

High Performing Government



**Offer 3.1: Utilities: Customer Service & Administration - Locating Operations - Funded**

**Offer Type: Ongoing**

2022: \$1,019,047 and 10.00 FTE, 0.00 Hourly FTE

**Offer Summary**

This Offer funds the operation of the Utilities Facility Locates group.

This department includes eight classified employees and two contractual positions. Utility Facility Locators mark underground lines any time excavation occurs, from a major intersection rebuild to a homeowner installing a fence. The current locator staff marks underground facilities for 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 Utilities. They also bill other City departments for locates they perform for them. 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 to the 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.

Workload due to Connexion construction is being supplemented with two enhancement offers, one that funds two additional contractual positions for the department (offer 3.14), and another that funds the use of an outside contractor to help perform locates with the group (offer 3.15).

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 3.1: Utilities: Customer Service & Administration - Locating Operations - Funded**

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

- 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 to the 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.
- Workload due to Connexion construction is being supplemented with two enhancement offers, one that funds two contractual positions for the department, and another that funds the use of an outside contractor to help perform locates with the group.

#### **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.: 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.



## ***Offer 3.1: Utilities: Customer Service & Administration - Locating Operations - Funded***

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

- Continued communication between the locates group and management has identified the need for additional resources, including more personnel. This is addressed in a separate 2022 enhancement offer (13.14), as well as the outside firm contracted for locating services (3.15). The use of these resources can be easily scaled to accommodate need depending on workload.

### **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.

- HPG 247. Locates Monthly Production

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=1112505.html>

Performance Measure Reason: Year-over-year monthly locate volumes are trending up by 20-25%.

### **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 HPG 247 Performance Measure. Copied/pasted additional info into summary for better visibility. Added info on the additional enhancements for 2 contractals and the contract locating firm for clarity.

### **Offer Profile**

Offer Owner: tmccollough

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.1: Utilities: Customer Service & Administration - Locating Operations**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		10.00
<b>Hourly (FTE)</b>		-
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<b>Expenses</b>		
511000 - Salaries & Wages		658,166
512000 - Benefits		203,892
519000 - Other Personnel Costs		(24,271)
	<b>510000 - Personnel Services</b>	<b>837,787</b>
521000 - Professional & Technical		84,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>84,000</b>
533000 - Repair & Maintenance Services		25,500
	<b>530000 - Purchased Property Services</b>	<b>25,500</b>
542000 - Communication Services		12,200
544000 - Employee Travel		2,000
549000 - Other Purchased Services		100
	<b>540000 - Other Purchased Services</b>	<b>14,300</b>
551000 - Vehicle & Equipment Supplies		20,500
552000 - Land & Building Maint Supplies		22,000
554000 - Utility Supplies		500
555000 - Office & Related Supplies		1,000
556000 - Health & Safety Supplies		960
559000 - Other Supplies		12,500
	<b>550000 - Supplies</b>	<b>57,460</b>
	<b>Total Expenses</b>	<b>1,019,047</b>
<hr/>		
<b>Funding Sources</b>		
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	1,019,047
	<b>Funding Source Total</b>	<b>1,019,047</b>



## **Offer 3.2: Utilities: Customer Service & Administration - Grounds Maintenance - Funded**

**Offer Type: Ongoing**

2022: \$342,306 and 4.00 FTE, 0.90 Hