparate efforts currently in place across the organization and help realize an economy of scale. This FTE helps realize this vision.

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: The reliable and trustworthy data platform will allow analysts across the utility to perform their data analysis work more effectively. From Rate Analysis to Infrastructure planning and sustainability. Our Data Assets will enable us to be more cost effective and help us to retain on-going reasonable Utility rates to our citizens. This FTE helps realize this vision.

Performance Metrics

- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Performance Measure Reason: The establishment of a trustworthy and reactive data source will enable the business users to become “Community Data Analysts”. The availability of the data will allow for more agile and accurate business decisions. Users will have access to data, which is more accurate, up-to-date, and understandable, which will in-turn help across the organization decreasing IT workloads to help in other areas.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Changed status to submitted and updated ongoing cost amount.

Offer Profile

Offer Owner: MEvans

Lead Department: Utilities Strategic Planning

13.18: Enhancement: 1.0 FTE Utilities: Customer Service & Administration - Data Management

Enhancement to Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		1.00
Hourly (FTE)		-

Expenses

511000 - Salaries & Wages		75,953
512000 - Benefits		21,246
519000 - Other Personnel Costs		(1,944)
	510000 - Personnel Services	**95,255**
559000 - Other Supplies		5,000
	550000 - Supplies	**5,000**
	Total Expenses	**100,255**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	100,255
	Funding Source Total	**100,255**

Offer 13.19: Enhancement: Utilities: Customer Service & Administration - Data Management Program and Analytics Platform

Offer Type: Enhancement

2021: $593,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will enable the implementation of the Utility Data Management Program and Data Analytics Platform.

With the implementation of projects like SmartMeters, SCADA Control Systems, and Broadband, coupled with the city’s growth, the amount of data the Utility produces and utilizes has grown exponentially. The need to effectively acquire, control, protect, deliver, and enhance the value of that data is required to effectively utilize is as the strategic asset it is. Satisfying these needs will enable the business to be more agile, efficient, and to help provide the best, most budget conscious services to our customers. In late 2019 and early 2020, the utility leadership approved the strategy to establish a formal Utility Data Management (DM) Program and Data Analytics (DA) Platform. The DM program will formalize the utility’s practices, standards, and policies around the stewardship and use of its data. The DM program is to be governed by two established formal bodies: the Data Management Council and the Data Management Executive Steering Committee. Both bodies are staffed to be representative of Utilities as a whole, to break down departmental silos and work more collaboratively than has occurred in the past. The DA Platform will provide a standardized and formalized tool set and practice for consuming, cleansing, standardizing, and delivering the data to the business. The DA platform will also establish an Operational Data Store (ODS) and a Data Warehouse (DW), both of which will provide needed Decision Support Analytics capabilities to the business. The sustainability of our workforce is critical to this program; therefore, a training and knowledge management program is to be included in the program's deliverables.

Funding this enhancement offer will provide for 1) new tooling for effectively managing our data (hardware and software), 2) consulting for short term staff augmentation, and 3) staff training.

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

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

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

Additional Information

- Data management is the planning, execution, and oversight of policies, practices, and programs that acquire, control, protect, deliver, and enhance the value of data and information assets. City of Fort Collins Utilities plans to analyze its data and its use, to identify data requirements and construct a vision for it supporting a formal data management practice.

Offer 13.19: Enhancement: Utilities: Customer Service & Administration - Data Management Program and Analytics Platform

Offer Type: Enhancement

- Data Management Vision: The City of Fort Collins Utility Data is a trusted strategic asset which will empower stakeholders with trustworthy, accessible, comprehensive, and timely information to make business decisions.

- Data Management (DM) Mission: Take actionable steps to develop sound DM within Utilities by: Establishing a DM foundation. Treating data as strategic assets. Strong data governance. Standardizing definitions surrounding DM practices. Using data to drive business results. Sharing of data through proper collaboration. Leveraging Govt/Fed standards to ensure compliance with regulatory requirements.

Impact to Ongoing Expenses

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

  $593,000

Scalability and explanation

The Data Analytics platform’s primary purpose is to be the primary tool for analytics within Utilities. It is being architected with growth in mind and to satisfy the business’ data needs for the future. The entire architecture is built in such a way to facilitate iterative growth and expansion. Scaling to meet future needs is fundamental to its design.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The successfully implantation of a Data Management Program and an encompassing Analytics Platform will allow the business to be more responsive to our customers and more responsible to our citizens. The platform will help consolidate disparate efforts currently in place across the organization and help realize an economy of scale.

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: The reliable and trustworthy data platform will allow users across the utility to perform their data analysis work more effectively. From Rate Analysis to Infrastructure planning and sustainment. Our Data Assets will enable us to be more cost effective and pass that savings to our customers.

Performance Metrics

- HPG 96. Information Technology Internal Service Survey

Offer 13.19: Enhancement: Utilities: Customer Service & Administration - Data Management Program and Analytics Platform

Offer Type: Enhancement

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Performance Measure Reason: The establishment of a trustworthy and reactive data source will enable the business users to become “Community Data Analysts”. The availability of the data will allow for more agile and accurate business decisions. Users will have access to data, which is more accurate, up-to-date, and understandable, which will in-turn help across the organization decreasing IT workloads to help in other areas.

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: MEvans

Lead Department: Utilities Strategic Planning

13.19: Enhancement: Utilities: Customer Service & Administration - Data Management Program and Analytics Platform

Enhancement to Programs and Services

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

Expenses

579000 - Other		593,000
	570000 - Other	**593,000**
	Total Expenses	**593,000**

Funding Sources

501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	228,627
502-Water Fund: Ongoing Revenue	Ongoing Restricted	153,608
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	110,741
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	100,024
	Funding Source Total	**593,000**

Offer 13.20: Enhancement: CAPITAL - Utilities: Asset Register and Work Order Management System

Offer Type: Enhancement

2021: $637,570 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

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

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

Work and Materials Management:
Managing, scheduling and tracking maintenance and repair work done by multiple crews is critical to providing all Utility services. This system not only supports scheduling and planning of that work, it also integrates and records that work with critical asset status records as well as assuring that appropriate materials are available for the work.

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

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

✓ HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

Offer 13.20: Enhancement: CAPITAL - Utilities: Asset Register and Work Order Management System

Offer Type: Enhancement

- Not applicable

Impact to Ongoing Expenses

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

$25,000

Scalability and explanation

This offer can be scaled down to delay specific portions of the implementation of Maximo in Light & Power, and the enhancements to the existing systems in water, wastewater, and stormwater operations.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: IBM Maximo provides asset management, work management and materials management functionality for water, wastewater, stormwater, electric and broadband utilities on a single platform.

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: IBM Maximo will be the asset management software used to track assets providing us with a better ability to document and plan for preventive maintenance on the electric distribution system.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: The asset data that is collected in the system is used for documenting asset condition, age, and cost of renewal/ replacement. The work management data can be analyzed and used to enhance equipment reliability practices.

Performance Metrics

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

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

Explanation of Any Adjustments to Personnel Costs using object 519999

Offer 13.20: Enhancement: CAPITAL - Utilities: Asset Register and Work Order Management System

Offer Type: Enhancement

- Not applicable

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

Revised Offer Summary to include materials management.
removed measure ENV 119 per Jason G, removed ENV 121 per Mark K

Offer Profile

Offer Owner: CAlthoff

Lead Department: Utilities Strategic Planning

13.20: Enhancement: CAPITAL - Utilities: Asset Register and Work Order Management System

Enhancement to Programs and Services

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

Expenses

579000 - Other		637,570
	570000 - Other	**637,570**
	Total Expenses	**637,570**

Funding Sources

501-Light & Power Fund: Reserves	Reserve	250,000
502-Water Fund: Ongoing Revenue	Ongoing Restricted	166,285
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	166,285
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	55,000
	Funding Source Total	**637,570**

Offer 13.21: Enhancement: Utilities: Exadata Billing Platform

Offer Type: Enhancement

2021: $430,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer provides the Oracle database environment/platform that will deploy the new Utilities Billing system, Open Smart Flex, during Q4 of 2020. Utilities Billing generates more than $220M annually in revenues. The Exadata platform currently supports the Open Smart Flex (OSF) Billing and Provisioning system used by Fort Collins Connexion for provisioning telecommunication products as well as billing customers. In the future, Open Smart Flex will bill for Light & Power as well as Water and may be used for messaging to customers on various conservation programs. There are other Oracle database systems housed within the environment as well: a Geographical Information System (GIS) for Light & Power, and a Quality Assurance environment for the Meter Data Management System. Over time, the Exadata environment is planned to be the consolidated, ongoing environment for all Oracle databases hosted in the City's data center.

A strategic decision to go to Oracle Exadata was made by IT in 2018. A cost analysis projecting out 5 years was conducted before the decision was made to evaluate total cost of ownership. This analysis made a compelling case for using Exadata instead of buying new database servers each time the old ones went out of support life and avoiding the incremental costs of Oracle maintenance each year.

The cost of Exadata has been covered by the Open Smart Flex Project (OASIS) to date. This enhancement offer is to formally move these costs to the ongoing operational funds from which they will be appropriately allocated to the various businesses using the environment. Once this consolidation is completed and we can take advantage of economies of scale, the individual database maintenance expenses are expected to be lower than continuing the legacy environment of having separate database servers and Oracle licensing for each Oracle-based information system.

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

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

Additional Information

- With the Exadata subscription, the City gets the advantage of the following: Control plane which is our database interface into the cloud; 1 compute node which allows us to run Oracle Linux; 40 cores and 256G of memory; 24 Terabytes of usable storage .

Offer 13.21: Enhancement: Utilities: Exadata Billing Platform

Offer Type: Enhancement

- Additionally, we are running a standard NFS server for backups of Exadata databases to this environment. The Exadata cloud@customer solution includes 1/8th Real Application Clusters (RAC). Included with the cluster are: 16 Oracle CPUs (central processing units) which could be increased as needed at additional cost; 480 gigabytes of memory and 42 Terabytes of usable data storage space.
- The Exadata subscription includes the on-going Oracle maintenance (licensing) and all on-going updates to the Oracle Exadata appliance.

Impact to Ongoing Expenses

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

$430,000

Scalability and explanation

Fort Collins Connexion is already running it's billing & provisioning system (Open Smart Flex) on the Exadata platform & the project to move Utilities Billing into Open Smart Flex is well underway, with a target to be implemented during Q4 2020. Exadata is housed in City Hall West & is already being used. The OASIS Project (to implement the new billing system) has been paying for the Exadata subscription to date. Once the implementation is completed, the cost becomes an operational cost.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The strategic decision to go to Oracle Exadata was made by Enterprise IT in 2018. This solution allows the consolidation of all Oracle databases used by the City and has the effect of future cost avoidance for buying new database servers and additional Oracle licensing maintenance costs. Exadata is a cloud@customer solution & takes advantage of innovative approaches to managing Oracle databases.

- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.: The Exadata Cloud@Customer environment/platform facilitates the on-going roll-out of Fort Collins Connexion products to our citizens using the Open Smart Flex billing and provisioning system.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: The project is currently underway to deploy the new Utilities' Billing system, Open Smart Flex. The Open Smart Flex databases reside in the Exadata environment. With additional Oracle databases moving into the environment, it is expected that there will be cost avoidance in not having to buy new database servers when they go out of support life and not continuing separate Oracle licensing.

Offer 13.21: Enhancement: Utilities: Exadata Billing Platform

Offer Type: Enhancement

Performance Metrics

- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Performance Measure Reason: Goal is for our IT services to be ranked higher than benchmark cities performing similar work. Supporting our internal customers who do the direct work providing great services to our citizens is a high priority for us.

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: MEvans

Lead Department: Utilities Strategic Planning

13.21: Enhancement: Utilities: Exadata Billing Platform

Enhancement to Programs and Services

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

Expenses

		2021 Projected Budget
533000 - Repair & Maintenance Services		430,000
	530000 - Purchased Property Services	**430,000**
	Total Expenses	**430,000**

Funding Sources

501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	181,796
502-Water Fund: Ongoing Revenue	Ongoing Restricted	78,809
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	56,816
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	51,317
505-Broadband Fund: Reserves	Reserve	61,262
	Funding Source Total	**430,000**

Offer 13.22: CLONE OF OFFER: Utilities: ENHANCEMENT CS&A - Open Offer

Offer Type: Enhancement

2021: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

X

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

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

Additional Information

- Not applicable

Impact to Ongoing Expenses

- No ongoing expense associated with this Offer.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

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

Performance Metrics

- NLSH 1. Voluntary Code Compliance
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=91249.html

Performance Measure Reason: X

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: JAuthier

Lead Department: Utilities Strategic Planning

Full Time Equivalent (FTE) Staffing	-
Hourly (FTE)	-

Expenses

Total Expenses

Funding Sources

Funding Source Total

Offer 13.23: CLONE OF OFFER: Utilities: ENHANCEMENT CS&A - Open Offer

Offer Type: Enhancement

2021: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

X

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

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

Additional Information

- Not applicable

Impact to Ongoing Expenses

- No ongoing expense associated with this Offer.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

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

Performance Metrics

- NLSH 1. Voluntary Code Compliance
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=91249.html

Performance Measure Reason: X

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: JAuthier

Lead Department: Utilities Strategic Planning

Full Time Equivalent (FTE) Staffing	-
Hourly (FTE)	-

Expenses

Total Expenses

Funding Sources

Funding Source Total

Offer 13.24: CLONE OF OFFER: Utilities: ENHANCEMENT CS&A - Open Offer

Offer Type: Enhancement

2021: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

X

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

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

Additional Information

- Not applicable

Impact to Ongoing Expenses

- No ongoing expense associated with this Offer.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

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

Performance Metrics

- NLSH 1. Voluntary Code Compliance
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=91249.html

Performance Measure Reason: X

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: JAuthier

Lead Department: Utilities Strategic Planning

Full Time Equivalent (FTE) Staffing	-
Hourly (FTE)	-

Expenses

Total Expenses

Funding Sources

Funding Source Total

Offer 13.25: CLONE OF OFFER: Utilities: ENHANCEMENT CS&A - Open Offer

Offer Type: Enhancement

2021: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

X

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

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

Additional Information

- Not applicable

Impact to Ongoing Expenses

- No ongoing expense associated with this Offer.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

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

Performance Metrics

- NLSH 1. Voluntary Code Compliance
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=91249.html

Performance Measure Reason: X

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: JAuthier

Lead Department: Utilities Strategic Planning

Full Time Equivalent (FTE) Staffing	-
Hourly (FTE)	-

Expenses

Total Expenses

Funding Sources

Funding Source Total

Offer 13.26: Reduction: Utilities: Customer Service & Administration Support Services and Maintenance

Offer Type: Reduction

2021: $-656,137 and 0.00 FTE, -0.83 Hourly FTE

Offer Summary

This offer reflects the movement of money between business units and object accounts in 2021 from 2020. It includes $874,876 in reductions as well as $194,922 in increases for a net reduction of $679,954, or 3.6% of the 2020 budget. Increases include additions for increased security service costs and software maintenance for the billing system. The largest reduction is in building maintenance to better align with the recent actual costs for these services. Budget reductions were also made in the use of hourly labor, conferences and travel, consulting and contracted services.

Customer Service & Administration anticipates to maintain current service levels despite these reductions although these reductions will increase the risk of not being able to meet this expectation.

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

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

Additional Information

- Not applicable

Scalability and explanation

These reductions could be scaled down. Any scaling down would reduce the risk to the current levels of service.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Customer Service and Administration efforts to provide excellent customer service will continue at the current levels.

Performance Metrics

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

Performance Measure Reason: These reductions will impact customer outreach and employee training which may impact customer satisfaction.

Offer 13.26: Reduction: Utilities: Customer Service & Administration Support Services and Maintenance

Offer Type: Reduction

Personnel Changes

- Not applicable

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Corrected related ongoing offer number

Offer Profile

Offer Owner: LASmith

Lead Department: Utilities Strategic Planning

13.26: Reduction: Utilities: Customer Service & Administration Support Services and Maintenance

Reductions, Redeploys and Revisions (off year)

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		-
Hourly (FTE)		-0.83
Expenses		
511000 - Salaries & Wages		(74,339)
512000 - Benefits		(6,987)
519000 - Other Personnel Costs		(7,200)
	510000 - Personnel Services	**(88,526)**
521000 - Professional & Technical		(65,500)
529000 - Other Prof & Tech Services		(13,013)
	520000 - Purchased Prof & Tech Services	**(78,513)**
532000 - Cleaning Services		3,664
533000 - Repair & Maintenance Services		(198,875)
534000 - Rental Services		(25,000)
	530000 - Purchased Property Services	**(220,211)**
542000 - Communication Services		(4,810)
544000 - Employee Travel		(50,466)
549000 - Other Purchased Services		(50,520)
	540000 - Other Purchased Services	**(105,796)**
551000 - Vehicle & Equipment Supplies		5,644
552000 - Land & Building Maint Supplies		(6,100)
555000 - Office & Related Supplies		(66,900)
556000 - Health & Safety Supplies		400
559000 - Other Supplies		(88,135)
	550000 - Supplies	**(155,091)**
574000 - Grants		(8,000)
	570000 - Other	**(8,000)**
	Total Expenses	**(656,137)**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	(656,137)
	Funding Source Total	**(656,137)**

Offer 24.1: City Council

Offer Type: Ongoing

2021: $182,790 and 0.00 FTE, 7.00 Hourly FTE

Offer Summary

This offer supports the City Council in fulfilling their duties and providing leadership for all areas of municipal government. The Councilmembers and Mayor receive a small monthly stipend and work to conduct business in accordance with the City Charter and Municipal Code and ensure a well managed City that is aligned with community values, expectations, needs and priorities.

City Councilmembers fulfill their duties through a wide range of formal and informal activities. In addition to preparing for and conducting ongoing weekly Council meetings and work sessions, Councilmembers represent City interests on numerous committees and boards, act as liaisons to City Boards and Commissions, and represent the City's interests at a variety of events, gatherings and at the state and federal level. As active Councilmembers they also conduct regular “Listening Sessions” where they engage with constituents.

The City Council participates in and benefits from professional development, networking and speaking opportunities, both locally and nationally. Major conferences for Council include the National League of Cities, which occurs twice a year, and the Colorado Municipal League, which occurs annually.

Primary duties of the City Council include:

- Providing guidance and direction for the administration of all City services and ensuring the City is delivering results that the community wants at a price it is willing to pay
- Analyzing and enacting policies
- Adopting the City budget
- Acting as the hiring authority and performance review body for the City Manager, City Attorney and Municipal Judge
- Authorizing the issuance of bonds and other debt financing mechanisms
- Engaging community members in a variety of ways on numerous issues
- Collaborating and partnering with organizations throughout the region, the nation and internationally

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

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

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

Offer 24.1: City Council

Offer Type: Ongoing

Additional Information

- $16,000 in KFCG funding was previously used for Councilmember training and engagement. The same amount has been requested in 2021 from the .25 Other Community Priorities funding source.

- The Mayor and Council hold seats on National League of Cities committees: the Transportation and Infrastructure Services Committee, the Human Development Committee, the Community and Economic Development Committee, and the Public Safety and Crime Prevention Committee.

- Councilmembers also collaborate regionally through venues like the Regional Water Collaboration Steering Committee, Platte River Power Authority Board of Directors, Poudre School District Liaison Committee, Poudre Fire Authority Board of Directors, North Front Range Metropolitan Planning Council and more.

- The current City Council is highly engaged locally, regionally, and nationally. Councilmembers have the opportunity to travel to Washington D.C. twice a year for conferences and to lobby for local issues.

Links to Further Details:

- https://www.fcgov.com/council/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The City Council makes policy, budget and strategy decisions that directly influence the service provided to community members and businesses.

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.: The City Council conduct business in accordance with the City Charter and Municipal Code and ensure the City is aligned with community values, expectations, needs and priorities.

- HPG 7.9 - Proactively influence policy and legislative development at all levels.: The City Council advocates for the needs of the Fort Collins community and influences policy at the State and National level.

Improvements & Efficiencies

- The City Council continues to refine their processes in which they set the Council calendar, establish and review their priorities, and respond to and advocate for the needs of the community through listening sessions and other community engagement activities.

Performance Metrics

Offer 24.1: City Council

Offer Type: Ongoing

- HPG 71. % of residents responding very good/good to the City's performance in - Overall direction of the City
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=120047&object=measure&objectId=109929.html

Performance Measure Reason: The City Council adopts strategic plans that directly influence the direction of the City.

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109927.html

Performance Measure Reason: The City Council is the elected body that approves policies that directly influence the City's service delivery, influencing how residents receive and view program and service delivery.

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

added measure reasons

CAO/CPIO edits

Offer Profile

Offer Owner: WBricher

Lead Department: City Manager's Office

24.1: City Council

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	-
Hourly (FTE)	7.00

Expenses

	2021 Projected Budget
511000 - Salaries & Wages	79,079
512000 - Benefits	8,027
510000 - Personnel Services	**87,106**
529000 - Other Prof & Tech Services	3,624
520000 - Purchased Prof & Tech Services	**3,624**
533000 - Repair & Maintenance Services	200
530000 - Purchased Property Services	**200**
542000 - Communication Services	9,810
544000 - Employee Travel	45,500
549000 - Other Purchased Services	1,050
540000 - Other Purchased Services	**56,360**
555000 - Office & Related Supplies	3,800
559000 - Other Supplies	31,700
550000 - Supplies	**35,500**
Total Expenses	**182,790**

Funding Sources

100-General Fund: Ongoing	Ongoing	182,790
	Funding Source Total	**182,790**

Offer 24.2: City Manager's Office - Executive Staff, Administrative & Financial Support

Offer Type: Ongoing

2021: $1,705,990 and 10.50 FTE, 0.00 Hourly FTE

Offer Summary

This offer provides senior executive management, administrative support, and a financial analyst who oversees five departmental budgets. Includes the work of the City Manager, Deputy City Managers, administrative support, Graduate Management Assistant and a Financial Analyst.

The City Manager’s Office executive management team and administrative support team serve as liaisons between the City Council and City staff for requests and activities in which the City Council and the City Manager are engaged. The City Manager oversees the development and implementation of the City Budget and Strategic Plan.

The Deputy City Managers oversee multiple Service Area Directors and provide strategic leadership for major operational functions in addition to providing content, policy and Council support to the City Manager.

Administrative staff in this offer provide support for the Mayor, six Councilmembers and four senior executives. Support includes coordinating Council materials, complex calendaring and travel arrangements, tracking and coordinating hundreds of service requests per year, and daily staffing for walk in and telephone contacts.

The Graduate Management Assistant (GMA) program is designed to attract and develop talented individuals with an interest in a local government management career and results in mutual benefit to both the GMA and the organization. While with the City, the GMA helps on a wide variety of projects across the organization, including the budget and strategic plan, depending on the cycle, and in helping to oversee the Service Area Request system, which helps track Council and resident requests.

The Financial Analyst provides financial analysis and budget support for five departments across the City and supplemental support to the City Clerk’s Office, Municipal Court, and City Attorney's Office as needed.

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

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

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

Additional Information

Offer 24.2: City Manager's Office - Executive Staff, Administrative & Financial Support

Offer Type: Ongoing

- The City's memberships in the Colorado Municipal League and the National League of Cities are funded within this offer. These organizations provide support in lobbying the Colorado Legislature and the United States Congress on behalf of municipal interests.

Links to Further Details:

- https://www.fcgov.com/citymanager/
- https://www.fcgov.com/citymanager/budget.php
- https://www.fcgov.com/citymanager/fellowship & https://www.fcgov.com/citymanager/vmv.php

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The City Manager’s Office and its executives set a tone and direction to the organization serving as a communication conduit between Council and all levels of the organization. Supporting and ensuring that the City organization is functioning at a high level and providing expected levels of service is paramount to the Manager’s Office.

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.: The City Manager and executives provide direction and guidance to the organization as a whole in the development of organizational values that reflect a high performing and trustworthy organization. Through coordination and partnership with the Council, the Manager's Office is also instrumental in supporting a high performing board.

Improvements & Efficiencies

- N/A

Performance Metrics

- HPG 71. % of residents responding very good/good to the City's performance in - Overall direction of the City
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=120047&object=measure&objectId=109929.html

Performance Measure Reason: Since the last budget cycle, improvements were made to better respond to community member emails sent to City Leaders. With the new process, all community members receive a response and those that initiated a service request are followed up with additional staff info.

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109927.html

Offer 24.2: City Manager's Office - Executive Staff, Administrative & Financial Support

Offer Type: Ongoing

Performance Measure Reason: Executive staff oversee the operation of programs and services at the highest level of the organization.

- HPG 3. Average Response Time of Cases Submitted to Access Fort Collins
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=91356.html

Performance Measure Reason: The executive and administrative staff respond to Council and resident requests in the form of Service Area Requests. This metric also measures how responsive staff is to the community.

Personnel Changes

- Ongoing offer split into two offers with four staff members/programs moving to second offer. In addition, a .5 FTE Assistant City Manager was removed and transferred to Community Services.

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 measure reasons
CAO/CPIO edits

Offer Profile

Offer Owner: WBricher
Lead Department: City Manager's Office

24.2: City Manager's Office - Executive Staff, Administrative & Financial Support

Ongoing Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		10.50
Hourly (FTE)		-
Expenses		
511000 - Salaries & Wages		1,095,866
512000 - Benefits		299,523
519000 - Other Personnel Costs		(17,805)
	510000 - Personnel Services	**1,377,584**
521000 - Professional & Technical		2,000
529000 - Other Prof & Tech Services		81,335
	520000 - Purchased Prof & Tech Services	**83,335**
533000 - Repair & Maintenance Services		12,476
534000 - Rental Services		1,500
	530000 - Purchased Property Services	**13,976**
542000 - Communication Services		19,381
543000 - Internal Admin Services		832
544000 - Employee Travel		40,628
549000 - Other Purchased Services		112,199
	540000 - Other Purchased Services	**173,040**
555000 - Office & Related Supplies		10,580
559000 - Other Supplies		38,975
	550000 - Supplies	**49,555**
574000 - Grants		8,500
	570000 - Other	**8,500**
	Total Expenses	**1,705,990**

Funding Sources

100-General Fund: Ongoing	Ongoing	1,538,906
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	111,389
502-Water Fund: Ongoing Revenue	Ongoing Restricted	55,695
	Funding Source Total	**1,705,990**

Offer 24.3: City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division

Offer Type: Ongoing

2021: $598,347 and 4.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer includes Policy & Performance Excellence staff, the Deputy Director of Information & Employee Services, and an Equal Opportunity & Compliance Manager.

The Deputy Director of Information & Employee Services oversees the Information Technology and Operations Services departments while also providing leadership on a variety of key initiatives including the Strategic Plan and the Legislative Policy Agenda.

The Policy & Project Manager supports a variety of policy projects and the Legislative Program. Projects are often cross departmental and/or Council priorities. In recent years projects have included the Parks and Recreation Master Plan, Principles of Community and other Equity and Inclusion efforts, The Legislative Program has been instrumental in assisting Council in their desire to influence policy at both the state and national level.

The Performance Excellence Program uses continuous improvement processes and focus teams to build organizational capacity. The City received the Malcolm Baldrige award in 2017 and continues to accrue benefits of implementing system improvements organization-wide.

The Equal Opportunity & Compliance Manager oversees and manages equal opportunity employment efforts, City ADA, and Title VI Programs.

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

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

Additional Information

- Staff in this offer are responsible for other duties such as managing and training the organization on the City's values through Welcome to the City (new employee orientation) and other department roadshows. Additionally, professional staff in the City Manager's Office provide facilitation for departmental or executive retreats that may otherwise require external help.

- The legislative program involves staff working closely with the City's organizational partners like the Colorado Municipal League, National League of Cities, and others. This is in lieu of the City hiring contract lobbyists to do this work.

Offer 24.3: City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division

Offer Type: Ongoing

Links to Further Details:

- https://www.fcgov.com/excellence/files/2017-application.pdf?1535469381
- https://www.fcgov.com/citymanager/legislative.php
- https://www.fcgov.com/legal/non-discrimination & https://www.fcgov.com/legal/accessibility

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The Performance Excellence Program provides organization wide support to improve and establish systems and processes that improve City services. Professional staff in the City Manager's Office provide project support across the organization to facilitate City operations. The IES Deputy Director oversees IT and Operations Services, two departments that provide essential internal services.

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.: The Equal Opportunity and Compliance Manager is critical to the City maintaining compliance with federal and state laws and has a specific focus on ADA and Title VI compliance.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.: Policy and Project Managers and the IES Deputy Director work closely with the Legislative Review Committee to establish the City's Legislative Policy Agenda. This work is critical to ensure the City continues its role as a policy influencer at the local, state and federal level.

Improvements & Efficiencies

- In 2020, legislative affairs were conducted primarily through the use of bi weekly memos, reducing the time both Council and staff needed to spend in Committee meetings.
- The Baldrige journey embeds continuous evaluation and improvement of key processes and services. For the 2019-2020 strategic planning process, approximately 84 hours of Executive, Director and Council time was saved. The Business Engagement Plan, created in 2017 and active in 2020, also enhanced the City’s relationship with medium and small businesses, as well as the development community.
- FC Lean and the volunteer program were created as a result of Baldrige feedback; both are part of the culture and positively impact the City. Since 2018, FC Lean produced $588,800 in soft and hard savings and have trained over 552 staff and leaders in process improvement methodologies. The volunteer program grew from 8,000 to almost 11,000 volunteers who enhance the community.

Performance Metrics

Offer 24.3: City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division

Offer Type: Ongoing

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109927.html

Performance Measure Reason: The professional staff oversee many externally facing policy, projects and programs that are important to Council and the community.

Personnel Changes

- Four positions/programs originally in CMO ongoing offer split off into this offer.

  In the last budget cycle, the Manager's Office had two Policy and Project Managers. Since then, the scope for one Policy and Project Manager expanded to include additional duties related to information and employee services, including the oversight of the IT and Operations Services departments. The Manager's Office now has one Policy and Project Manager and one Deputy Director of IES.

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 measure reason
CAO/CPIO edits

Offer Profile

Offer Owner: WBricher
Lead Department: City Manager's Office

24.3: City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division

Ongoing Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		4.00
Hourly (FTE)		-

Expenses

511000 - Salaries & Wages		399,355
512000 - Benefits		111,496
519000 - Other Personnel Costs		(10,217)
	510000 - Personnel Services	**500,634**
521000 - Professional & Technical		27,750
529000 - Other Prof & Tech Services		14,034
	520000 - Purchased Prof & Tech Services	**41,784**
533000 - Repair & Maintenance Services		1,484
	530000 - Purchased Property Services	**1,484**
542000 - Communication Services		3,600
543000 - Internal Admin Services		306
544000 - Employee Travel		27,756
549000 - Other Purchased Services		4,889
	540000 - Other Purchased Services	**36,551**
555000 - Office & Related Supplies		2,575
559000 - Other Supplies		15,319
	550000 - Supplies	**17,894**
	Total Expenses	**598,347**

Funding Sources

100-General Fund: Ongoing	Ongoing	598,347
	Funding Source Total	**598,347**

Offer 24.4: Reduction: Scale Down - City Manager's Office - Performance Excellence, Core 34 & All Manager's Meeting

Offer Type: Reduction

2021: $-80,500 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer proposes reduction to the Performance Excellence Division of the City Manager's Office, representing a 50% reduction from the current budget for All Managers Meetings ($12,500) and eliminating the Blessing White/Core 34 program ($68,000). Accepting this offer will require a holistic change in the way the City addresses development, training, and measurement of leader and employee engagement.

All Managers Meetings (AMM) are semiannual, half or three quarter day trainings that bring all of the City’s people managers together for learning, alignment, and connection. These meetings reach upwards of 300 people. In recent years, City Leadership has focused AMM sessions on one the City's core values. For example, the AMM focused on respect included unconscious bias and sexual harassment training. This reduction will result in the City being unable to provide these trainings either in the same manner or at the same frequency moving forward. Potential impacts are reducing these meetings to once per year or changing the format moving forward (not bringing in paid trainers, no catering, etc.).

The Blessing White/Core 34 Survey is an employee engagement survey tool that provides leaders with a comprehensive look at the satisfaction and engagement of City staff. The City has utilized this tool since 2017 to provide leadership an understanding of their team culture, positive or negative shifts in culture, and comparisons to other organizations. Blessing White also provides multiple reports that highlight engagement and satisfaction by demographics/identities, team, department, and service area. Eliminating Core 34 will require a shift in leadership's expectation and will significantly increase staff time required to survey the City workforce.

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

✓HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

Additional Information

- The City's values on which the All Manager Meetings' agendas are centered are: collaboration, excellence, integrity, outstanding service, safety & well-being, and stewardship.

- This offer proposes a $12,500 reduction for All Manager's Meeting and $68,000 reduction for Blessing White/Core 34.

Offer 24.4: Reduction: Scale Down - City Manager's Office - Performance Excellence, Core 34 & All Manager's Meeting

Offer Type: Reduction

- The City's values on which the All Manager Meetings' agendas are centered are: collaboration, excellence, integrity, outstanding service, safety & well-being, and stewardship.
- If Blessing White/Core 34 is not funded, staff would need to create or research a new employee engagement survey tool, significantly increasing staff time. Staff will need to create assessment and reports, create a new process for trending, and make assumptions/correlations. Current City survey tools do not have a comparable functionality to Blessing White.

Scalability and explanation

n/a

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.: The All Manager's Meeting provides opportunity and development for the City's managers. Reducing funding for this program will impact the quality of training and engagement the City is able to provide to its workforce.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Reducing the engagement with managers may impact cultural alignment across the organization and may impact cross departmental collaboration, which is often supported at the All Manager's Meeting.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: The All Manager's Meeting aligns with the holistic approach to well-being at the City. Reducing funding to this offer and decreasing the number of engagement opportunities impacts this approach.

Performance Metrics

- Reduction Offer: performance measures not required
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Performance Measure Reason: N/A

Personnel Changes

- n/a

Offer 24.4: Reduction: Scale Down - City Manager's Office - Performance Excellence, Core 34 & All Manager's Meeting

Offer Type: Reduction

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

updated title

Offer Profile

Offer Owner: WBricher

Lead Department: City Manager's Office

24.4: Reduction: Scale Down - City Manager's Office - Performance Excellence, Core 34 & All Manager's Meeting

Reductions, Redeploys and Revisions (off year)

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		-
Hourly (FTE)		-
Expenses		
521000 - Professional & Technical		(12,500)
529000 - Other Prof & Tech Services		(68,000)
	520000 - Purchased Prof & Tech Services	**(80,500)**
	Total Expenses	**(80,500)**
Funding Sources		
100-General Fund: Ongoing	Ongoing	(80,500)
	Funding Source Total	**(80,500)**

Offer 29.1: Sustainability Services Administration

Offer Type: Ongoing

2021: $518,646 and 3.50 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund Sustainability Services Area (SSA) leadership. It includes the staff to analyze, plan, implement and direct City Council policies and programs related to sustainability in Environmental Services, Economic Health, and Social Sustainability. Leadership will facilitate interdepartmental work to advance Triple Bottom Line initiatives and optimize outcomes within the organization and the community.

SSA is the sole lead on the following Council priorities:

- Affordable & Accessible Childcare
- Small Business Plan
- Strategies that create community jobs
- Improved Air Quality
- Affordable & Achievable Housing Strategies

SSA contributes jointly with other areas on the following Council priorities :

- Reduce plastic pollution
- Mitigate Impacts of Oil & Gas Encroachment
- Equity & Inclusion
- Low income benefits/rebates streamlining & consolidation

This offer:

- Establishes strategic direction and operations for SSA
- Oversees effective implementation of sustainability initiatives, programs and policies of the City
- Ensures financial analysis of programs, budget development, compliance and Service Area management
- Assists in developing and managing Sustainability performance metrics

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

✓HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

Offer 29.1: Sustainability Services Administration

Offer Type: Ongoing

- KFCG funding in the amount of $62,500 previously used for Service Area-wide needs. This offer utilizes the same amount of Other Community Priorities .25%. Funding also includes SSA consulting resources as well as support for partnerships within the community.

- Partnership Building: Work with other Service Areas, higher education institutions, private sector, local and national organizations and others to create and execute innovative municipality-focused and community-wide sustainability programs and policies. Supports the Futures Committee and Colorado Communities for Climate Action for a regional approach to state and federal policy.

- Financial Analysis: Provides financial analysis and business planning support for the entire Service Area and evaluates performance of current and proposed projects for optimization opportunities.

- Integration/Triple Bottom Line: Manages the integration of Environmental Services, Economic Health, and Social Sustainability through collaborative initiatives and community development projects that account for and benefit the triple bottom line. Builds leadership, organizational excellence and best practice development through consultant assistance, professional memberships, and conferences.

- Leadership Role: SSA plays a leadership role in emergency response and recovery, as well as convening cross-functional teams and executive teams (Climate, Business Engagement, Housing & Homelessness, Equity) for Citywide strategic alignment on complex issues.

Links to Further Details:

- https://www.fcgov.com/sustainability/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: This offer funds Sustainability Services Area leadership.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: his offer supports the staff to analyze, plan, implement and direct policies and programs of City Council related to sustainability in Environmental Services, Economic Health, and Social Sustainability

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: This offer provides support and oversight, including financial analysis, of programs, budget development, compliance and Service Area management.

Improvements & Efficiencies

- Affordable Housing Fee Waiver Process- A new process approved by Council Finance Committee to reduce the staff time required to process fee waivers for Affordable Housing developments

Offer 29.1: Sustainability Services Administration

Offer Type: Ongoing

- Triple Bottom Line Scan- refined an internally developed tool that helps program and project managers across the organization communicate potential sustainability impacts and trade-offs. This tool has been shared with local and national networks.

Performance Metrics

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

Performance Measure Reason: Oversees Climate Action Plan coordination, planning, and implementation across the City organization and with local, regional, and national partners. Also provides financial analysis and business planning for Climate Action Plan initiatives.

Personnel Changes

- N/A

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: WBricher

Lead Department: Sustainability Services Admin

29.1: Sustainability Services Administration

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	3.50
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		331,142
512000 - Benefits		95,928
519000 - Other Personnel Costs		(8,541)
	510000 - Personnel Services	**418,529**
521000 - Professional & Technical		10,500
529000 - Other Prof & Tech Services		18,416
	520000 - Purchased Prof & Tech Services	**28,916**
533000 - Repair & Maintenance Services		8,893
	530000 - Purchased Property Services	**8,893**
542000 - Communication Services		6,000
543000 - Internal Admin Services		227
544000 - Employee Travel		6,797
549000 - Other Purchased Services		17,534
	540000 - Other Purchased Services	**30,558**
555000 - Office & Related Supplies		8,100
559000 - Other Supplies		3,650
	550000 - Supplies	**11,750**
574000 - Grants		20,000
	570000 - Other	**20,000**
	Total Expenses	**518,646**

Funding Sources

100-General Fund: Ongoing	Ongoing	456,146
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue	Ongoing Restricted	62,500
	Funding Source Total	**518,646**

Offer 32.1: Purchasing and Procurement Services

Offer Type: Ongoing

2021: $601,778 and 5.50 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer provides the continued budget for Purchasing (5.5 FTE +$54k Spending). Purchasing provides City departments with a centralized resource for competitive procurements in compliance with Municipal Code and grants including the Federal Transportation Administration (FTA), Federal Highway Administration (FHWA), Federal Emergency Management Agency (FEMA), Community Development Block Grants (CDBG) and others.

Procurement collaborates Citywide to develop and manage the selection of suppliers utilizing Requests for Proposals (RFPs), bids and quotes. Purchasing plays an integral role negotiating pricing and contract terms, oversight of supplier performance, and dispute resolution. Purchasing is also charged with the responsibility to dispose of surplus City property. Purchasing facilitates and manages all City purchases of services, professional services, construction, and materials with a cost exceeding $5,000. All orders over $60,000 must be formally competitively bid. Citywide, there are 7 buyers (includes Purchasing Director) and as City activity has increased, this group has supported a significant increase in the number and complexity of competitive purchases. During the period between 2013 and 2019, the volume of competitive purchases increased approximately 25% with no change in headcount. In 2019 the average yearly dollar amount per buyer is $36M averaging 325 procurements per year executed by each buyer. This group has been effective in streamlining contracts and contract renewals through DocuSign; from 2014 to 2019 volume has increased by 50%.

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

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Purchasing strives to ensure open, fair and equitable competition with consideration to the triple bottom line of environmental, social and economic impact of each purchase.

Improvements & Efficiencies

Offer 32.1: Purchasing and Procurement Services

Offer Type: Ongoing

- Purchasing utilizes an electronic e-procurement system for all competitive bids and RFPs, which significantly enhances competition due to the broad vendor reach of the system. Most bid and proposals are now received electronically. The majority of contracts and contract renewals are routed and executed via DocuSign, which significantly reduces time and resources as well as paperless POs.

- Purchasing recently introduced equity and inclusion on a pilot basis in the supplier evaluation process. Applied for and received Gold Status in 2015, 2016, 2017, 2018, and 2019 from the State Electronics Challenge for environmental stewardship of electronic purchases.

Performance Metrics

- HPG 230. Procurement Competitive Processes
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=867248.html

Performance Measure Reason: Average annual volume of formal competitive process per Buyer to equal or exceed 15

Personnel Changes

- None

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not Applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: ZMozer

Lead Department: Finance Administration

32.1: Purchasing and Procurement Services

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	5.50
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		445,877
512000 - Benefits		125,690
519000 - Other Personnel Costs		(10,914)
	510000 - Personnel Services	**560,653**
521000 - Professional & Technical		6,500
	520000 - Purchased Prof & Tech Services	**6,500**
533000 - Repair & Maintenance Services		3,000
534000 - Rental Services		7,000
	530000 - Purchased Property Services	**10,000**
542000 - Communication Services		5,500
543000 - Internal Admin Services		500
544000 - Employee Travel		4,500
549000 - Other Purchased Services		1,400
	540000 - Other Purchased Services	**11,900**
555000 - Office & Related Supplies		5,125
	550000 - Supplies	**5,125**
579000 - Other		7,600
	570000 - Other	**7,600**
	Total Expenses	**601,778**

Funding Sources

100-General Fund: Ongoing	Ongoing	601,778
	Funding Source Total	**601,778**

Offer 32.2: Accounting and Financial Transaction Services

Offer Type: Ongoing

2021: $1,565,504 and 14.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the ongoing budget for Accounting, Treasury, Payroll and Accounts Payable (14 FTE +$250k Spending). This group is essential for the City to maintain operations and give leadership the data to make decisions to further the City's objectives.

Accounting and Treasury: Responsible for the oversight of all City funds to stay in compliance with both state and federal rules and regulations. Accounting is responsible for publishing the City Comprehensive Annual Financial Report (CAFR). Accounting also publishes the Poudre Fire Authority CAFR on a yearly basis. Treasury is responsible for City cash management, investments, and debt issuance. Treasury is also responsible for the management of the City's closed pension plan. In 2019 Treasury managed over $600M in assets across all funds.

Payroll: Responsible for processing the bi weekly payroll and retirement contributions for the City of Fort Collins, Poudre Fire Authority, Poudre River Library District, and Downtown Development Authority. In 2019, 2,578 employees were paid each pay period, on average. Payroll also processes a monthly Pension and Council payroll, with an average of 276 employees paid. Payroll is responsible for the following payments: biweekly tax payments to the IRS, State of Colorado and State of Idaho; quarterly 941 tax filing; quarterly State Unemployment Insurance filing; year end 945 tax filing; year end tax electronic filing with the IRS, State of Colorado and State of Idaho; and W 2 and 1099R generation and mailing to employees.

Accounts Payable (AP): Responsible for processing all payments to vendors and non taxable employee reimbursements. AP handles the payments to vendors for the City of Fort Collins, Poudre Fire Authority, Poudre River Library District, and Downtown Development Authority. In 2019 AP processed 75,000 vouchers for these various entities. The AP group is responsible for year end 1099M forms, and e-filing to the IRS.

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

✓ HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

Additional Information

- Accounting and Treasury - The City earned its 31st consecutive GFOA Certificate of Achievement in Financial Reporting in 2018. The investment yield for the year ended at 2.04%, making the City an additional $12.5M in revenue.

Offer 32.2: Accounting and Financial Transaction Services

Offer Type: Ongoing

- Tungsten – The City makes roughly 75,000 payments per year, 50,000-60,000 to vendors. The volume grows 3% on average per year as City operations and community grow. Prior to the 2018 Tungsten implementation, there was practice variation, duplication, and paper driven processes across departments, resulting in lost paperwork, confusion in ownership, or late payments.

- Accounts Payable (AP) – Responsible for processing all payments to vendors and non taxable employee reimbursements. AP handles the payments to vendors for the City of Fort Collins, Poudre Fire Authority, Library District, and Downtown Development Authority. In 2019 AP processed 75,000 vouchers for these various entities.

- The AP group also process IRS tax forms for all related business, manages office operations and other miscellaneous programs such as P-Cards and Wireless reimbursements.

- Payroll Improvements - In 2019 the City thoroughly reviewed its policies, processes, and technology specific to overtime determination. The project goals included gaining visibility into non-exempt hours worked to ensure Fair Labor Standards Act (FLSA) compliance, re-education of employees and supervisors' working knowledge of FLSA and City Policy and use of technology to simplify policies.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.: Accounting and Financial Transaction Services is committed to improving the reporting of the Citywide financial report, responsibly managing City funds and streamlining payroll and accounts payable processes.

Improvements & Efficiencies

- Accounting:
  - Increase cross-training to improve year-end closing process and result in no significant findings from the auditors.
  - Develop outreach efforts across organization to streamline processes, create efficiencies and improve rapport among colleagues.
  - Extend reconciliation efforts to ensure data integrity and account accuracy.

- Treasury
  - Eliminated SymPro software, which was creating duplicate work. This saved the City $9,000 in software licensing fees, and over 8 hours monthly on duplicate work being done by Treasury and Accounting.

Offer 32.2: Accounting and Financial Transaction Services

Offer Type: Ongoing

- Payroll:
  - Terminations process – transformed a paper-based, multi step process to a single page, two-step process
  - Integration of TimeClock Plus, eliminating 200+ paper timesheets within Recreation and Cultural Services
  - Developed multiple reports to eliminate and transform manual lookups into streamlined auditing
  - Replaced paper mileage process with electronic records

- Accounts Payable:
  - Implemented an ongoing automated address book review program, initially reviewing over 120K address book records, resulting in 94K expired supplier records. Delineated reimbursement vendors and customer records from supplier records and implemented prevention measures to ensure proper supplier record use on purchase orders and vouchers.

Performance Metrics

- HPG 2. Accuracy of Cumulative Budgeted Expenses ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91315.html

Performance Measure Reason: End the year within 5% of annual budget

Personnel Changes

- None

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not Applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: ZMozer

Lead Department: Finance Administration

32.2: Accounting and Financial Transaction Services

Ongoing Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		14.00
Hourly (FTE)		-
Expenses		
511000 - Salaries & Wages		1,013,639
512000 - Benefits		303,198
519000 - Other Personnel Costs		(26,338)
	510000 - Personnel Services	**1,290,499**
521000 - Professional & Technical		158,320
	520000 - Purchased Prof & Tech Services	**158,320**
533000 - Repair & Maintenance Services		65,500
	530000 - Purchased Property Services	**65,500**
542000 - Communication Services		11,560
543000 - Internal Admin Services		1,800
544000 - Employee Travel		3,375
549000 - Other Purchased Services		20,800
	540000 - Other Purchased Services	**37,535**
555000 - Office & Related Supplies		11,500
559000 - Other Supplies		2,150
	550000 - Supplies	**13,650**
	Total Expenses	**1,565,504**

Funding Sources

100-General Fund: Ongoing	Ongoing	1,565,504
	Funding Source Total	**1,565,504**

Offer 32.3: Sales Tax Services

Offer Type: Ongoing

2021: $686,579 and 6.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the ongoing budget for the Sales Tax Department that is responsible for sales and use tax revenue; 14 categories of licenses (sales and use tax, lodging, liquor occupation tax, short term rentals, tax exempt organizations, outdoor vendors, second-hand dealers, solid waste collectors, solicitor permits, places of entertainment, special vending events, downtown concessionaires, movie theaters, pawn brokers, auctioneers and carnival/circuses); conducting sales, use and lodging tax audits; and providing world-class customer service to residents and business.

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

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

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.

Additional Information

- The Sales Tax Department (6 FTE +$146k Spending) is responsible for over 50% of City governmental revenue. The department oversees sales and use tax collections, and 14 categories of licenses. This group also conducts sales, use and lodging tax audits; enforces City Code requirements; and runs the annual grocery/property/utility rebate programs (Offer 33.1).

- In 2018, annual revenue processed by the Sales Tax office was approximately $138M being remitted by approximately 12,500 businesses with over 54,000 sales tax returns processed by monthly, quarterly and annual filers.

- The Sales Tax office also issues separate licenses for lodging, liquor occupation tax, short term rentals, tax exempt organizations, and outdoor vendors, among many others. In 2018, there were approximately 14,000 licenses total.

- Total business license growth has increased 115% since 1996 while staffing has remained constant at 6 FTEs. The Sales Tax Department recently lost an Auditor position but gained a Technician position.

- In addition to the increase in the number of businesses being licensed and remitting taxes, staff took on additional duties of issuing short term rental licenses in 2017, and issuing solicitor permits and outdoor vendor licensing including mobile food trucks in 2013, resulting in a 51% increase in other licenses.

Links to Further Details:

- Not applicable

Offer 32.3: Sales Tax Services

Offer Type: Ongoing

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Sales Tax is the primary source of revenue for the City and is a critical component to providing the ability to deliver world class services to its citizens. This group is a critical function in helping make that possible.

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.: The sales tax group interacts with the community on a daily basis to help answer sales tax questions and guide business owners to properly file monthly tax returns.

Improvements & Efficiencies

- N/A

Performance Metrics

- HPG 1. Actual Cumulative Revenue Compared to Budget ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91314.html

Performance Measure Reason: Sales Tax will work to target revenue forecast within 5% of budget

- HPG 239. Sales Tax License Count
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=891164.html

Performance Measure Reason: This measure shows sales tax license growth over time, starting in 1996. The Sales Tax Department staff has remained constant, yet license growth has increased 136%.

Personnel Changes

- None

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not Applicable

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

CAO/CPIO edits
added new sales tax measure & reason

Offer Profile

Offer Owner: ZMozer
Lead Department: Finance Administration

32.3: Sales Tax Services

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	6.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		413,230
512000 - Benefits		126,544
519000 - Other Personnel Costs		(10,795)
	510000 - Personnel Services	**528,979**
521000 - Professional & Technical		63,800
529000 - Other Prof & Tech Services		5,000
	520000 - Purchased Prof & Tech Services	**68,800**
533000 - Repair & Maintenance Services		58,900
	530000 - Purchased Property Services	**58,900**
542000 - Communication Services		3,700
543000 - Internal Admin Services		400
544000 - Employee Travel		4,450
549000 - Other Purchased Services		17,350
	540000 - Other Purchased Services	**25,900**
555000 - Office & Related Supplies		3,500
559000 - Other Supplies		500
	550000 - Supplies	**4,000**
	Total Expenses	**686,579**

Funding Sources

100-General Fund: Ongoing	Ongoing	686,579
	Funding Source Total	**686,579**

Offer 32.4: Strategic Financial and Budgeting Services

Offer Type: Ongoing

2021: $1,035,585 and 7.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer provides budget for the strategic financial programs that help give the City important insight into how to most effectively and efficiently utilize taxpayer dollars. This program is comprised of strategic financial activities and budget-related processes. The primary functions of this program are to improve visibility and understanding of critical financial issues, identify potential solutions to those issues, influence and inform decisions, and drive improvements to help achieve the City’s financial objectives. This work impacts executive-level strategy all the way through day to day operations.

The Strategic Finance portion of this offer drives financial data collection, analysis and reporting, as well as support for the City’s Finance Analysts and Liaisons to ensure transparency and consistency across the City. It is also the advisor in financial decisions for all Service Areas within the City organization, as well as supporting the Downtown Development Authority (DDA), the Urban Renewal Authority (URA), the Poudre Fire Authority (PFA), among others. These services result in sound and sustainable fiscal decisions to guide the issuance of debt, investment in development opportunities and capital projects. Strategic Finance is actively engaged with all departments and representatives of partnering entities. Sound analytical financial support is provided across the City ensuring an experienced financial perspective is used in all decisions to provide stewardship of City assets.

This offer also includes development of the City’s Strategic Plan, which is considered the starting point of the City’s Biennial Budget process (which includes processes for both annual and supplemental appropriations). The City’s Performance Measurement program is also funded with this offer & is integrally linked to both strategy & budget, including the execution of the Community Dashboard & the executive performance management program referred to as Strategy Maps.

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

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

✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

- HPG 7.7 - Address long-term projected gap between available revenue and what is required to meet known and emerging needs.

Additional Information

- The Budget Office (3 FTE +$49k Spending) is responsible for preparing and monitoring the City’s Budget. The budget is created via the Budgeting for Outcomes (BFO) process and is prepared biennially. They are also responsible for individual appropriation ordinances, managing the City’s performance measurement program, and performing research related to special projects.

Offer 32.4: Strategic Financial and Budgeting Services

Offer Type: Ongoing

- Finance Administration (4 FTE +$113k spending) is comprised of the Chief Financial Officer (CFO) and the Strategic Finance staff. This group provides oversight of all financial matters, supports Citywide initiatives and programs, and performs highly complex analyses.

- Strategic Finance also provides dotted line oversight of all Financial Planning & Analysis (FP&A) roles across the City organization (except for Utility Services). This role includes recruiting, analysis and tool utilization, mentoring and leadership development.

- ClearPoint is the City's online repository for performance metrics and is used by every department in the City for organizational performance reviews (aka Strategy Maps), linking within budget requests, on the City's Community Dashboard and for operational metrics. Metrics from ClearPoint can be made into online dashboards for both internal and external communications.

Links to Further Details:

- https://www.fcgov.com/finance/
- https://www.fcgov.com/citymanager/budget.php
- https://fortcollins.clearpointstrategy.com/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Strategic Finance is essential to giving City leaders the information needed to make smart financial decisions, which is a key component of operational excellence. By sharing resources across the City, we are able to efficiently execute day-to-day transactions and collaborate on improvements that have a positive financial impact.

✓HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: Access to financial data through business intelligence software enables financial analysis and reporting to help lead the organization financially. Sound financial information is the basis for sound decision making. Performance metric data is also linked to strategy and budget to facilitate monthly organizational performance reviews with the City's executive team and senior managers.

- HPG 7.7 - Address long-term projected gap between available revenue and what is required to meet known and emerging needs.: Utilization of sophisticated short-term and long-term financial modeling on a consolidated basis provides insight to Service Area finance staff that allows for tactical scenario planning to address current and projected revenue shortfalls. Collaboration and sharing of best practices across Service Areas is enabled by the dotted line reporting relationships into Strategic Finance.

Improvements & Efficiencies

Offer 32.4: Strategic Financial and Budgeting Services

Offer Type: Ongoing

- Five BFO process improvement teams were convened after the prior budget cycle to work on a range of identified opportunities. Specific improvements were implemented in the areas of Offer development, BFO Team diversity, system/reporting enhancements & Council communications. Extensive education via numerous training sessions was conducted in Q1 this year, with very positive feedback.

- Work with performance measures, in conjunction with the 2020 Strategic Plan and other operational areas, continues to improve, as does the organization’s understanding and utilization of this important and meaningful information. This is exemplified in the City’s monthly organizational performance reviews (Strategy MAPs) and work on the metrics associated with the City’s 2020 Strategic Plan.

- Continued refinement and utilization of the Long Term Financial Plan, which helps inform the discussion and direction of the City's Strategic Plan. Identified likely near- to mid-term shortfalls in revenue to cover expected program expense levels under "business as usual" conditions.

Performance Metrics

- HPG 1. Actual Cumulative Revenue Compared to Budget ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91314.html

Performance Measure Reason: Monitoring of City-wide revenue allows for early detection of potential changes in the macro-economic environment (utilizing tools like the Financial Monthly Report (FMR) and Monthly Sales and Use Tax Report). Identification of revenue shortfalls enables management to enact cost control measures, or in the case of excess expected revenues, to potentially fund additional mid-cycle initiatives.

- HPG 2. Accuracy of Cumulative Budgeted Expenses ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91315.html

Performance Measure Reason: Analysis of City-wide expenses is an ongoing responsibility. In conjunction with Service Area staff, Strategic Finance oversees the monthly review of the expense variations, identifying root causes and potential corrective actions to insure that expenditures are properly managed to achieve budget targets or reduced to react to revenue shortfalls.

Personnel Changes

- None

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not Applicable

Offer 32.4: Strategic Financial and Budgeting Services

Offer Type: Ongoing

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

CAO/CPIO edits

Offer Profile

Offer Owner: ZMozer

Lead Department: Finance Administration

32.4: Strategic Financial and Budgeting Services

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	7.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		675,990
512000 - Benefits		186,365
519000 - Other Personnel Costs		(17,247)
	510000 - Personnel Services	**845,108**
521000 - Professional & Technical		68,300
	520000 - Purchased Prof & Tech Services	**68,300**
532000 - Cleaning Services		600
533000 - Repair & Maintenance Services		74,600
	530000 - Purchased Property Services	**75,200**
542000 - Communication Services		10,169
543000 - Internal Admin Services		536
544000 - Employee Travel		9,300
549000 - Other Purchased Services		7,150
	540000 - Other Purchased Services	**27,155**
555000 - Office & Related Supplies		15,072
559000 - Other Supplies		4,750
	550000 - Supplies	**19,822**
	Total Expenses	**1,035,585**

Funding Sources

100-General Fund: Ongoing	Ongoing	1,035,585
	Funding Source Total	**1,035,585**

Offer 32.5: Program Evaluation and FC Lean

Offer Type: Ongoing

2021: $409,049 and 4.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer continues the Performance & Program Evaluation (P&PE) and FC Lean programs. These programs have demonstrated success in 1) evaluating if City programs are meeting the expectations established prior to their implementation and 2) helping work teams improve processes to increase capacity, reduce errors and improve customer satisfaction.

P&PE provides an opportunity for executive leadership to review the purpose and objectives of a new or ongoing program, to assess the program's performance in meeting its goals and objectives, and to identify opportunities for improvement. Evaluations include a thorough program history, process documentation, internal and external interviews, benchmarking, research and analysis. Specific findings and recommendations are provided to the executive leadership and program teams to improve their efficiency and effectiveness. Evaluation results are presented to the executive leadership for discussion and follow ups are performed after one year.

FC Lean is comprised of two components. The first is training that is separated into three types: Lean Basics (an introductory course to teach students to improve smaller processes), Lean Managers (a change management focused course) and Lean Leaders. This latter course is an intensive, hands on training that enables participants to take process improvement projects from conception through pilot implementation. The intent is for these students to practice their skills to take on larger, more complex process improvements.

The second and primary focus of the program is the results of the process improvement projects. As you will see in the metrics section below, in less than three years, this program has conservatively realized over $500,000 in soft cost savings. Much of this is derived from the 17,500 hours of staff time saved from these improvements. Conceptually, Lean Leaders will eventually have similar, significant impacts on organizational capacity and performance.

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

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

- Established during 2017, P&PE has evaluated 9 Citywide programs to date. In Q1 2020, the team finalized the comprehensive City Rebates / Reduced Fees Programs evaluation, which covered Utilities, Recreation and Finance program offerings and focused on ways to better serve low-income populations and provide offset to the increasing cost of living in Fort Collins.

Offer 32.5: Program Evaluation and FC Lean

Offer Type: Ongoing

- FC Lean was purchased as an Offer in the 2017-18 Budget and implemented in July 2017. The Offer had a Citywide goal of training 50% of staff on process improvement tools/techniques within 5 years. Factoring in organizational turnover, the program is still on track to achieve that target. Feedback from class participants is incorporated into future classes to improve its content and delivery.
- Improving the customer experience is an important focus of FC Lean. Products like Form Lab help departments evaluate the unintended impact on City customers completing various forms which often serve as the customer intake process. Numerous examples of significantly improved forms have resulted from these FC Lean collaborations.
- FC Lean 'walks the talk' by continually improving its processes based on customer feedback. This engagement with the people we serve is critical in understanding where things are working well and where time/energy should be invested to make improvements. We do this with every completed project and each FC Lean course participant.

Links to Further Details:

- https://www.fcgov.com/lean/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: These programs improve organizational capability and effectiveness through strategic evaluation, critical thinking and applied business acumen. P&PE evaluates programs based on their operational processes and results; while providing insights enabled by objective perspectives. FC Lean is intended to increase operational excellence through the elimination of waste and innovative thinking.

✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: A formalized Continuous Process Improvement (CPI) Program that systematically uses data and metrics to determine baseline performance, issue identification and root cause analysis to improve results. These improvements could result in error reductions, decreased cycle time, improved customer satisfaction, increased capacity and cost savings.

Improvements & Efficiencies

- P&PE Identification of Citywide opportunities for structural program improvements
- P&PE - Initiation of project management training opportunities for all City employees
- P&PE - Identification of successful City programs and documentation of the effective program methodologies employed

Offer 32.5: Program Evaluation and FC Lean

Offer Type: Ongoing

- P&PE - Establishment of a consistent structure for evaluation of City programs and categorization of findings and recommendations

- FC Lean - continually evaluates course feedback and implements changes to improve the student experience. This is true of all training opportunities and most especially with Lean Leaders. That latter program has substantially changed to become a foundation for staff to gain hands on experience with a project 1) important to their work area, supported by their manager and 3) a pre-ID'd project team

- FC Lean - modified the standard Lean Basics course from 8 hours to a 4 hour offering for a dedicated work team collectively working on a common problem. This successful roll out was then again modified with a virtual training opportunity for work teams who cannot be physically co-located. Customer feedback was the catalyst for these improvements and the resulting course have gotten great feedback

- FC Lean - safety improvements are also a part of FC Lean coaching and mentoring. Through a product called '6S' work/storage areas are evaluated to improve staff ability to quickly and efficiently find needed materials safely, return those materials via standard protocols and automatically trigger replenishment stocking, as needed

- FC Lean - Lean 'playgrounds' are being implemented as systematic ways for divisions and departments to foster a culture of process improvements. These can start as 'slivers' of a management chain to talk about and manage process improvement opportunities. These systems can be tailored to departmental specific needs and enable areas where Lean Leaders can practice skill development.

Performance Metrics

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

Performance Measure Reason: Since being tracked as part of an internal employee engagement survey called Core 34, the area of process improvement has consistently been one of the top 5 ways identified by City staff that would most improve job performance. As of 2019, 32% of staff indicated the importance of process improvement and FC Lean is a Citywide systematic methodology to accomplish this.

- HPG 160. # of Employees Trained in Process Improvement
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=529700.html

Performance Measure Reason: One of the stated goals in the 2017-18 Offer for FC Lean was to train 50% of classified staff in process improvement basics in 5 years. Excluding trained staff who have since left the City organization makes this a challenging goal and FC Lean is still on track to achieve this goal.

Personnel Changes

- None

Offer 32.5: Program Evaluation and FC Lean

Offer Type: Ongoing

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not Applicable

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

Updated with grammar modification
CAO/CPIO edits

Offer Profile

Offer Owner: ZMozer
Lead Department: Finance Administration

32.5: Program Evaluation and FC Lean

Ongoing Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		4.00
Hourly (FTE)		-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		322,023
512000 - Benefits		91,292
519000 - Other Personnel Costs		(8,266)
	510000 - Personnel Services	**405,049**
521000 - Professional & Technical		2,500
	520000 - Purchased Prof & Tech Services	**2,500**
555000 - Office & Related Supplies		1,500
	550000 - Supplies	**1,500**
	Total Expenses	**409,049**

Funding Sources

100-General Fund: Ongoing	Ongoing	409,049
	Funding Source Total	**409,049**

Offer 32.6: City Give Programs and Services

Offer Type: Ongoing

2021: $154,724 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

In 2019, the City of Fort Collins launched City Give, a municipal philanthropic initiative that creates a formalized structure for charitable giving to the City. This “in-house” approach to philanthropy allows Fort Collins to respond to strategic projects and community needs that fall outside the normal City budget priorities but are well-positioned for private funding.

Benefits of this investment include elevating fundraising practices across the City, consistent standards and practices in fundraising activities, ensuring all donors and givers feel honored and appreciated, and increasing City capacity for charitable contributions.

Based on the objectives of the City Give, this contracting position will:
- Improve the current process of City fundraising by establishing and coordinating protocols and tools to ensure effective Citywide fundraising practices, financial governance, donor and community relationship management, and philanthropic partnerships.
- Establish transparent and accountable internal standards for philanthropic engagement and charitable gifts.
- Strengthen the current fundraising process by prioritizing efforts with internal departments based on size, complexity and significance of the fundraising event, and the type of donor that would be most critical.
- Provide training, support, guidance and direction to both internal staff and external fundraising groups.

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

✓HPG 7.7 - Address long-term projected gap between available revenue and what is required to meet known and emerging needs.

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 32.6: City Give Programs and Services

Offer Type: Ongoing

✓HPG 7.7 - Address long-term projected gap between available revenue and what is required to meet known and emerging needs.: The purpose of City Give is to:
1) Establish uniform practices and standards for City fundraising activity
2) Orchestrate and improve the coordination of City philanthropic partnerships and donor relations
3) Develop fundraising campaigns that respond to strategic projects

Improvements & Efficiencies

- Continue to increase fundraising and strengthen relationships in the community

Performance Metrics

- HPG 232. City Give Fundraising Totals
https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=867334.html

Performance Measure Reason: Maintain philanthropic revenue for community campaigns and the donation of real property. Increase Philanthropic revenue for departmental and City Give campaigns by 1%.

Personnel Changes

- None

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not Applicable

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

CAO/CPIO edits
added measure reason

Offer Profile

Offer Owner: ZMozer

Lead Department: Finance Administration

32.6: City Give Programs and Services

Ongoing Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		1.00
Hourly (FTE)		-
Expenses		
511000 - Salaries & Wages		135,000
512000 - Benefits		21,414
519000 - Other Personnel Costs		(3,128)
	510000 - Personnel Services	**153,286**
555000 - Office & Related Supplies		1,438
	550000 - Supplies	**1,438**
	Total Expenses	**154,724**
Funding Sources		
100-General Fund: Ongoing	Ongoing	154,724
	Funding Source Total	**154,724**

Offer 32.8: Enhancement: 1.0 FTE Payroll Coordinator

Offer Type: Enhancement

2021: $65,344 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will create an additional Payroll Coordinator within Financial Services. Payroll staff provide high quality services to a diverse customer base. Internal customers include City staff and employee retirees. External customers include Poudre River Public Library District, Poudre Fire Authority, and the Downtown Development Authority, as well as the IRS and State of Colorado. Services provided include biweekly and monthly payroll processing; assisting employees with questions about pay, deductions and leave accruals; processing garnishments; processing retirement contributions; and biweekly, monthly, quarterly and year-end electronic tax filing, W 2 and 1099R generation. In addition, payroll is a critical function in ensuring the City remains competitive in recruitment, compensation, and benefit options for employees. While major work was done in 2019 to improve payroll processing, additional payroll staff will help to alleviate the burden of work on the existing team, mitigate legal risk and enhance the Payroll, HR, and Benefits capabilities.

With more capacity, staff can make headway on Citywide initiatives such as expanded compensation and benefits offerings to attract and retain a competitive workforce, increased self service and workflow capabilities. Current payroll staffing limits progress in these initiatives, preventing the City from responding to growing employee needs and a changing workforce. Citywide Finance initiatives such as FLSA Compliance yearly training and continuous process improvement are also at risk with current capacity. These projects allow the City to become more competitive, and provide the payroll team with opportunities to learn and grow, a key measurement in the City’s CORE 34 survey that Finance strives to improve.

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

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

Additional Information

- The reason for adding this position is to support the increased workload in the payroll department because of the growth of the city. The follow metrics are increases from 2003 to 2019:
  - 25% increase in average employee paid
  -45% increase in new hires processed
  -66% increase in 1099R's issued (pensioners)

- Compared to neighboring cities of like size, Fort Collins processes the most employee payroll per staff. For example, Colorado Springs has 3,000 employees (citywide) with 700 employees processed per payroll staff. This in comparison to Fort Collins which has an average of 2,548 employees (citywide) and 1,289 employees processed per payroll staff.

Offer 32.8: Enhancement: 1.0 FTE Payroll Coordinator

Offer Type: Enhancement

- Despite all these increases, the days to process payroll since 2003 has only increased 1 day, while overtime within the payroll team increased 830% since 2008. Extended time to complete payroll results in delays within Human Resources and Finance, as interdependent processes cannot continue when payroll is running.

Impact to Ongoing Expenses

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

$67,571

Scalability and explanation

Reducing the FTE on this offer would inhibit the productivity of the group because of increased demand.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Payroll is the backbone of the cities operations in order to process the compensation for its employees which continue providing the services to the residents of Fort Collins.

Performance Metrics

- A performance measure has not yet been created, see explanation below for the proposed metric, if this Enhancement offer is funded.
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893586.html

Performance Measure Reason: Measure to be developed: Showing expected decrease in overtime hours & cost with the addition of this FTE.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: RSpringob

Lead Department: Finance Administration

32.8: Enhancement: 1.0 FTE Payroll Coordinator

Enhancement to Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		1.00
Hourly (FTE)		-

Expenses

511000 - Salaries & Wages		48,604
512000 - Benefits		18,074
519000 - Other Personnel Costs		(1,334)
	510000 - Personnel Services	**65,344**
	Total Expenses	**65,344**

Funding Sources

100-General Fund: Ongoing	Ongoing	65,344
	Funding Source Total	**65,344**

Offer 32.9: Reduction: Scale Down - Cash and Transaction Consolidation

Offer Type: Reduction

2021: $-64,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer reduces the banking services budget from the ongoing offer for three main purposes:

1)	$42,000	Consolidating Loomis from 5 days/week to 2 days/week
2)	$12,000	Consolidating 222 Laporte and 215 N. Mason pick-up
3)	$10,000	Eliminating check writing from the daily accounts payable process

Listed below are the implications to accepting individual reductions in this offer:

1) Reducing the daily cash pickups from 5 days to 2 days a week would increase the City’s risk exposure by holding cash on site.

2) Consolidating the cash pickup sites would add risk to employees due to transporting cash from one building to another.

3) Eliminating check writing would reduce supply, printing and postage costs for the City.

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

✓HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

Additional Information

- Not applicable

Scalability and explanation

N/A

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.: Accounting and Financial Transaction Services is committed to improving the reporting of the citywide financial report, responsibly managing city funds and streamlining payroll and accounts payable processes.

Performance Metrics

- HPG 2. Accuracy of Cumulative Budgeted Expenses ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91315.html

Performance Measure Reason: End the year within 5% of annual budget

Offer 32.9: Reduction: Scale Down - Cash and Transaction Consolidation

Offer Type: Reduction

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

updated title

Offer Profile

Offer Owner: ZMozer

Lead Department: Finance Administration

32.9: Reduction: Scale Down - Cash and Transaction Consolidation

Reductions, Redeploys and Revisions (off year)

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

Expenses	
521000 - Professional & Technical	(64,000)
520000 - Purchased Prof & Tech Services	**(64,000)**
Total Expenses	**(64,000)**

Funding Sources		
100-General Fund: Ongoing	Ongoing	(64,000)
	Funding Source Total	**(64,000)**

Offer 32.10: Reduction: Pass Through Online Fee for Sales Tax filing

Offer Type: Reduction

2021: $-25,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer reduces the banking services budget for sales tax by passing on the $1 online filling fee to the community business. By accepting this offer there is added potential for community push back because in past years the City has always absorbed this cost and now the cost will be passed to the tax filer.

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

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.

Additional Information

- Not applicable

Scalability and explanation

This offer assumes the entire $1 would be passed on to the consumer, however this could be a portion to this could also be accepted as well.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Sales Tax is the primary source of revenue for the city and is a critical component to providing the ability to deliver world class services to its citizens. This group is a critical function in helping make that possible.

- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.: The sales tax group interacts with the community on a daily basis to help file answer sales tax questions and guide business owners to properly file monthly tax returns.

Performance Metrics

- HPG 1. Actual Cumulative Revenue Compared to Budget ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91314.html

Performance Measure Reason: Sales Tax will work to target revenue forecast within 5% of budget

Offer 32.10: Reduction: Pass Through Online Fee for Sales Tax filing

Offer Type: Reduction

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

- Not applicable

Offer Profile

Offer Owner: ZMozer

Lead Department: Finance Administration

32.10: Reduction: Pass Through Online Fee for Sales Tax filing

Reductions, Redeploys and Revisions (off year)

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	-
Hourly (FTE)	-
Expenses	
521000 - Professional & Technical	(25,000)
520000 - Purchased Prof & Tech Services	**(25,000)**
Total Expenses	**(25,000)**

Funding Sources		
100-General Fund: Ongoing	Ongoing	(25,000
	Funding Source Total	**(25,000**

Offer 35.1: Safety & Risk Management Programs & Services

Offer Type: Ongoing

2021: $5,295,363 and 9.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will foster a safe culture across the organization. This includes:

- Expertise to partner with all business units to prevent injuries and lower claims costs and exposures, and conduct safety audits.
- Providing safety equipment such as winter walkers, prescription safety glasses and steel-toe work boots. Works with departments to find new PPE for new work or highly specialized work tasks.
- Offering a variety of safety training and resources from defensive driving to trenching and excavation safety; inspection of safety equipment such as fall protection gear; air quality monitoring; required medical monitoring including hearing, respirator, pesticide applicators and blood borne pathogen; and lifesaving programs such as CPR and AED administration.
- Insurance/Self Insurance Program Management including liability, property, auto, arts, equipment breakdown, excess workers' compensation, volunteer accident, fiduciary liability, cyber insurance, and crime, flood and flood coverage for properties located in specifically designated flood zones. The self insurance program provides funds for the payment of self insured deductibles ranging from $50,000-$750,000 per claim.

The offer supports regulatory requirements for Department of Transportation and commercial drivers as well as liability exposures for all City vehicle drivers by maintaining driver files and conducting motor vehicle records checks biannually on all drivers. Continuous compliance allows the City to avoid cumulative fines that range from $1,000-$5,000 a day.

A culture of safety leads to fewer injuries and a more productive and stable workforce, providing those that are injured with the best care and medical outcomes and direct savings of dollars paid out for claims by both employees and community members.

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

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

Additional Information

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

Offer 35.1: Safety & Risk Management Programs & Services

Offer Type: Ongoing

- Process/investigate/manage approximately 120 claims against the City and 140 against citizens for a total of 260 new claims. In 2019 the Risk Management office paid out $1.7M in general liability claims and $1.2M in workers compensation claims as well as $261,513 for all open claim years. We also recovered $373,819 from third-party for claims against citizens, averaging $50,000 per quarter.

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

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

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: A sustainable workforce depends on a safe and healthy workforce. SRM will focus on employee safety through continued work around innovate safety culture initiatives across the organization resulting in world-class outcomes, a sustainable and engaged workforce and a fiscally responsible expenditure of tax dollars.

Improvements & Efficiencies

- Through the initial City culture of safety work, we have experienced an improvement in our performance measures including being below benchmark injury statistics for the first time since tracking began.

- Savings in claims costs through fewer injuries and claims management efficiencies are now starting to be realized. Further cost savings and fewer people injured will be realized with continued support of this offer.

Performance Metrics

- HPG 4. City Employee Safety - Total Recordable Injury Rate (TRIR) YTD
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91470.html

Performance Measure Reason: TRIR rates are correlated with how effective the program is regarding safety communications and training. The lower the rate, the more successful the engineering controls of safety supplies, PPE, administrative controls and training.

- HPG 5. City Employee Safety - Days Away Restricted or Transferred (DART) Rate YTD

Offer 35.1: Safety & Risk Management Programs & Services

Offer Type: Ongoing

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91471.html

Performance Measure Reason: DART rates measure the effectiveness of how successful preventing lost time or modified time away from work. The goal is to keep this as low as possible.

Personnel Changes

- N/A

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits
updated measure reasons

Offer Profile

Offer Owner: ZMozer

Lead Department: Safety & Risk Management

35.1: Safety & Risk Management Programs & Services

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	9.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		696,113
512000 - Benefits		199,751
519000 - Other Personnel Costs		(17,035)
	510000 - Personnel Services	**878,829**
521000 - Professional & Technical		208,500
	520000 - Purchased Prof & Tech Services	**208,500**
532000 - Cleaning Services		4,000
533000 - Repair & Maintenance Services		55,175
	530000 - Purchased Property Services	**59,175**
541000 - Insurance		3,948,209
542000 - Communication Services		16,000
543000 - Internal Admin Services		750
544000 - Employee Travel		15,500
549000 - Other Purchased Services		17,900
	540000 - Other Purchased Services	**3,998,359**
555000 - Office & Related Supplies		19,500
556000 - Health & Safety Supplies		118,000
559000 - Other Supplies		13,000
	550000 - Supplies	**150,500**
	Total Expenses	**5,295,363**

Funding Sources

602-Self Insurance Fund: Ongoing Revenue	Ongoing Restricted	5,295,363
	Funding Source Total	**5,295,363**

Offer 35.2: Reduction: Scale Down Safety & Risk Management Supplies, Consulting and Medical Services

Offer Type: Reduction

2021: $-122,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer reduces the Safety & Risk Management (SRM) budget for Consulting, Supplies and a portion of the medical services provided to the City. The implications of accepting this offer would be reducing the department’s ability to gain insight from other sources to help improve safety across the organization, reducing the SRM's reimbursement polices to other service areas for health and safety supplies, and discontinuing the contribution to City Safe for the Trauma Relief Therapy program.

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

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

Additional Information

- Not applicable

Scalability and explanation

This offer is compiled of three different components. Not all of these reduction need to be taken at once. The reduction can be taken in smaller portions

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: A sustainable workforce depends on a safe and healthy workforce. SRM will focus on employee safety through continued work around innovate safety culture initiatives across the organization resulting

Performance Metrics

- Reduction Offer: performance measures not required
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Performance Measure Reason: N/A

Personnel Changes

- N/A

Offer 35.2: Reduction: Scale Down Safety & Risk Management Supplies, Consulting and Medical Services

Offer Type: Reduction

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

updated title

Offer Profile

Offer Owner: ZMozer

Lead Department: Safety & Risk Management

35.2: Reduction: Scale Down Safety & Risk Management Supplies, Consulting and Medical Services

Reductions, Redeploys and Revisions (off year)

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		-
Hourly (FTE)		-
Expenses		
521000 - Professional & Technical		(62,000)
	520000 - Purchased Prof & Tech Services	**(62,000)**
556000 - Health & Safety Supplies		(60,000)
	550000 - Supplies	**(60,000)**
	Total Expenses	**(122,000)**

Funding Sources

602-Self Insurance Fund: Ongoing Revenue	Ongoing Restricted	(122,000)
	Funding Source Total	**(122,000)**

Offer 51.1: City Clerk Administration

Offer Type: Ongoing

2021: $648,087 and 5.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will maintain the mission critical organizational support provided to the City Council and the entire City organization, enabling the City to provide effective local governance. Key services included in this offer are:

- Production of City Council agendas, writing/coordinating proclamations, related planning and management documents, meeting minutes, maintenance of historical documentation, legal notices, and web page maintenance.

- Council support through Leadership Planning Team meetings/minutes; Council, URA and Enterprise Board meeting support documents (such as scripts for Mayor and City Manager); Council, URA and Enterprise board meeting activities (facilitation of public participation, roll call, vote taking, note taking, etc.); coordination of translation services as needed; processing notices related to appeals and ethics complaints; participation in new Councilmember onboarding; responding to Councilmember requests; reminders and tracking of legally mandated filings; codification of Code changes approved by Council.

- Support for Council Election Code Committee (agendas, minutes, web page creation/maintenance, research). Work is done in collaboration with the City Attorney to finalize Code and Charter changes for Council consideration as a result of these efforts.

- 2021 Election management (FTE staffing only; temporary elections workers, overtime, and non personnel expenses are included in Offer 51.5).

- Passport services (on behalf of, and controlled by, the U.S. Department of State).

- Development of programs that will protect Personally Identifiable Information and other sensitive information of community members, employees, and partners throughout the City, & policies and procedures related to open records (CORA) requests, including staff training/guidance. (New Privacy/Records Mgr)

These services, which support both internal & external customers, are mandated by state statute, City Charter, City Code & Land Use Code.

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

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

- HPG 7.9 - Proactively influence policy and legislative development at all levels.

Offer 51.1: City Clerk Administration

Offer Type: Ongoing

Additional Information

- Staff works with all levels of City management and staff, as well as Council, to compose and create summary and planning documents, preliminary and summary agendas, Council work session agendas, voting results, meeting minutes, six month planning calendar, agenda item summaries for second reading items, and public hearing and meeting notices. Managing/meeting related deadlines is critical.

- Staff works with Municipal Code Corporation to ensure all changes, amendments, or new items get included in City Code, Land Use Code and Traffic Code. Staff also maintains the official public record for all Council-related actions and coordinates and fulfills public records requests.

- Staff guides individuals through citizen initiative, referendum and recall processes; works with candidates running for office and with residents who wish to form political or issue committees, guiding them through processes and complex schedules to ensure legal requirements are met. Staff runs all aspects of local municipal elections and works closely with County staff on coordinated elections.

- Staff performs research and provides answers to the public and staff for historical, detailed and complex items related to Council actions, Code changes, or legislation relating to a program or service provided by the Clerk’s office.

- The privacy role referenced above is necessary for the City’s ability to comply with Colorado House Bill 18-1128 concerning strengthening protections for consumer data privacy. The HB 18-1128 went into effect September 1, 2018.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: This office produces the agenda materials Council needs each week to make informed decisions. Staff trains agenda authors to ensure they can use the agenda software and understand the necessary elements to include in materials. Staff attends training throughout the year on multiple topics to ensure a sharp and varied skill set. Online passport appointments provide predictability for customers.

- HPG 7.9 - Proactively influence policy and legislative development at all levels.: Staff stays abreast of proposed legislation at the state/federal level regarding elections, privacy, and open records and weighs in on the impacts to Fort Collins and the services provided by the Clerk's office. Staff recommends amendments to City Code to align with new legislation, industry best practices and changing technology.

Offer 51.1: City Clerk Administration

Offer Type: Ongoing

Improvements & Efficiencies

- Worked with IT, CPIO and City Manager’s Office staff to find a solution (Zoom) for remote Council meetings, and Council, URA, and quasi judicial and other certain board and commission meetings were effectively conducted during April June. Having remote options for those who want to participate in this way (including remaining boards) is expected to be ongoing.

- Added a Privacy and Records Manager mid year that will help ensure compliance with privacy and open records regulations and guidelines. Development, implementation and enforcement of Citywide policies and procedures related to both programs will reduce risk to the City related to non compliance and will be a major focus for this FTE.

- Moved agenda review meetings to Microsoft Teams and combined final agenda review and work session staff review meetings into one meeting. This has resulted in fewer meetings and increased efficiency for all involved. Teams meetings will continue to be used after the pandemic is over.

Performance Metrics

- HPG 99. City Clerk's Average Response Time of Cases Submitted to Access Fort Collins
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=111439.html

Performance Measure Reason: Department target is to respond in two days or less. With the exception of 2016, this goal has been met -- sometimes substantially below the goal. 2016 data is skewed due to failure to change case status to Closed.

- HPG 98. % of Passport revenue to support the service
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=111438.html

Performance Measure Reason: Although slightly over target (10%) in 2017 and 2019, no adjustments are planned at this point. 2020 will not be fairly indicative due to COVID-19 shutdowns. Prior year variances do not establish enough of a pattern yet to cause readjustment of goal.

- HPG 217. City Clerk Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=645807.html

Performance Measure Reason: Many of the customers we have are internal to the City. In the case of Council agenda, we collaborate with many City departments to get this work done. This survey goes out to City employees and asks for ratings related to our licensing services. Although we are meeting our goals in this regard, we continue to look at ongoing improvements that will add to our service.

Personnel Changes

- Three FTEs previously included in this offer have been moved to other offers as noted below in the section describing differences between this offer and the prior offer. This offer includes a new position (Chief Privacy Officer with Records Management Responsibilities) funded in 2020.

Offer 51.1: City Clerk Administration

Offer Type: Ongoing

Differences from Prior Budget Cycles

- Staff and expenses relating to liquor and marijuana licensing were removed from this offer and included in Offer 51.2; staff and expenses relating to the boards and commissions program were removed from this offer and included in Offer 51.3.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: RKnoll

Lead Department: City Clerk's Office

51.1: City Clerk Administration

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	5.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		373,976
512000 - Benefits		112,407
519000 - Other Personnel Costs		(9,474)
	510000 - Personnel Services	**476,909**
521000 - Professional & Technical		54,600
529000 - Other Prof & Tech Services		8,000
	520000 - Purchased Prof & Tech Services	**62,600**
533000 - Repair & Maintenance Services		1,250
	530000 - Purchased Property Services	**1,250**
542000 - Communication Services		6,980
543000 - Internal Admin Services		325
544000 - Employee Travel		10,500
549000 - Other Purchased Services		41,143
	540000 - Other Purchased Services	**58,948**
555000 - Office & Related Supplies		45,480
559000 - Other Supplies		2,900
	550000 - Supplies	**48,380**
	Total Expenses	**648,087**

Funding Sources

100-General Fund: Ongoing	Ongoing	648,087
	Funding Source Total	**648,087**

Offer 51.2: Liquor and Marijuana Licensing

Offer Type: Ongoing

2021: $187,397 and 2.00 FTE, 0.00 Hourly FTE

Offer Summary

The City Clerk's Office offers robust licensing services for liquor and marijuana business owners as required by State Statute and City Code. These services enable business owners to obtain licensing for various types of establishments/uses, including hotels, restaurants, taverns, lodging and entertainment, brew pubs, and marijuana retail stores, cultivations, and products manufacturing. Staff provides expert guidance in new application processes, transfers of ownership, modifications of premises, manager registrations, corporate changes, location changes, and special event permits, among other things. Coordination with the state is a major component as dual licensing (state and city) is required.

Staff in both programs stay abreast of pending and approved legislation and work with City attorneys to ensure compliance and make needed adjustments to their programs and develop Code changes for Council approval. They participate on statewide teams to provide feedback to help shape policy and procedures for related activities. They work with police and other staff on licensing applications, and to address local violations, such as serving or selling to underage patrons. Licensing staff also work with respective Licensing Authorities who approve applications and address violations. Staff acts as a clerk to the Licensing Authority in both cases, preparing agenda items and application materials and carrying out instructions given or conditions applied during consideration of applications. Each staff member maintains topic-specific web pages and forms.

These services add to the economic viability of the community and the City organization. In 2019, these licensing programs generated a combined $346K in licensing revenues. Marijuana generated $4.3M in local sales tax revenue and state shareback of sales tax. Sales tax revenue generated by liquor establishments is harder to define as it is mixed with a variety of retail sales, but is millions of dollars as well.

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

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

- HPG 7.9 - Proactively influence policy and legislative development at all levels.

Additional Information

- The COVID-19 emergency severely impacted most liquor license holders since they had to close their restaurants and bars. As executive orders were issued by the Governor that offered some assistance, licensing staff quickly responded to ensure these business owners could move forward with what was allowed. This helped boost the local economy and the business owners have been most grateful.

Offer 51.2: Liquor and Marijuana Licensing

Offer Type: Ongoing

- A new service added to the liquor licensing program over the past couple of years is assistance with entertainment district applications and providing the help needed to get related common consumption areas on Council's agenda for consideration (The Exchange is an example).

- New legislation regarding hemp cultivation and processing has created additional and significant work for those involved in the marijuana licensing program. Staff was invited to participate as part of the state CHAMP initiative that was focused on establishing a comprehensive blueprint for how the state will manage this emerging industry. Local regulations related to this are being considered.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Clerk staff seek ways to be as responsive as possible to customers and to find innovative solutions (within the law), as evidenced by efforts to enable businesses to open their restaurants again. An interdepartmental team worked together to develop/implement a dramatically streamlined application process allowing liquor licensees to expand into outdoor dining areas.

- HPG 7.9 - Proactively influence policy and legislative development at all levels.: Clerk staff stay abreast of proposed legislation at the state/federal level regarding liquor/marijuana licensing and weigh in on the impacts to Fort Collins. Staff recommends amendments to City Code to align with new legislation, industry best practices, and changing technology.

Improvements & Efficiencies

- Liquor: Implemented weekly Liquor Licensing Team meetings using Microsoft Teams to maintain communication and rapport.

- Liquor: Transitioned back to Access database for liquor licensing as previous database did not meet needs of liquor team. Implemented an efficient renewal process within Access.

- Liquor: Utilized LEAN principals to streamline show cause hearing process. Enhanced the Access database and merge file for ease of entering data, thereby minimizing errors.

- Liquor: Building a comprehensive distribution list of all liquor licensees and permittees (approximately 400) to facilitate distribution of critical information relevant to the ever-changing world of liquor licensing.

- Marijuana: Improved and streamlined the way marijuana revenues are tracked and reported.

Offer 51.2: Liquor and Marijuana Licensing

Offer Type: Ongoing

- Marijuana: Reestablished collaboration with the Chief Building Official to improve understanding and increase process efficiencies and enforcement.

- Marijuana: Improved monthly update report that is sent to the licensing authority and licensing team.

- Marijuana: Implemented virtual meetings using Microsoft Teams to maintain communication. This has been so effective meetings are expected to continue in this fashion.

- Marijuana: Utilized LEAN processes to improve all application paperwork, the web site, and all staff reports that are sent to the licensing authority.

Performance Metrics

- HPG 217. City Clerk Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=645807.html

Performance Measure Reason: Many of the customers we have are internal to the City. In the case of licensing, we collaborate with many City departments to get this work done. This survey goes out to City employees and asks for ratings related to our licensing services. Although we are meeting our goals in this regard, we continue to look at ongoing improvements that will add to our service.

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109927.html

Performance Measure Reason: We have many business owners that we work with directly on all processes related to licensing. As well, we assist residents with questions, follow up on concerns/violations, etc. This measure generally demonstrates a high satisfaction from residents, who are also business owners, about the efficiency of operations and processes. We will continue to look for improvements to add to our service.

- HPG 128. % customers responding very good/good - City Clerk licensing services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=867202.html

Performance Measure Reason: This is a new measure we added that goes directly to our license holders. The first survey was done as part of an overall project verification. We are a bit under where we would like to be in terms of customer satisfaction. We intend to take the feedback received, implement changes, and improve where we can.

Personnel Changes

- This is a new offer which includes two FTEs that were previously included in the City Clerk Administrative offer. These are not new positions.

Differences from Prior Budget Cycles

Offer 51.2: Liquor and Marijuana Licensing

Offer Type: Ongoing

- This specific offer was not included in the prior budget cycle. It reflects a separation of Licensing Services from the City Clerk Administration (Core Services) offer.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

- Not applicable

Offer Profile

Offer Owner: RKnoll

Lead Department: City Clerk's Office

51.2: Liquor and Marijuana Licensing

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	2.00
Hourly (FTE)	-

Expenses		
511000 - Salaries & Wages		126,343
512000 - Benefits		40,938
519000 - Other Personnel Costs		(3,316)
	510000 - Personnel Services	**163,965**
529000 - Other Prof & Tech Services		17,000
	520000 - Purchased Prof & Tech Services	**17,000**
542000 - Communication Services		1,962
543000 - Internal Admin Services		130
544000 - Employee Travel		500
549000 - Other Purchased Services		3,240
	540000 - Other Purchased Services	**5,832**
555000 - Office & Related Supplies		500
559000 - Other Supplies		100
	550000 - Supplies	**600**
	Total Expenses	**187,397**

Funding Sources		
100-General Fund: Ongoing	Ongoing	187,397
	Funding Source Total	**187,397**

Offer 51.3: Boards and Commissions

Offer Type: Ongoing

2021: $103,709 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Volunteers are an essential part of what makes Fort Collins a great place to live, work and play. This program provides a great opportunity for approximately 230 residents to give of their time and expertise to help shape the community and to provide feedback and recommendations to Council on a variety of items that cover all of the City's outcome areas.

Staff that are part of this program plan, organize, implement and coordinate the various activities associated with all 25 boards and commissions, together with related committees, that may exist. Examples of major efforts include:

- Supporting City Council through coordinating recruitment, interview and appointment processes, scheduling periodic reviews, and planning and hosting the annual recognition event. City Council is also supported by ensuring assistance with appointments to other authorities such as the Airport Commission, the Library District and the Boxelder Basin Regional Stormwater Authority.

- Supporting staff liaisons by providing training and guidance related to the conduct of meetings, notice requirements, preparation and filing of meeting minutes, periodic review questionnaires, work plans, and annual reports. Participates in problem solving issues that arise.

- Providing strategic and operational development, implementation and measurement of techniques and tools to promote, increase and deepen membership on City boards of underserved and under represented populations. This work includes leading public engagement efforts and finding new ways to engage with various populations.

- Providing or collaborating with others to market and generate interest around volunteering for City boards and commissions. Performs website maintenance, brochure and document design and other related duties. Also maintains a procedures manual for board members and suggests changes, as needed, for Council consideration.

- Participating in or leading special projects.

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

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

Additional Information

Offer 51.3: Boards and Commissions

Offer Type: Ongoing

- Staff involved in this program is currently working on a Council priority of reimagining boards and commissions, and has collaborated with others to make improvements to existing processes and procedures, and to formalize recommendations for Council to consider.

- Staff involved in this program collaborates with the City’s Volunteer Coordinator on Engage system implementation and usage, on process improvements and on data collection/reporting.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Staff has worked with the Volunteer Coordinator to fully implement the Engage volunteer system to ensure information related to City board and commission members is tracked and can be readily reported on. It has added transparency and accuracy to the processes related to this program.

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.: The City Clerk's Office coordinates the recruitment, selection, and appointment of board and commission members. Additionally, the office coordinates and facilitates "Super Issue" meetings, where all B&C members are invited to attend a meeting and provide feedback on issues that will be coming before Council (such as Strategic Plan, outdoor burning, and Triple Bottom Line).

Improvements & Efficiencies

- Reevaluation of the position that leads this program to have added emphasis on public engagement and work with underserved or under-represented populations. The position is now charged with leading public engagement efforts related to this; something that was not possible prior.

- Collaboration with others on the Reimagine Boards and Commission project. This project has resulted in numerous changes and improvements and will finish with a set of recommendations and/or options for Council consideration.

- Utilization of the Engage software system to track board members and related information such as training and membership terms.

- Work to revise the boards and commissions manual. Recommended changes are expected to go to Council for consideration in 2020.

Performance Metrics

Offer 51.3: Boards and Commissions

Offer Type: Ongoing

- HPG 217. City Clerk Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=645807.html

Performance Measure Reason: Many of the customers we have are internal to the City. In the case of boards, we collaborate with many departments to provide assistance and support needed to get this work done. This survey goes out to City employees and asks for ratings related to our support services. Although we are meeting our goals in this regard, we continue to look at ongoing improvements that will add to our service.

- NLSH 81. Boards and Commissions Diversity Index
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6343&object=measure&objectId=528004.html

Performance Measure Reason: This is a measure that resulted from a body of equity and inclusion work City staff has done. Work is occurring now to reimagine boards and commissions, a Council priority. As part of this work, identification of methods to increase outreach and diversity on City boards will be accomplished. A change in the position supporting boards was made to ensure an appropriate skillset to do this work.

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109927.html

Performance Measure Reason: We have many residents that we work with on this important volunteer activity. This measure generally demonstrates a high satisfaction from residents, about the efficiency of operations and processes. We will continue to look for improvements to add value to the program and to our service.

Personnel Changes

- This is a new offer designed to separate this program from the general City Clerk Administration offer. This program has always had its own business unit, but the position that supports the program was kept in the general Administration offer. To provide greater transparency, the position has been moved into the Boards and Commissions business unit, and certain support costs (like telephone expenses) have also been moved to this business unit.

Differences from Prior Budget Cycles

- This offer did not stand alone in prior cycles -- the costs and associated FTE were included in the City Clerk Administration offer. In 2021-2022, the Boards and Commissions program is being separated into its own offer and costs and associated FTE are removed from the City Clerk Administration offer and included in this offer.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer 51.3: Boards and Commissions

Offer Type: Ongoing

Offer Profile

Offer Owner: RKnoll

Lead Department: City Clerk's Office

51.3: Boards and Commissions

Ongoing Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		1.00
Hourly (FTE)		-
Expenses		
511000 - Salaries & Wages		51,001
512000 - Benefits		18,431
519000 - Other Personnel Costs		(1,389)
	510000 - Personnel Services	**68,043**
529000 - Other Prof & Tech Services		500
	520000 - Purchased Prof & Tech Services	**500**
542000 - Communication Services		651
543000 - Internal Admin Services		65
544000 - Employee Travel		7,600
549000 - Other Purchased Services		9,850
	540000 - Other Purchased Services	**18,166**
555000 - Office & Related Supplies		9,800
559000 - Other Supplies		7,200
	550000 - Supplies	**17,000**
	Total Expenses	**103,709**

Funding Sources

100-General Fund: Ongoing	Ongoing	103,709
	Funding Source Total	**103,709**

Offer 51.5: Elections

Offer Type: Ongoing

2021: $384,820 and 0.00 FTE, 0.96 Hourly FTE

Offer Summary

This offer funds the 2021 regular municipal election. By Charter, regular elections are held in April of odd-numbered years for the election of a Mayor and Council District representatives. In addition, any number of initiatives or referendums could be generated by the Council or by citizens.

The April 2021 election will be conducted by mail ballot. As done since 2013, the City will pay postage for all voted ballots returned by mail. Full-scale signature verification, first implemented in 2019, will be used, and election activities will continue for the eight days after election day to allow for verification/reconciliation of discrepant and missing signatures, and for receipt of ballots from uniformed military and overseas voters.

This offer does not include funding for special elections in November.

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

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

- This offer does not include funding for any measures that may need to be taken in connection with the COVID-19 pandemic since it is too far away to know what those measure might entail.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Efforts to make participation in municipal elections easier and more convenient (example: collaborate with the County for use of its outside ballot box during our election) will continue.

Offer 51.5: Elections

Offer Type: Ongoing

- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.: Cross training with new employees on all election processes and procedures will occur. Efforts will result in fine tuning an Election Manual addressing all aspects of conducting an election. Documentation of new processes such as signature verification that were implemented in 2019 will be added.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: Efforts related to using technology for signature verification and ballot tabulation will continue. Shifting to new technology for ballot tabulation in 2019 increased efficiency and resulted in this part of the process taking much less time. Additional reductions in time spent on those activities is anticipated in 2021.

Improvements & Efficiencies

- During and after the April 2019 election, staff worked with its electronic pollbook contractor to develop enhancements to improve efficiency and reduce the possibility of user mistakes.
- In 2019, automated signature verification was implemented for the first time. The software performed better than expected and qualified a higher number of signatures than first anticipated. Adjustments will be made to the manual verification process based on lessons learned in 2019.
- As anticipated for the 2019 election, the use of a new tabulation system reduced the amount of time required to tabulate ballots. In 2021, ballot tabulation will occur on election day only, a 50% reduction over 2019.
- A 24-hour outdoor ballot box was installed in the south parking lot of City Hall. The ballot box was on camera 24x7 and live video feed was available at multiple work stations and from home via VPN.

Performance Metrics

- HPG 97. Cost per mailed ballot package
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=111437.html

Performance Measure Reason: This is a biennial metric, used only in odd years. The target is $3.00 per mailed ballot package, which includes all costs associated with design, printing, and mailing. The 2019 cost exceeded target by $.25 per package, largely due to inflation and increases in postage costs. Staff will evaluate the need to adjust the target closer to the 2021 election as cost estimates are refined.

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109927.html

Performance Measure Reason: We have many residents, candidates and committees that we work with on this important activity. Efficient operation of this program is essential to ensuring people can vote. This measure generally demonstrates a high satisfaction from residents, about the efficiency of operations and processes. We will continue to look for improvements to add value to the program and to our service.

Offer 51.5: Elections

Offer Type: Ongoing

Personnel Changes

- Includes a slight increase in the funding for hourly Temporary Election Judges due to anticipated increase in ballot volume.

Differences from Prior Budget Cycles

- Funding adjusted based on projected increases in registered voters, ballots returned, and increase in postage costs.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: RKnoll

Lead Department: City Clerk's Office

51.5: Elections

Ongoing Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		-
Hourly (FTE)		0.96

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		33,500
512000 - Benefits		3,045
	510000 - Personnel Services	**36,545**
521000 - Professional & Technical		9,000
529000 - Other Prof & Tech Services		155,000
	520000 - Purchased Prof & Tech Services	**164,000**
533000 - Repair & Maintenance Services		1,900
	530000 - Purchased Property Services	**1,900**
544000 - Employee Travel		150
549000 - Other Purchased Services		174,225
	540000 - Other Purchased Services	**174,375**
555000 - Office & Related Supplies		4,000
559000 - Other Supplies		4,000
	550000 - Supplies	**8,000**
	Total Expenses	**384,820**

Funding Sources

100-General Fund: Ongoing	Ongoing	384,820
	Funding Source Total	**384,820**

Offer 51.7: Reduction: Scale Down Board and Commission Programming

Offer Type: Reduction

2021: $-22,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer reduces or eliminates ongoing funding for the following items related to boards and commissions:

- Eliminates funding to send two Youth Advisory Board members and one chaperone to the National League of Cities Conference ($7,500).
- Eliminates funding for the annual appreciation event held to recognize the volunteer services of board and commission members ($10,000).
- Reduces by 50% the funds budgeted for customization of the Engage software used to track/manage City volunteers. Customization is needed to enhance tracking of board and commission membership, activities and training; data collection; and reporting capabilities ($4,500).

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

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

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

Additional Information

- This reduces non-personnel funding by 62%.

Scalability and explanation

If available, staff would recommend restoring funding for the following, listed in order by priority:

1. The annual appreciation event (which is the only meaningful effort currently made to recognize board and commission members for their volunteer service)
2. Software customization (which would allow for additional customization, providing for a robust technology solution)

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Staff has worked with the Volunteer Coordinator to fully implement the Engage volunteer system to ensure information related to City board and commission members is tracked and can be readily reported on. It has added transparency and accuracy to the processes related to this program, but efforts to continue improvements to the software will be considerably hampered by the proposed reduction.

Offer 51.7: Reduction: Scale Down Board and Commission Programming

Offer Type: Reduction

- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.: The City Clerk's Office coordinates the recruitment, selection, and appointment of board and commission members. Additionally, the office coordinates and facilitates "Super Issue" meetings, where all B&C members are invited to attend a meeting and provide feedback on issues that will be coming before Council (such as Strategic Plan, outdoor burning, and Triple Bottom Line).

Performance Metrics

- HPG 217. City Clerk Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=645807.html

Performance Measure Reason: Many of the customers we have are internal to the City. In the case of boards, we collaborate with many departments to provide assistance and support needed to get this work done. This survey goes out to City employees and asks for ratings related to our support services. Although we are meeting our goals in this regard, we continue to look at ongoing improvements that will add to our service.

- NLSH 81. Boards and Commissions Diversity Index
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6343&object=measure&objectId=528004.html

Performance Measure Reason: This is a measure that resulted from a body of equity and inclusion work City staff has done. Work is occurring now to reimagine boards and commissions, a Council priority. As part of this work, identification of methods to increase outreach and diversity on City boards will be accomplished. A change in the position supporting boards was made to ensure an appropriate skillset to do this work.

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109927.html

Performance Measure Reason: We have many residents that we work with on this important volunteer activity. This measure generally demonstrates a high satisfaction from residents, about the efficiency of operations and processes. We will continue to look for improvements to add value to the program and to our service.

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

Offer 51.7: Reduction: Scale Down Board and Commission Programming

Offer Type: Reduction

updated title

Offer Profile

Offer Owner: RKnoll

Lead Department: City Clerk's Office

51.7: Reduction: Scale Down Board and Commission Programming

Reductions, Redeploys and Revisions (off year)

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		-
Hourly (FTE)		-
Expenses		
544000 - Employee Travel		(7,500)
549000 - Other Purchased Services		(3,500)
	540000 - Other Purchased Services	**(11,000)**
555000 - Office & Related Supplies		(4,500)
559000 - Other Supplies		(6,500)
	550000 - Supplies	**(11,000)**
	Total Expenses	**(22,000)**
Funding Sources		
100-General Fund: Ongoing	Ongoing	(22,000)
	Funding Source Total	**(22,000)**

Offer 51.8: Reduction: Scale Down City Clerk Administration

Offer Type: Reduction

2021: $-12,300 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer reduces operating funds by $12,300 for general administration of the City Clerk's Office. The following reductions have been applied:

- Eliminates funding for a second copier ($8,000)
- Eliminates mileage reimbursement funds ($1,400)
- Eliminates contractual plant maintenance ($720)
- Eliminates funds for office equipment purchases ($1,500)
- Reduces funds for office supplies ($680)

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

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

- HPG 7.9 - Proactively influence policy and legislative development at all levels.

Additional Information

- These reductions will primarily affect internal operations. Staff will be unable to participate in job-related meetings in other parts of the state, or may have to travel at their own expense. Necessary office equipment purchases may have to be postponed or eliminated, decreasing staff’s ability to perform various duties/responsibilities or reducing efficiency.

- Office plants are difficult to maintain in public areas of the office due to lack of sunlight. This may result in waiting areas becoming less appealing.

Scalability and explanation

Restoration of any of these reductions would be appreciated.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: This office produces the agenda materials Council needs each week to make informed decisions. Staff trains agenda authors to ensure they can use the agenda software and understand the necessary elements to include in materials. Staff attends training throughout the year on multiple topics to ensure a sharp and varied skill set. Online passport appointments provide predictability for customers.

Offer 51.8: Reduction: Scale Down City Clerk Administration

Offer Type: Reduction

- HPG 7.9 - Proactively influence policy and legislative development at all levels.: Staff stays abreast of proposed legislation at the state/federal level regarding elections, privacy, and open records and weighs in on the impacts to Fort Collins and the services provided by the Clerk's office. Staff recommends amendments to City Code to align with new legislation, industry best practices and changing technology.

Performance Metrics

- HPG 99. City Clerk's Average Response Time of Cases Submitted to Access Fort Collins
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=111439.html

Performance Measure Reason: Department target is to respond in two days or less. With the exception of 2016, this goal has been met -- sometimes substantially below the goal. 2016 data is skewed due to failure to change case status to Closed.

- HPG 98. % of Passport revenue to support the service
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=111438.html

Performance Measure Reason: Although slightly over target (10%) in 2017 and 2019, no adjustments are planned at this point. 2020 will not be fairly indicative due to COVID-19 shutdowns. Prior year variances do not establish enough of a pattern yet to cause readjustment of goal.

•HPG 217. City Clerk Internal Service Survey

- HPG 217. City Clerk Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=645807.html

Performance Measure Reason: Many of the customers we have are internal to the City. In the case of Council agenda, we collaborate with many City departments to get this work done. This survey goes out to City employees and asks for ratings related to our licensing services. Although we are meeting our goals in this regard, we continue to look at ongoing improvements that will add to our service.

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

updated title

Offer Profile

Offer 51.8: Reduction: Scale Down City Clerk Administration

Offer Type: Reduction

Offer Owner: RKnoll

Lead Department: City Clerk's Office

51.8: Reduction: Scale Down City Clerk Administration

Reductions, Redeploys and Revisions (off year)

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

Expenses

		2021 Projected Budget
533000 - Repair & Maintenance Services		(720)
	530000 - Purchased Property Services	**(720)**
544000 - Employee Travel		(1,400)
549000 - Other Purchased Services		(8,000)
	540000 - Other Purchased Services	**(9,400)**
555000 - Office & Related Supplies		(2,180)
	550000 - Supplies	**(2,180)**
	Total Expenses	**(12,300)**

Funding Sources

100-General Fund: Ongoing	Ongoing	(12,300
	Funding Source Total	**(12,300**

Offer 54.1: Engineering Administration

Offer Type: Ongoing

2021: $446,357 and 5.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds Engineering Administration, which consists of the City Engineer (Director of Engineering), Asset Manager, Special Projects Engineer, and administrative support for the Engineering Department. The Engineering Department is made up of five divisions: Engineering Administration, Surveying, Capital Projects, Right of Way (ROW) Management, and Engineering Development Review. Engineering provides executive oversight and coordination of all infrastructure activities within the 580 lineal miles of City ROW, including private development. In addition, Engineering provides technical support to multiple City department as it relates to work in the ROW. Engineering also provides citywide project coordination efforts with all City departments, private utilities, major private developments and partner agencies (including Colorado Department of Transportation, Larimer County, and three railroads), which helps reduce project conflicts and traffic impacts.

The City Engineer leads, supports, and provides direction to the Engineering Department that reflects collaborative problem solving with internal and external stakeholders.

The Asset Manager ensures reliability and sustainability of City transportation assets through work of the development of life cycles, condition assessment, strategic plans, strategic prioritization, analysis and condition reporting, improvement district assessment, development pavement design and street mix design approval, private street conversion, and street acceptance reporting.

The Special Projects Engineer leads special projects (such as the Larimer County Urban Area Street Standard (LCUASS) update, represents the City at the Metropolitan Planning Organization (MPO) Technical Advisory Committee (TAC), coordinates with the railroad, and leads the sidewalk program.

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

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations
- TM 6.4 - Support, enhance and accelerate I-25 improvements according to the multi-modal environmental impact statement.

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Offer 54.1: Engineering Administration

Offer Type: Ongoing

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The Engineering Department works collaboratively with internal and external stakeholders to identify innovative solutions.

- TM 6.5 - Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations: The Engineering Department oversees a multitude of programs and projects that improve or replace transportation infrastructure.

- TM 6.4 - Support, enhance and accelerate I-25 improvements according to the multi-modal environmental impact statement.: The Engineering Department works with regional partners and the MPO on finding funding for I-25 improvements.

Improvements & Efficiencies

- Identify projects to be grant ready.

- Continue to implement a methodology and analysis program used to prioritize pedestrian projects.

- Continue using the LEAN method to identify efficiencies.

Performance Metrics

- TRAN 62. Sidewalk Network (City-wide sidewalk network)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7268&object=measure&objectId=476784.html

Performance Measure Reason: Continue to build out the sidewalk network.

- TRAN 19. % of Funding of Key Transportation Capital Projects from Grants
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7268&object=measure&objectId=104254.html

Performance Measure Reason: Continue to identify grants to fund projects.

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

Offer 54.1: Engineering Administration

Offer Type: Ongoing

CAO/CPIO edits

Offer Profile

Offer Owner: CCrager

Lead Department: PDT Administration

54.1: Engineering Administration

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	5.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		463,060
512000 - Benefits		125,886
519000 - Other Personnel Costs		(237,599)
	510000 - Personnel Services	**351,347**
521000 - Professional & Technical		1,250
529000 - Other Prof & Tech Services		5,000
	520000 - Purchased Prof & Tech Services	**6,250**
533000 - Repair & Maintenance Services		29,000
	530000 - Purchased Property Services	**29,000**
541000 - Insurance		10,192
542000 - Communication Services		7,500
543000 - Internal Admin Services		318
544000 - Employee Travel		3,250
549000 - Other Purchased Services		4,000
	540000 - Other Purchased Services	**25,260**
551000 - Vehicle & Equipment Supplies		3,500
555000 - Office & Related Supplies		22,000
556000 - Health & Safety Supplies		500
559000 - Other Supplies		8,500
	550000 - Supplies	**34,500**
	Total Expenses	**446,357**

Funding Sources

292-Transportation Services Fund: Ongoing Revenue	Ongoing Restricted	411,917
292-Transportation Services Fund: Sales & Use Tax Pavement Management	Ongoing Restricted	34,440
	Funding Source Total	**446,357**

Offer 54.2: Engineering Survey

Offer Type: Ongoing

2021: $430,311 and 5.00 FTE, 0.63 Hourly FTE

Offer Summary

This offer will fund the City Surveying group, which provides services to both the Engineering Department and a large number of other departments throughout the City. The Surveying group conducts on the ground surveying and thorough research and analysis to support design; acquisition of lands, rights-of-way and easements; and construction on a wide range of projects.

These projects range in size from the Halligan Reservoir Enlargement and major intersection improvement projects to identification of whether a tree in need of care lies within City right-of-way or within private property. It has been made very clear by both the ever increasing number of requests for services and by direct spoken word, that Surveying has consistently been able to complete surveys that are more cost effective, of better quality, and delivered in a more responsive manner than external surveying firms.

Beyond that, Surveying is a resource for both the City and the local surveying community in general. The team provides and maintains City horizontal and vertical control networks, a catalog of all property corners surveyed, and a catalog of all land survey plats recorded within the Growth Management Area. Surveying’s commitment to work directly with City personnel, consultants and other surveyors promotes a greater level of value and completeness for projects within the City.

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

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Surveying’s commitment is to deliver more than what is expected by providing surveys that are of high-quality, cost-effective, and delivered on-time. Moreover, Surveying actively seeks, tests, and implements improvements to the project workflow, and communicates potential issues that staff is uniquely qualified to recognize to the project team.

Improvements & Efficiencies

Offer 54.2: Engineering Survey

Offer Type: Ongoing

- Laser scanning technology has been fully integrated into the workflow for topographic surveys. This technology allows staff to avoid entering intersections (safety consideration). In addition, the technology will reduce the cost of such surveys by as much as 10%.

- Surveying has leveraged team skills by expanding our student intern position. This results in better responsiveness for office-related work and greater opportunities/capabilities for our team members.

Performance Metrics

- TRAN 21. Transportation Capital Projects On-Time and On-Budget
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7268&object=measure&objectId=104446.html

Performance Measure Reason: The quality and responsiveness that is provided to the Capital Projects Group and others in the City helps to insure they are on time and on budget.

Personnel Changes

- 1 Survey Technician moved to development review group.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: CCrager

Lead Department: PDT Administration

54.2: Engineering Survey

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	5.00
Hourly (FTE)	0.63

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		393,227
512000 - Benefits		116,020
519000 - Other Personnel Costs		(121,908)
	510000 - Personnel Services	**387,339**
521000 - Professional & Technical		1,875
529000 - Other Prof & Tech Services		2,000
	520000 - Purchased Prof & Tech Services	**3,875**
533000 - Repair & Maintenance Services		4,000
	530000 - Purchased Property Services	**4,000**
542000 - Communication Services		7,400
543000 - Internal Admin Services		359
544000 - Employee Travel		2,075
549000 - Other Purchased Services		1,200
	540000 - Other Purchased Services	**11,034**
551000 - Vehicle & Equipment Supplies		18,263
555000 - Office & Related Supplies		3,500
556000 - Health & Safety Supplies		500
559000 - Other Supplies		1,800
	550000 - Supplies	**24,063**
	Total Expenses	**430,311**

Funding Sources

100-General Fund: Ongoing	Ongoing	430,311
	Funding Source Total	**430,311**

Offer 54.3: PDT Administration

Offer Type: Ongoing

2021: $1,770,999 and 9.00 FTE, 0.73 Hourly FTE

Offer Summary

This offer funds the Office of the Director of Planning, Development and Transportation (PDT), including the Director, Deputy Director, Finance Staff and Executive Administrative Assistant. The PDT Service Area is comprised of six departments: Community Development and Neighborhood Services, Engineering, Streets, Traffic Operations, Transfort/Parking Services, and FC Moves (Transportation Planning). PDT has more than 331 employees and a total budget of more than $57 million.

PDT Administration leads the operations of all community planning functions, the Development Review Center and transportation related functions including transit, capital construction, traffic operations, parking services, and street maintenance. The leadership function is essential to achieving goals, strategies and action items reflected in City Plan as well as Strategic Outcomes in the Economic Health, Safe Community, Neighborhood Livability & Social Health, and Transportation outcome areas. This offer is submitted to HPG due to the broad and encompassing nature of PDT services and how the administration team plays a role across all areas. Please note: this offer also includes mandatory General Employees Retirement Fund contributions and investment charges for the Transportation Fund.

PDT Administration:

- Provides administrative leadership, direction and coordination to six PDT departments
- Provides PDT’s internal operations oversight and direction including budget, policy, communications and special projects
- Represents PDT in Executive Lead Team and Budget Lead Team functions
- Coordinates PDT participation in Citywide efforts such as employee engagement, performance measurement, performance excellence and culture of safety

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

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

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

Additional Information

- PDT Administration provides executive leadership and direction for the development and implementation of policy, plans and programs it supervises, including the development and implementation of City Plan, Transportation Master Plan, modal and subarea plans, the Land Use Code, building codes and other items related to transportation, community appearance, and economic development.

Offer 54.3: PDT Administration

Offer Type: Ongoing

- PDT Administration provides executive oversight and leadership of transportation-related services including capital construction, traffic system operations, transit, parking services, and street maintenance.

- Manages PDT's budget allowing for real-time analysis of financial issues and opportunities.

- Fosters and facilitates multi-departmental collaborative approaches between PDT and City departments, leading to more comprehensive and effective solutions, programs and services.

- This offer also includes $470,000 in 2021 only to fulfill an IGA for Regional Contribution to Larimer County for North I-25 Improvements as adopted in Resolution 2015-100. 2021 will be the final payment.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: PDT Admin oversees the metrics and analysis of data across the entire Service Area.

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: PDT Administration oversees delivery of multiple primary services, including transportation infrastructure and maintenance, transit service delivery, traffic operations, parking management, development review and construction inspection, and planning services including land use, historic, and transportation planning services.

Improvements & Efficiencies

- Streamlined weekly financial reporting by creating queries that run weekly and are shared with Operations to help aide in decision making

Performance Metrics

- HPG 28. Percent variance budget to actual for each PDT department
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6338&object=measure&objectId=91474.html

Performance Measure Reason: Shows how accurate finance team is at budgeting spending.

Personnel Changes

- Added Part time hourly who has been supporting Streets with transaction based Finance work.

Differences from Prior Budget Cycles

Offer 54.3: PDT Administration

Offer Type: Ongoing

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: CChampine

Lead Department: PDT Administration

54.3: PDT Administration

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	9.00
Hourly (FTE)	0.73

Expenses

511000 - Salaries & Wages		821,972
512000 - Benefits		315,754
519000 - Other Personnel Costs		(20,585)
	510000 - Personnel Services	**1,117,141**
521000 - Professional & Technical		5,500
522000 - Governmental Services		470,000
529000 - Other Prof & Tech Services		5,000
	520000 - Purchased Prof & Tech Services	**480,500**
534000 - Rental Services		2,000
	530000 - Purchased Property Services	**2,000**
542000 - Communication Services		7,000
543000 - Internal Admin Services		681
544000 - Employee Travel		9,450
549000 - Other Purchased Services		9,000
	540000 - Other Purchased Services	**26,131**
555000 - Office & Related Supplies		4,100
559000 - Other Supplies		5,000
	550000 - Supplies	**9,100**
591000 - Transfers to Funds		136,127
	590000 - Transfers Out	**136,127**
	Total Expenses	**1,770,999**

Funding Sources

100-General Fund: Ongoing	Ongoing	273,161
290-Transit Services Fund: Ongoing Revenue	Ongoing Restricted	148,734
292-Transportation Services Fund: Ongoing Revenue	Ongoing Restricted	1,238,495
294-Parking Fund: Ongoing Revenue	Ongoing Restricted	110,609
	Funding Source Total	**1,770,999**

Offer 55.1: Fleet Fuel

Offer Type: Ongoing

2021: $3,336,931 and 0.35 FTE, 0.00 Hourly FTE

Offer Summary

This offer includes the fuel purchase, operation, and environmental compliance for 16 internal fuel sites and a mobile fuel truck. It also includes the administration of various external fuel sites. This offer also supports the City's compressed natural gas, propane and electric charging infrastructure.

The fuel sites that this offer covers are:

- 835 Wood Street (Gasoline, Bio Diesel, Compressed Natural Gas, Propane)
- Transfort (Gasoline, Bio Diesel, Compressed Natural Gas, Propane)
- Main Parks Shop (Gasoline, Bio Diesel)
- Streets Facility (Compressed Natural Gas)
- Collindale Golf Course (Gasoline, Bio Diesel)
- Southridge Golf Course (Gasoline, Bio Diesel)
- Spring Canyon Parks Shop (Gasoline, Bio Diesel)
- Fossil Creek Parks Shop (Gasoline, Bio Diesel)
- Police Services (Gasoline)
- LaPorte Water Treatment Facility (Bio Diesel)
- Hoffman Mill Recycling Site (Gasoline, Bio Diesel)
- Meadow Springs Ranch (Gasoline, Bio Diesel)
- Mobile Fuel Trailer (Bio Diesel)

Fuel use for 2019 was 344,782 gallons Gasoline, 187,081 gallons Biodiesel, 529,674 gallons Compressed Natural Gas, and 2,097 gallons Propane.

The projected per gallon pricing for 2021 is:
$2.35 unleaded
$2.50 biodiesel
$2.26 compressed natural gas

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

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Offer 55.1: Fleet Fuel

Offer Type: Ongoing

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: In order to provide municipal services, vehicles and fuel are necessary.

Improvements & Efficiencies

- A new fuel site was constructed at the Hoffman Mill recycling site.
  Recently 12 Electric vehicle chargers were added bring the total fleet chargers to 29

Performance Metrics

- HPG 8. Fuel site uptime
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91401.html

Performance Measure Reason: Each fuel site will be available 99% of the time

Personnel Changes

- N/A

Differences from Prior Budget Cycles

- The projected price per gallon in this offer is 90 cents lower for Biodiesel and 55 cents lower for Gasoline compared to the original 2020 budget.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.1: Fleet Fuel

Ongoing Programs and Services

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		0.35
Hourly (FTE)		-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		28,129
512000 - Benefits		9,386
519000 - Other Personnel Costs		(750)
	510000 - Personnel Services	**36,765**
521000 - Professional & Technical		35,000
529000 - Other Prof & Tech Services		60,000
	520000 - Purchased Prof & Tech Services	**95,000**
531000 - Utility Services		328,566
533000 - Repair & Maintenance Services		294,500
	530000 - Purchased Property Services	**623,066**
542000 - Communication Services		2,100
	540000 - Other Purchased Services	**2,100**
551000 - Vehicle & Equipment Supplies		2,530,000
552000 - Land & Building Maint Supplies		5,000
	550000 - Supplies	**2,535,000**
565000 - Vehicles & Equipment		30,000
	560000 - Capital Outlay	**30,000**
571000 - Depreciation		15,000
	570000 - Other	**15,000**
	Total Expenses	**3,336,931**

Funding Sources

601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	3,336,931
	Funding Source Total	**3,336,931**

Offer 55.2: Fleet Maintenance and Operations

Offer Type: Ongoing

2021: $7,135,542 and 31.65 FTE, 5.16 Hourly FTE

Offer Summary

Funding this offer will provide vehicle and equipment maintenance for more than 2,000 City vehicles and
equipment.

Fleet maintenance includes (but is not limited to) repairs, preventative maintenance, DOT inspections, parts inventory,
after hours call outs, bus cleaning, remote service calls, and after-hours snow equipment maintenance.

Fleet Rentals provides rental services for departments to check out a vehicle from the City's vehicle pool program or facilitate the rental of equipment from outside vendors on an as needed basis.

This offer is fully funded by departments that utilize these services.

Highlights
- Includes fleet maintenance activities at four shops
- Three parts locations and one warehouse
- Fleet Rental and Pool vehicle programs
- Transfort open 24 hours, 365 days a year

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

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

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

Additional Information

- Not applicable

Scalability and explanation

TBD

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 55.2: Fleet Maintenance and Operations

Offer Type: Ongoing

✓ HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: By maintaining our fleet properly, reliability will improve while repair costs will be minimized.

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: This offer has a direct positive impact on the Climate Action Plan goals because well maintained vehicles get better fuel economy and have fewer emissions. Included in this offer are alternative fuels, hybrids, and electric vehicles.

Improvements & Efficiencies

- Supports maintenance of all electric and alternative fueled vehicles. Transfort is a 24/7 365 day shop.

Performance Metrics

- HPG 7. Percent of preventive maintenance work orders for Fleet Maintenance completed within 30 days of assignment
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91400.html

Performance Measure Reason: The core function of this offer is preventative maintenance. This metric address how well we complete those services on-time

Personnel Changes

- none

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.2: Fleet Maintenance and Operations

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	31.65
Hourly (FTE)	5.16

Expenses

511000 - Salaries & Wages		2,278,853
512000 - Benefits		702,190
519000 - Other Personnel Costs		(54,075)
	510000 - Personnel Services	**2,926,968**
521000 - Professional & Technical		23,800
529000 - Other Prof & Tech Services		8,600
	520000 - Purchased Prof & Tech Services	**32,400**
531000 - Utility Services		32,547
532000 - Cleaning Services		31,998
533000 - Repair & Maintenance Services		1,284,171
534000 - Rental Services		425,000
	530000 - Purchased Property Services	**1,773,716**
542000 - Communication Services		12,660
543000 - Internal Admin Services		1,200
544000 - Employee Travel		4,500
549000 - Other Purchased Services		91,300
	540000 - Other Purchased Services	**109,660**
551000 - Vehicle & Equipment Supplies		2,099,248
555000 - Office & Related Supplies		8,400
556000 - Health & Safety Supplies		6,150
559000 - Other Supplies		4,000
	550000 - Supplies	**2,117,798**
565000 - Vehicles & Equipment		175,000
	560000 - Capital Outlay	**175,000**
	Total Expenses	**7,135,542**

Funding Sources

601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	7,135,542
	Funding Source Total	**7,135,542**

Offer 55.4: Facility Maintenance

Offer Type: Ongoing

2021: $5,851,288 and 25.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide all building maintenance for 102 City facilities, totaling 1.9 million square feet. This offer also includes the management of the chemicals for five swimming pools and associated spas. Some of the functions in this offer include: Electrical, Heating Ventilation and Air Conditioning, Aquatics, Keys and Access Control, and General Maintenance and Alterations. Major maintenance (repairs or replacements over $20,000) are in Offer 55.5 Major Maintenance and Repairs.

Facilities that are not in the General Fund, alterations and all renovations are charged back to the departments that use or request that service.

This offer requests $6,324,245 million from the General Fund while $1,350,000 million is recouped through charge backs. The financial breakdown of this offer is:

- HVAC: $1,229,022
- General Maintenance: $3,398,142
- Electrical: $611,544
- Aquatics: $634,458
- Major Maintenance and Repairs: $495,000

This offer does not include Utilities or Custodial. Those costs are included in Offer 55.7.

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

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

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

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 55.4: Facility Maintenance

Offer Type: Ongoing

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This offer includes facility maintenance for 102 buildings, totaling 1.9 million square feet. It is important to have a high level of maintenance with a building portfolio that size.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: By providing clean, safe and well maintained City facilities, departments are able to offer world-class services.
- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: This offer includes Energy Management, Green Building (LEED) practices, energy efficient practices (Energy Star), and sustainable maintenance strategies to reduce our carbon footprint.

Improvements & Efficiencies

- Includes the new Loveland / Fort Collins Police training facility

Performance Metrics

- HPG 12. Percent of preventive maintenance work orders for Building Maintenance completed within 30 days of assignment
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91403.html

Performance Measure Reason: Goal is to complete 90% of these work orders within 30 days.

Personnel Changes

- No changes

Differences from Prior Budget Cycles

- The prior offer also included Real Estate, Project Management, Custodial and Utilities

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.4: Facility Maintenance

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	25.00
Hourly (FTE)	-

Expenses

	2021 Projected Budget
511000 - Salaries & Wages	1,556,590
512000 - Benefits	519,108
519000 - Other Personnel Costs	(40,754)
510000 - Personnel Services	**2,034,944**
521000 - Professional & Technical	257,500
529000 - Other Prof & Tech Services	153,500
520000 - Purchased Prof & Tech Services	**411,000**
532000 - Cleaning Services	1,000
533000 - Repair & Maintenance Services	2,139,975
534000 - Rental Services	62,386
535000 - Construction Services	300,000
539000 - Other Property Services	11,000
530000 - Purchased Property Services	**2,514,361**
542000 - Communication Services	22,870
543000 - Internal Admin Services	1,375
544000 - Employee Travel	6,800
549000 - Other Purchased Services	2,000
540000 - Other Purchased Services	**33,045**
551000 - Vehicle & Equipment Supplies	24,438
552000 - Land & Building Maint Supplies	583,500
555000 - Office & Related Supplies	62,600
556000 - Health & Safety Supplies	16,800
558000 - Chemical Supplies	151,000
559000 - Other Supplies	19,600
550000 - Supplies	**857,938**
Total Expenses	**5,851,288**

Funding Sources

100-General Fund: Facilities Work for Others	Ongoing Restricted	1,250,000
100-General Fund: Ongoing	Ongoing	1,971,658
100-General Fund: Reserves	Reserve	2,629,630
	Funding Source Total	**5,851,288**

Offer 55.5: Facility Major Maintenance

Offer Type: Ongoing

2021: $465,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will allow necessary major maintenance to be performed at various City facilities. This offer includes Senior Center Rooftop Unit replacement, Lincoln Center Rooftop replacement, three fire alarm panel replacements (Fleet, EPIC, Streets), EPIC cooling tower modifications, Parking Lot repairs and rehab at all General Fund facilities, and Operation Services HVAC replacement.

Estimates for each project are:

- Senior Center RTU $50k
- Lincoln Center RTU $50k
- Remainder of obsolete Fire Alarm Panels $65k (835 Wood, EPIC, Streets)
- EPIC cooling tower $50k
- Parking lot maintenance $100k
- OPS HVAC replacement $150k

RTU 2 at the Senior Center is beyond its service life and has parts that have been rapidly deteriorating that are no longer readily available due to obsolescence.

RTU 11 at the Lincoln Center is beyond its service life and has parts that have been rapidly deteriorating that are no longer readily available due to obsolescence.

Remainder of obsolete Fire Alarm Panels (835 Wood, EPIC, Streets)   Fire alarm systems at these locations are over 20 years old, obsolete and have critical parts that are directly related to notification of emergency services that have failed in the past few months. While these parts have been replaced, only aftermarket parts are available, which should be considered a temporary solution.

EPIC cooling tower – Through incremental upgrades and modifications of other HVAC equipment, this component can no longer adequately sustain the rest of the system and must be replaced with a larger, more efficient unit.

OPS HVAC replacement - The HVAC system at Operations Services is over 30 years old and piping is past its useful life. This project was budgeted in 2020, but was cancelled due to budget reductions.

Parking lot maintenance - Proper parking lot maintenance will save money by extending the life of those lots.

Offer 55.5: Facility Major Maintenance

Offer Type: Ongoing

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

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

Additional Information

- These projects represent the highest priority major maintenance items. The current backlog for all major maintenance and scheduled capital maintenance replacement is about $7 million.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Replacing these critical major maintenance items is necessary and will extend the life of these facilities.

Improvements & Efficiencies

- The new mechanical units will make those facilities more comfortable and efficient, while the fire alarms will improve the safety.

Performance Metrics

- Not applicable

Personnel Changes

- none

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.5: Facility Major Maintenance

Ongoing Programs and Services

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

Expenses

521000 - Professional & Technical		125,000
	520000 - Purchased Prof & Tech Services	**125,000**
533000 - Repair & Maintenance Services		140,000
535000 - Construction Services		200,000
	530000 - Purchased Property Services	**340,000**
	Total Expenses	**465,000**

Funding Sources

100-General Fund: Ongoing	Ongoing	465,000
	Funding Source Total	**465,000**

Offer 55.6: Operation Services Administration

Offer Type: Ongoing

2021: $951,561 and 7.00 FTE, 0.87 Hourly FTE

Offer Summary

This offer includes the administration functions and staff for the Operation Services Department, including (but not limited to) purchasing, accounting, billing, overall management, data collection, analysis, reporting, license plates, titles, ID badge creation, pool car administration and scheduling shared conference and community rooms.

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

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: These daily functions are critical in order to operate this department.

Improvements & Efficiencies

- ID badge software upgrade and billing enhancements,

Performance Metrics

- HPG 237. Operations Services Admin Transactions
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=878699.html

Performance Measure Reason: Operation Services staff processes thousands of transactions per year. This measures shows the importance of a competent well trained group.

Personnel Changes

- none

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

Offer 55.6: Operation Services Administration

Offer Type: Ongoing

- Not applicable

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

added measure & reason

CAO/CPIO edits

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.6: Operation Services Administration

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	7.00
Hourly (FTE)	0.87

Expenses

511000 - Salaries & Wages		617,255
512000 - Benefits		169,736
519000 - Other Personnel Costs		(14,907)
	510000 - Personnel Services	**772,084**
521000 - Professional & Technical		1,000
529000 - Other Prof & Tech Services		5,000
	520000 - Purchased Prof & Tech Services	**6,000**
533000 - Repair & Maintenance Services		18,800
534000 - Rental Services		4,300
	530000 - Purchased Property Services	**23,100**
541000 - Insurance		55,432
542000 - Communication Services		11,200
543000 - Internal Admin Services		950
544000 - Employee Travel		12,300
549000 - Other Purchased Services		3,650
	540000 - Other Purchased Services	**83,532**
555000 - Office & Related Supplies		5,200
559000 - Other Supplies		3,550
	550000 - Supplies	**8,750**
591000 - Transfers to Funds		58,095
	590000 - Transfers Out	**58,095**
	Total Expenses	**951,561**

Funding Sources

100-General Fund: Ongoing	Ongoing	324,833
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	626,728
	Funding Source Total	**951,561**

Offer 55.7: Facility Custodial, Utilities and Security

Offer Type: Ongoing

2021: $4,216,970 and 2.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide building utilities (electric, natural gas, water, wastewater and storm drainage), custodial, and security for about 75 City buildings. It also includes landscaping, and snow removal for Police Services, parking structures and lots.

Operation Services will review utility bills for these facilities, input usage and cost data into the Utility Manager software and provide department managers various charts and graphs as to their building energy cost and usage.

Operation Services manages the custodial contracts with multiple vendors. This offer includes normal janitorial services, window cleaning, disinfecting and carpet cleaning. Dayporter (roaming) cleaners are also a part of this offer. Major monthly inspections and weekly minor inspections are performed.

The financial breakdown for this offer is:
- Janitorial: $1,864,520 ($117,384 increase from 2020)
- Utilities: $1,870,688
- Personnel Services: $202,267
- Security: $125,000 ($50,000 increase from 2020)
- Misc: $156,245

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

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

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Clean and well maintained City of Fort Collins assets will improve reliability and accessibility.

Offer 55.7: Facility Custodial, Utilities and Security

Offer Type: Ongoing

- ENV 4.1 - Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals: Achieving 2020 Climate Action Plan goals with energy efficiency strategies are an integral part of this offer.

Improvements & Efficiencies

- Dayporter custodial services are increased at most of the recreation and cultural facilities. Building tune-ups have been performed at several buildings, making them more energy efficient.

Performance Metrics

- Not applicable

Personnel Changes

- n/a

Differences from Prior Budget Cycles

- Custodial services were increased from 2020 due to additional sanitizing and disinfecting because of COVID 19. Security has increased because the Oak Street Restrooms require additional monitoring.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CAO/CPIO edits

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.7: Facility Custodial, Utilities and Security

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	2.00
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		158,310
512000 - Benefits		46,299
519000 - Other Personnel Costs		(4,092)
	510000 - Personnel Services	**200,517**
521000 - Professional & Technical		125,000
	520000 - Purchased Prof & Tech Services	**125,000**
531000 - Utility Services		1,870,688
532000 - Cleaning Services		1,935,870
533000 - Repair & Maintenance Services		46,390
539000 - Other Property Services		2,000
	530000 - Purchased Property Services	**3,854,948**
542000 - Communication Services		6,200
543000 - Internal Admin Services		70
549000 - Other Purchased Services		235
	540000 - Other Purchased Services	**6,505**
559000 - Other Supplies		30,000
	550000 - Supplies	**30,000**
	Total Expenses	**4,216,970**

Funding Sources

100-General Fund: Facilities Work for Others	Ongoing Restricted	625,000
100-General Fund: Ongoing	Ongoing	3,591,970
	Funding Source Total	**4,216,970**

Offer 55.8: Fleet Equipment Replacement - Ongoing Payments

Offer Type: Ongoing

2021: $2,447,773 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will make the principle and interest payments for vehicles and equipment purchased using lease purchase financing since 2016 in accordance with the City's replacement policy. Funding for this offer comes from various departments (that requested the replacements) in the form of rental payments. The following departments are included:

- Police Services
- Parks Maintenance
- Forestry
- Facilities
- Streets & Traffic

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

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Without reliable vehicles, the City of Fort Collins would not be able to provide world class services.

Improvements & Efficiencies

- n/a

Performance Metrics

- HPG 236. Lease Purchase
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=878697.html

Performance Measure Reason: The measure shows the total dollar amount of payments. This measure gives a historical reference for the payment totals.

Offer 55.8: Fleet Equipment Replacement - Ongoing Payments

Offer Type: Ongoing

Personnel Changes

- n/a

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

added new measure
CAO/CPIO edits

Offer Profile

Offer Owner: TOchsner
Lead Department: Operation Services

55.8: Fleet Equipment Replacement - Ongoing Payments

Ongoing Programs and Services

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

Expenses

581000 - Debt Service		2,447,773
	580000 - Debt & Other Uses	**2,447,773**
	Total Expenses	**2,447,773**

Funding Sources

601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	2,447,773
	Funding Source Total	**2,447,773**

Offer 55.9: Facilities Project Management, Real Estate Services and Internal Mail

Offer Type: Ongoing

2021: $1,372,519 and 11.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds Project Management/Project Design, Real Estate Services, and Internal Mail for the City of Fort Collins. These programs are all funded by the departments that use these services.

Facilities Project Management, Planning & Design manages major City building remodels and capital construction, as well as alteration/renovation projects from design through project completion. In addition to developing budgets and schedules, they act as a liaison among project personnel, client departments and contractors to ensure quality, on time and on budget projects.

Real Estate Services provides full real estate and property management services to other City departments in support of the City’s strategic and operational goals. They negotiate and manage the City’s portfolio of leases, property acquisitions, disposals, rights-of-way and utility easements.

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

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: These services support a multitude of projects across the organization.

Improvements & Efficiencies

- Centralizing these operations develops consistency and efficient processes across the organization .

Performance Metrics

- HPG 238. Operation Services Work for Others (WFO) Project Tracking (Revenue vs Expense)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=878853.html

Performance Measure Reason: These programs are self-funding.   This measure shows the comparison of revenue to expense for the programs.

Offer 55.9: Facilities Project Management, Real Estate Services and Internal Mail

Offer Type: Ongoing

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

added measure and reason
CAO/CPIO edits

Offer Profile

Offer Owner: TOchsner
Lead Department: Operation Services

55.9: Facilities Project Management, Real Estate Services and Internal Mail

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	11.00
Hourly (FTE)	-

Expenses

511000 - Salaries & Wages		868,883
512000 - Benefits		255,116
519000 - Other Personnel Costs		(22,480)
	510000 - Personnel Services	**1,101,519**
521000 - Professional & Technical		5,500
529000 - Other Prof & Tech Services		79,000
	520000 - Purchased Prof & Tech Services	**84,500**
533000 - Repair & Maintenance Services		9,850
	530000 - Purchased Property Services	**9,850**
542000 - Communication Services		8,200
543000 - Internal Admin Services		1,100
544000 - Employee Travel		2,650
549000 - Other Purchased Services		154,500
	540000 - Other Purchased Services	**166,450**
555000 - Office & Related Supplies		9,300
556000 - Health & Safety Supplies		100
559000 - Other Supplies		800
	550000 - Supplies	**10,200**
	Total Expenses	**1,372,519**

Funding Sources

100-General Fund: Facilities Work for Others	Ongoing Restricted	1,281,019
100-General Fund: Ongoing	Ongoing	91,500
	Funding Source Total	**1,372,519**

Offer 55.10: Required Building Modifications

Offer Type: Ongoing

2021: $600,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund City facility modifications that are necessary to improve the City's compliance with legal requirements. In 2016, the City went through a comprehensive process to identify facilities that require accessibility modifications or improvements. Through this process, the City determined that various modifications at 46 existing facilities are necessary. These modifications were prioritized in the plan and almost four years of projects have been completed. The total cost of the modifications is $6.7 million; the remaining cost of these modifications is about $4.3 million.

In 2021, modifications are planned for the Museum of Discovery, Nix Farm, Northside Aztlan Center, Downtown Transit Center, EPIC, Streets and Collindale Clubhouse.

Projects that were planned but put on hold in 2020 are Collindale Clubhouse locker rooms, Streets Facility counter and entrance, Nix Farm admin office counter, Museum of Discovery dome seating, Downtown Transit Center restrooms, and minor modifications at Northside Aztlan Center. The new projects added to this offer are EPIC dispersed accessible seating and hockey locker rooms.

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

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

Additional Information

- This is year four and five of a fifteen year plan. The total cost of all the modifications are $6.7 million.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Making modifications and improvements to increase accessibility at City facilities improves accessibility.

Improvements & Efficiencies

- n/a

Performance Metrics

- HPG 240. Operation Services ADA Modifications Completed

Offer 55.10: Required Building Modifications

Offer Type: Ongoing

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=893111.html

Performance Measure Reason: Our goal is to complete all modifications within 15 years. This measure tracks our progress and compares that progress to our schedule.

Personnel Changes

- n/a

Differences from Prior Budget Cycles

- a few different projects from previous offer.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

- Not applicable

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.10: Required Building Modifications

Ongoing Programs and Services

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

Expenses

521000 - Professional & Technical		140,000
	520000 - Purchased Prof & Tech Services	**140,000**
535000 - Construction Services		460,000
	530000 - Purchased Property Services	**460,000**
	Total Expenses	**600,000**

Funding Sources

100-General Fund: Reserves	Reserve	600,000
	Funding Source Total	**600,000**

Offer 55.11: Reduction: Fleet Fuel Savings

Offer Type: Reduction

2021: $-825,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This reduction offer should have very little overall impact. Lower anticipated fuel prices combined with one external customer, VanGo, purchasing their own fuel represents an $825,000 decrease from the 2020 budget. VanGO has historically used about $200,000 worth of fuel.

The projected price per gallon in this offer is 90 cents lower for Biodiesel and 55 cents lower for Gasoline compared to the original 2020 budget.

The projected per gallon pricing for 2021 is:

- $2.35 unleaded
- $2.50 biodiesel
- $2.26 compressed natural gas

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

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

- Strategic Objective not needed for Reduction Offers

Additional Information

- Not applicable

Scalability and explanation

This reduction offer does not really need to be scalable unless fuel prices increase or decrease drastically. The fuel price projections are very conservative and VanGO has already setup their own fuel purchases.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This offer should have no impact in being able to accomplish this objective.

- Strategic Objective not needed for Reduction Offers: n/a

Performance Metrics

- Reduction Offer: performance measures not required

Offer 55.11: Reduction: Fleet Fuel Savings

Offer Type: Reduction

https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Performance Measure Reason: n/a

Personnel Changes

- none

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

- Not applicable

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.11: Reduction: Fleet Fuel Savings

Reductions, Redeploys and Revisions (off year)

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		-
Hourly (FTE)		-
Expenses		
551000 - Vehicle & Equipment Supplies		(825,000)
	550000 - Supplies	**(825,000)**
	Total Expenses	**(825,000)**
Funding Sources		
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	(825,000)
	Funding Source Total	**(825,000)**

Offer 55.12: Reduction: Temporary Pause Fleet Supplies and Parts

Offer Type: Reduction

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

Offer Summary

Parts and supplies expenses have been on a declining trend attributed to an up to date replacement program. This trend will change if replacements are delayed. It should be noted that parts and supplies are charged back to the using department.

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

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

- Strategic Objective not needed for Reduction Offers

Additional Information

- Not applicable

Scalability and explanation

This reduction offer could be scaled, however if increased, then some vehicles or equipment may not get repaired.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: If this offer is purchased it could affect reliability on vehicles if they are unable to get repaired. This in turn could impact the customer.

- Strategic Objective not needed for Reduction Offers: n/a

Performance Metrics

- Reduction Offer: performance measures not required
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Performance Measure Reason: n/a

Personnel Changes

- none

Differences from Prior Budget Cycles

- Not applicable

Offer 55.12: Reduction: Temporary Pause Fleet Supplies and Parts

Offer Type: Reduction

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

updated title

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.12: Reduction: Temporary Pause Fleet Supplies and Parts

Reductions, Redeploys and Revisions (off year)

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

Expenses

551000 - Vehicle & Equipment Supplies		(250,000)
	550000 - Supplies	**(250,000)**
	Total Expenses	**(250,000)**

Funding Sources

601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	(250,000
	Funding Source Total	**(250,000**

Offer 55.13: Reduction: Temporary Pause Outside Repairs and Maintenance

Offer Type: Reduction

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

Offer Summary

This offer reduces the amount budgeted for repairs that are contracted out. Typically, these repairs are jobs that we don't have the expertise, tools, or the time to perform like alignments, body work and major component replacement. If this reduction is accepted, we would have to perform these in house, which may require additional tooling and training. Major component or large equipment failures would very likely create a delay in the repair and cause a backlog.

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

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

- Strategic Objective not needed for Reduction Offers

Additional Information

- Not applicable

Scalability and explanation

This reduction offer could be scaled, however if increased, additional staff would be necessary.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Vehicles must be reliable so that each department can perform their function. If repairs are delayed , the customer will likely be negatively impacted.

- Strategic Objective not needed for Reduction Offers: n/a

Performance Metrics

- Reduction Offer: performance measures not required
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Performance Measure Reason: n/a

Personnel Changes

- none

Offer 55.13: Reduction: Temporary Pause Outside Repairs and Maintenance

Offer Type: Reduction

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

updated title

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.13: Reduction: Temporary Pause Outside Repairs and Maintenance

Reductions, Redeploys and Revisions (off year)

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		-
Hourly (FTE)		-
Expenses		
533000 - Repair & Maintenance Services		(400,000)
	530000 - Purchased Property Services	**(400,000)**
	Total Expenses	**(400,000)**
Funding Sources		
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	(400,000
	Funding Source Total	**(400,000**

Offer 55.14: Reduction: Temporary Pause Fleet Rental

Offer Type: Reduction

2021: $-200,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Each year, using departments will contact Fleet to rent equipment to be used temporarily on a project or emergency repair. Because the use of this equipment is temporary, it doesn't make sense to purchase it for the long term. Fleet must budget these funds so that equipment can be rented in a timely manner. Each department then reimburses Fleet for this service. We anticipate a slowdown in all projects, so less equipment will need to be rented in 2021.

If additional rental appropriations are necessary and the department deems it critical for a project, then Council action would be necessary.

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

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

Additional Information

- Not applicable

Scalability and explanation

This reduction offer could be scaled. However, if adequate money isn't appropriated at the time when the rental is needed.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: If additional rental appropriations are necessary and the department deems it critical for a project, then council action would be necessary. Otherwise this offer should have little impact in being able to accomplish this objective.

Performance Metrics

- Reduction Offer: performance measures not required
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Performance Measure Reason: n/a

Personnel Changes

- none

Offer 55.14: Reduction: Temporary Pause Fleet Rental

Offer Type: Reduction

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

updated title

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.14: Reduction: Temporary Pause Fleet Rental

Reductions, Redeploys and Revisions (off year)

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		-
Hourly (FTE)		-
Expenses		
534000 - Rental Services		(200,000)
	530000 - Purchased Property Services	**(200,000)**
	Total Expenses	**(200,000)**
Funding Sources		
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	(200,000)
	Funding Source Total	**(200,000)**

Offer 55.15: Reduction: Increased Oil Change Interval

Offer Type: Reduction

2021: $-125,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This reduction represents the savings by increasing the oil change service interval 25 40% depending on the vehicle class and other circumstances. This could result in an increased chance of engine failure. There is also a chance of higher repair costs because of fewer opportunities to do other types of preventative maintenance. For example, brake inspections would be extended and the result could be replacing rotors and brake pads instead of just brake pads. A quick mid period inspection may have to be done to prevent accidents or premature failures.

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

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

Additional Information

- Not applicable

Scalability and explanation

This reduction offer could be scaled calculating less than a 25%-40% increase in the interval. The savings would also be reduced slightly if a mid -service inspection was scheduled and performed. This would also help alleviate potential safety issues.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This reduction may affect the reliability and safety of a vehicle. If this happens the customer experience is negatively impacted.

Performance Metrics

- Reduction Offer: performance measures not required
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Performance Measure Reason: n/a

Personnel Changes

- none

Differences from Prior Budget Cycles

Offer 55.15: Reduction: Increased Oil Change Interval

Offer Type: Reduction

- 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: TOchsner

Lead Department: Operation Services

55.15: Reduction: Increased Oil Change Interval

Reductions, Redeploys and Revisions (off year)

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

Expenses

		2021 Projected Budget
551000 - Vehicle & Equipment Supplies		(125,000)
	550000 - Supplies	**(125,000)**
	Total Expenses	**(125,000)**

Funding Sources

		2021 Projected Budget
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	(125,000)
	Funding Source Total	**(125,000)**

Offer 55.16: Reduction: Temporary Pause Facility Engineering, Design and Consulting Work

Offer Type: Reduction

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

Offer Summary

This reduction represents the savings due to decreased use of outside firms that provide design or consulting services to facility maintenance projects. We anticipated reduction in projects, which should result in fewer expenses for Engineering, Design and Consulting.

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

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

- Strategic Objective not needed for Reduction Offers

Additional Information

- Not applicable

Scalability and explanation

This reduction may be scaled depending on the number and complexity of the projects that require these services.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: If this offer is purchased, there is likely little impact since some of these projects that would have used consultants are being delayed anyway.

- Strategic Objective not needed for Reduction Offers: n/a

Performance Metrics

- Reduction Offer: performance measures not required
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Performance Measure Reason: n/a

Personnel Changes

- none

Differences from Prior Budget Cycles

Offer 55.16: Reduction: Temporary Pause Facility Engineering, Design and Consulting Work

Offer Type: Reduction

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

updated title

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.16: Reduction: Temporary Pause Facility Engineering, Design and Consulting Work

Reductions, Redeploys and Revisions (off year)

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

Expenses

		2021 Projected Budget
521000 - Professional & Technical		(140,000)
529000 - Other Prof & Tech Services		(10,000)
	520000 - Purchased Prof & Tech Services	**(150,000)**
	Total Expenses	**(150,000)**

Funding Sources

		2021 Projected Budget
100-General Fund: Ongoing	Ongoing	(150,000
	Funding Source Total	**(150,000**

Offer 55.17: Reduction: Temporary Pause Facility Maintenance Contractor Services

Offer Type: Reduction

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

Offer Summary

This reduction represents the savings due to decreased use of contractors that provide services to normal and routine facility maintenance while doing more of this in house. Typical jobs that would generally be contracted out are painting, tile work, carpeting, roof repairs, and office furniture reconfiguration. Generally outside contractors can meet the timing requirements, or have specialized tools or skills. This usually decreases the time a facility or area is closed (e.g., for office remodels or recreation shutdowns). By reducing this funding, more work will be done in-house, which may cause some delays.

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

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

- Strategic Objective not needed for Reduction Offers

Additional Information

- Not applicable

Scalability and explanation

This reduction offer could be scaled. However increasing this amount would create a backlog of facility maintenance.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Reducing the amount of facility maintenance that can be accomplished will decrease reliability and negatively impact the customer experience. It has also been proven that deferred maintenance can have additional financial implications in the future.

- Strategic Objective not needed for Reduction Offers: n/a

Performance Metrics

- Reduction Offer: performance measures not required
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Offer 55.17: Reduction: Temporary Pause Facility Maintenance Contractor Services

Offer Type: Reduction

Performance Measure Reason: n/a

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

updated title

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.17: Reduction: Temporary Pause Facility Maintenance Contractor Services

Reductions, Redeploys and Revisions (off year)

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

Expenses

		2021 Projected Budget
533000 - Repair & Maintenance Services		(150,000)
	530000 - Purchased Property Services	**(150,000)**
	Total Expenses	**(150,000)**

Funding Sources

		2021 Projected Budget
100-General Fund: Facilities Work for Others	Ongoing Restricted	(42,000)
100-General Fund: Ongoing	Ongoing	(108,000)
	Funding Source Total	**(150,000)**

Offer 55.18: Reduction: Scale Down Hours of Downtown Restrooms

Offer Type: Reduction

2021: $-75,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Modifying the Oak Street restroom hours to 8:00 AM to 8:00 PM has proven to significantly decrease maintenance, security, vandalism and custodial costs. If we were to keep these restrooms open 24/7, it would likely cost between $150,000-200,000 in annual operating costs. Gustav Swanson and the Harmony Park n Ride restrooms are still open 24/7. Most vandalism and extra security costs happen overnight.

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

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

- Strategic Objective not needed for Reduction Offers

Additional Information

- Not applicable

Scalability and explanation

This reduction offer could be scaled by the hours it remains opens.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: By accepting this offer, it helps to protect our assets because of less vandalism that tends to happen overnight. It will actually improve the customer experience because these restrooms will remain in better condition when they are open.

- Strategic Objective not needed for Reduction Offers: n/a

Performance Metrics

- Reduction Offer: performance measures not required
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Performance Measure Reason: n/a

Personnel Changes

- none

Offer 55.18: Reduction: Scale Down Hours of Downtown Restrooms

Offer Type: Reduction

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

updated title

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.18: Reduction: Scale Down Hours of Downtown Restrooms

Reductions, Redeploys and Revisions (off year)

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

Expenses

	2021 Projected Budget
521000 - Professional & Technical	(35,000)
520000 - Purchased Prof & Tech Services	**(35,000)**
532000 - Cleaning Services	(25,000)
533000 - Repair & Maintenance Services	(15,000)
530000 - Purchased Property Services	**(40,000)**
Total Expenses	**(75,000)**

Funding Sources

100-General Fund: Ongoing	Ongoing	(75,000)
	Funding Source Total	**(75,000)**

Offer 55.20: Reduction: Temporary Pause Electrical Contractor Services

Offer Type: Reduction

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

Offer Summary

This reduction represents the savings due to decreased use of electrical contractors that work on projects for Operation Services and Parks Maintenance. Some of these projects will be eliminated due to budget shortfalls, or will now be done in house. The likely impact is backlogs and delays.

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

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

Additional Information

- Not applicable

Scalability and explanation

This reduction offer could be scaled. However increasing this amount would create a backlog of electrical repairs and preventative maintenance and could become a safety issue.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: By purchasing this offer, it should have little impact on this objective because these projects will be delayed anyway.

Performance Metrics

- Reduction Offer: performance measures not required
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Performance Measure Reason: n/a

Personnel Changes

- none

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

Offer 55.20: Reduction: Temporary Pause Electrical Contractor Services

Offer Type: Reduction

- Not applicable

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

updated title

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.20: Reduction: Temporary Pause Electrical Contractor Services

Reductions, Redeploys and Revisions (off year)

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

Expenses

	2021 Projected Budget
533000 - Repair & Maintenance Services	(50,000)
530000 - Purchased Property Services	**(50,000)**
Total Expenses	**(50,000)**

Funding Sources

100-General Fund: Facilities Work for Others	Ongoing Restricted	(10,000
100-General Fund: Ongoing	Ongoing	(40,000
	Funding Source Total	**(50,000**

Offer 55.22: Reduction: Eliminate Custodial Trash Removal from Individual Offices

Offer Type: Reduction

2021: $-43,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer eliminates the trash removal from individual offices and requires the occupant to take their trash to a common area usually located on the same floor. Currently recycling is handled this way. Conference rooms, lunch rooms, lobbies, and other common areas will still be removed by the custodial contractor. If this reduction is accepted, it would be in effect Citywide.

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

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

- Strategic Objective not needed for Reduction Offers

Additional Information

- Not applicable

Scalability and explanation

This reduction offer could be scaled by building.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This offer should have little impact on this objective.

- Strategic Objective not needed for Reduction Offers: n/a

Performance Metrics

- Reduction Offer: performance measures not required
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Performance Measure Reason: n/a

Personnel Changes

- none

Differences from Prior Budget Cycles

Offer 55.22: Reduction: Eliminate Custodial Trash Removal from Individual Offices

Offer Type: Reduction

- 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: TOchsner

Lead Department: Operation Services

55.22: Reduction: Eliminate Custodial Trash Removal from Individual Offices

Reductions, Redeploys and Revisions (off year)

		2021 Projected Budget
Full Time Equivalent (FTE) Staffing		-
Hourly (FTE)		-
Expenses		
532000 - Cleaning Services		(43,000)
	530000 - Purchased Property Services	**(43,000)**
	Total Expenses	**(43,000)**
Funding Sources		
100-General Fund: Facilities Work for Others	Ongoing Restricted	(14,000
100-General Fund: Ongoing	Ongoing	(29,000
	Funding Source Total	**(43,000**

Offer 55.23: Fleet Vehicle and Equipment Replacements

Offer Type: Ongoing

2021: $648,932 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will make the principle and interest payments for vehicles and equipment purchased using lease-purchase financing in 2021 in accordance to the City's replacement policy. Funding for this offer comes from various departments requesting the replacements in the form of rental payments. The following departments are included:

- Police Services
- Parks Maintenance
- Forestry
- Facilities
- Streets
- Traffic

The following replacements have been identified: 2021:

Golf:
57 - Golf Carts
5 – Mowers and Misc. Equipment

Police:
15 – Patrol Units
4 – CID Units
1 - Traffic Unit

Streets:
2- Dump Trucks
1 – Graffitti Removal Unit
1 – Sander
1 – Backhoe Loader
1 – Trackless Tractor
1 – Tink LD Claw

Parks & Forestry:
7 – Pickups
2 – Dump Trucks
1 - Stump Grinder

Operation Services:
2 – Pickups

Offer 55.23: Fleet Vehicle and Equipment Replacements

Offer Type: Ongoing

There are also four vehicles included in this offer for the Northern Colorado Drug Task Force. These vehicles have a replacement cycle of every two years. They are traded in for low-mileage replacements. The replacement vehicles are not lease-purchased, but rather purchased "outright." The cost of replacing these vehicles factoring in trade-in value is $75,000.

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

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: In order to provide municipal services, vehicles are necessary. If they are not replaced and break down, then it is difficult to provide municipal services.

Improvements & Efficiencies

- Newer vehicles are cleaner and more fuel efficient.

Performance Metrics

- HPG 8. Fuel site uptime
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91401.html

Performance Measure Reason: Each fuel site will be available 99% of the time

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

Offer 55.23: Fleet Vehicle and Equipment Replacements

Offer Type: Ongoing

- Not applicable

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.23: Fleet Vehicle and Equipment Replacements

Ongoing Programs and Services

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

Expenses

		2021 Projected Budget
534000 - Rental Services		308,373
	530000 - Purchased Property Services	**308,373**
565000 - Vehicles & Equipment		75,000
	560000 - Capital Outlay	**75,000**
581000 - Debt Service		265,559
	580000 - Debt & Other Uses	**265,559**
	Total Expenses	**648,932**

Funding Sources

100-General Fund: Ongoing	Ongoing	221,399
292-Transportation Services Fund: Ongoing Revenue	Ongoing Restricted	20,938
292-Transportation Services Fund: Work for Others	Ongoing Restricted	66,036
505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	10,199
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	330,360
	Funding Source Total	**648,932**

Offer 55.24: Fleet Vehicle and Equipment reductions

Offer Type: Ongoing

2021: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

TBA

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

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

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: In order to provide municipal services, vehicles and fuel are necessary.

Improvements & Efficiencies

- A

Performance Metrics

- HPG 8. Fuel site uptime
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91401.html

Performance Measure Reason: Each fuel site will be available 99% of the time

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

Offer 55.24: Fleet Vehicle and Equipment reductions

Offer Type: Ongoing

- Not applicable

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

Full Time Equivalent (FTE) Staffing	-
Hourly (FTE)	-

Expenses

Total Expenses

Funding Sources

Funding Source Total

Offer 55.29: Reduction: Sell or Reassign Under Utilized Vehicles

Offer Type: Reduction

2021: $-10,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This reduction offer is difficult to substantiate without extensive conversations with each department. The concept is to sell or reassign under utilized vehicles to other departments that will use them more. However, most of the under utilized vehicles have specific operational circumstances to justify keeping that vehicle. Current data show that there are 441 vehicles that drive less than 5,000 miles per year and of those, 282 drive less than 3,000 miles per year. We don't anticipate any operational savings (fuel and maintenance) because if these vehicles are not available, then other vehicles will get more usage. Realistically, we believe only 2 3 percent of these vehicles could be sold or reassigned. In addition, the savings won't be realized for several years, until we forego purchasing a vehicle because we used one already in the fleet.

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

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

- Strategic Objective not needed for Reduction Offers

Additional Information

- Not applicable

Scalability and explanation

This reduction offer could be scaled by increasing the minimum mileage threshold.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This offer has the potential to negatively impact the efficiency of the department and customer experience if these vehicles aren't available to use when they are needed.

- Strategic Objective not needed for Reduction Offers: n/a

Performance Metrics

- Reduction Offer: performance measures not required
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Performance Measure Reason: n/a

Offer 55.29: Reduction: Sell or Reassign Under Utilized Vehicles

Offer Type: Reduction

Personnel Changes

- none

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

- Not applicable

Offer Profile

Offer Owner: TOchsner

Lead Department: Operation Services

55.29: Reduction: Sell or Reassign Under Utilized Vehicles

Reductions, Redeploys and Revisions (off year)

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

Expenses

565000 - Vehicles & Equipment		(10,000)
	560000 - Capital Outlay	**(10,000)**
	Total Expenses	**(10,000)**

Funding Sources

601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	(10,000)
	Funding Source Total	**(10,000)**

Offer 67.1: General Legal Services

Offer Type: Ongoing

2021: $2,502,157 and 17.50 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund the operation of the City Attorney's Office (CAO) to maintain the level and quality of service necessary to adequately support the basic legal needs of the City organization.

The City Charter assigns the CAO multiple roles. First, the CAO advises officers and employees of the City regarding their official powers and duties. This occurs in a fast-paced and rapidly changing environment and requires extensive research, writing and negotiation as well as creativity and a thorough understanding of the City’s priorities and practices.

Second, the CAO drafts all ordinances and other legal documents that the City needs for its policies, programs and operations. Each year, the CAO researches, develops and writes hundreds of City Code changes, ordinances and resolutions for consideration by City staff and the City Council. The array of other legal documents prepared and reviewed by the CAO is vast, and requires significant expertise and attention to detail and to the interests of the City.

Third, the CAO represents the City in all legal proceedings. This includes overseeing dozens of civil actions and other types of proceedings. It also includes a heavy caseload in Municipal Court to enforce criminal and civil violations enforcement of the City Code (see Offer 68.1).

Finally, the attorneys of the CAO attend all meetings of the City Council, and the meetings of a wide variety of Council committees, City boards and commissions, and other City bodies.

These responsibilities call for a work force with extensive experience and diverse skills and backgrounds that works well under pressure. The quality and timeliness of the legal services provided by the CAO are critical to ensuring that City Council priorities and City strategic objectives are advanced. The cost of CAO operations compares favorably to both the cost of legal offices of other peer cities along the Front Range and the cost of outside legal counsel.

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

✓HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

Additional Information

Offer 67.1: General Legal Services

Offer Type: Ongoing

- As currently funded, the CAO cost per capita ($17.19) is below the average of its 11 peer cities along the Front Range ($18.64). Costs among the peer cities range from a low of $11.95 (Lakewood) to a high of $34.40 (Boulder). These numbers have not been adjusted to reflect that unlike some peer cities, the CAO serves four major utilities (plus broadband service) as well as General Fund operations.

- The cost of operation of the CAO also compares favorably to the cost of using outside legal counsel to provide legal services. The 2019 average cost per hour of operation of the CAO ($108/hour) is 44% of the average cost per hour of the outside legal services ($247/hour) retained by the City (based on current billing rates) and substantially lower than the lowest cost of outside legal services.

- Compared to the same Front Range peer cities, the 2019 CAO budget comprises .45% of the total organizational budget, well below the average of .85%. Among peer cities, city attorney budgets as a percentage of city organization budgets range from a high of 1.94% (Colorado Springs) to a low of .33% (Longmont).

- The legal services funded in this offer do not reflect or include resources to serve any new or increased demands for service to the organization that may be implemented in 2020 or in the 2021/2022 budget process.

Scalability and explanation

xxx

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.: The CAO is instrumental in shaping and facilitating the organization’s efforts toward ethical, law-abiding, transparent and trustworthy service to the community. High quality legal services support the organization’s culture by enabling the identification and management of risks and the formulation of standards and guidelines to assist in day-to-day decision-making.

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: High-quality, expert legal services are critical to the City Council’s and organization’s ability to identify and respond to the priorities, objectives and needs of the City organization and the community.

Offer 67.1: General Legal Services

Offer Type: Ongoing

- HPG 7.9 - Proactively influence policy and legislative development at all levels.: CAO engagement in early stages of review of upcoming policy and legislative developments and ongoing advice and involvement are needed to ensure a coherent, well-considered and effective position and approach.

Improvements & Efficiencies

- The CAO analyzed ongoing costs and have found cost-saving measures in several lines. In other areas, usage levels and cost updates are reflected in the appropriate budget lines.

- When possible, the CAO utilizes student and post-graduate interns and Workforce Center resources to address increasing demand for legal services.

- The CAO continues to review legal publications in all formats to cull redundancy and less used materials. As more legal materials become available through online sources, the CAO continually evaluates cost-cutting measures and this offer is based on continuing that reduced level.

Performance Metrics

- HPG 169. Comparison of Legal Costs per Hour: In-house vs. Outside Counsel
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=120046&object=measure&objectId=121309.html

Performance Measure Reason: As of 2019, the City Attorney's office per hour legal expense is 44% of the average cost of outside legal counsel for outsourced legal work, and substantially less than the lowest outside counsel hourly rate.

- HPG 170. City Attorney Cost Per Capita Among Peer Cities
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=120046&object=measure&objectId=121096.html

Performance Measure Reason: Of the 11 Front Range peer cities surveyed, 6 had a higher cost per capita than the Fort Collins City Attorney's Office and 5 had a lower cost per capita. The Fort Collins City Attorney's Office had an overall with a cost per capita of $17.19; the range of peer cities was a high of $34.40 to a low of $12.72.

- HPG 177. Comparison of Legal Services in Overall Budget Among Peer Cities
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=120046&object=measure&objectId=867205.html

Performance Measure Reason: Data collected from the same 11 Front Range peer cities comparing the various municipal attorney departments' budgets impact to their organization's total budget. The Fort Collins City Attorney's office budget comprises .45% of the total organizational budget, a lower percentage than all but three of the surveyed cities; the percentage for peer cities ranged from a high of 1.94% to a low of .33%.

Personnel Changes

- There are no suggested personnel changes in the 2021-2022 budget cycle. Funds from the Natural Areas Fund and from the various Utility Funds are shown in offers for the related programs.

Offer 67.1: General Legal Services

Offer Type: Ongoing

Differences from Prior Budget Cycles

- To better illustrate the services of the CAO, the Charter-mandated prosecution portion of legal services has been placed into a separate offer.
- One-time reductions have been made to various nonpersonal services for 2021 but this is not sustainable over time.

Explanation of Any Adjustments to Personnel Costs using object 519999

- As in previous CAO budgets, this offer funds the annual buyout of up to 120 hours of unused vacation leave by the City Attorney, per her employment contract. In addition, this account has been used by the City Attorney over the years to fund attorney salary adjustments based on attorney salary market and performance information. A minimal amount ($38,000) has been shown for 2022 to fund attorney market adjustments that are anticipated in that year. Additional budget ($21K) added for salaries.

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

- Not applicable

Offer Profile

Offer Owner: MDonaldson
Lead Department: City Attorney's Office

67.1: General Legal Services

Ongoing Programs and Services

	2021 Projected Budget
Full Time Equivalent (FTE) Staffing	17.50
Hourly (FTE)	-

Expenses

		2021 Projected Budget
511000 - Salaries & Wages		1,846,145
512000 - Benefits		475,918
519000 - Other Personnel Costs		7,848
	510000 - Personnel Services	**2,329,911**
521000 - Professional & Technical		33,000
529000 - Other Prof & Tech Services		3,500
	520000 - Purchased Prof & Tech Services	**36,500**
533000 - Repair & Maintenance Services		13,350
	530000 - Purchased Property Services	**13,350**
542000 - Communication Services		20,420
543000 - Internal Admin Services		1,216
544000 - Employee Travel		21,300
549000 - Other Purchased Services		36,810
	540000 - Other Purchased Services	**79,746**
555000 - Office & Related Supplies		18,650
559000 - Other Supplies		24,000
	550000 - Supplies	**42,650**
	Total Expenses	**2,502,157**

Funding Sources

100-General Fund: Ongoing	Ongoing	2,088,402
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	79,244
502-Water Fund: Ongoing Revenue	Ongoing Restricted	137,855
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	11,300
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	16,950
505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	71,250
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	97,156
	Funding Source Total	**2,502,157**

Offer 75.1: 2021 Hiring Freeze

Offer Type: Reduction

2021: $-3,024,544 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Accepting this Offer will continue the hiring freeze implemented in 2020 as a response to the local economic impacts of the Coronavirus. The City has put in place a process where vacant positions are reviewed every two weeks to allow for specific positions to get an exception from the hiring freeze. The review committee is comprised of City executives who will ensure the intended 2021 savings from this Offer are either achieved via actual personnel savings for the frozen positions or offset through improvement in the local economy and City finances during fiscal year 2021.

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

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

Additional Information

- Not applicable

Scalability and explanation

This Offer is scalable and per the Offer Summary the hiring freeze will be kept in force until such time as the budget savings is realized or local economic conditions improve such that the remaining required savings from this Offer have been offset by increases in revenue.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Continuation of the 2020 hiring freeze impacts City staff as the work associated with the frozen positions has not gone away. This is not a long-term sustainable solution, will increase the work load of existing staff & will impact service levels. The recommendation to include this Offer in the 2021 Budget is to minimize the service impacts to the community by continuing to provide those services.

Performance Metrics

- Reduction Offer: performance measures not required
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893585.html

Performance Measure Reason: This is a Reduction Offer so a metric is not required.

Offer 75.1: 2021 Hiring Freeze

Offer Type: Reduction

Personnel Changes

- This Offer will add pressure to the impacted teams and their objectives. Work may be shifted among staff members and certain objectives may be paused until the affected teams can resume full staffing.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Offer implemented to minimize direct service impacts to the community.

Offer Profile

Offer Owner: LPollack

Lead Department: Budget

75.1: 2021 Hiring Freeze

Reductions, Redeploys and Revisions (off year)

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

Expenses

		2021 Projected Budget
519000 - Other Personnel Costs		(3,024,544)
	510000 - Personnel Services	**(3,024,544)**
	Total Expenses	**(3,024,544)**

Funding Sources

100-General Fund: Ongoing	Ongoing	(2,724,348)
272-Natural Areas Fund: Ongoing Revenue	Ongoing Restricted	(71,216)
502-Water Fund: Ongoing Revenue	Ongoing Restricted	(49,474)
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	(54,981)
602-Self Insurance Fund: Ongoing Revenue	Ongoing Restricted	(75,181)
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	(49,344)
	Funding Source Total	**(3,024,544)**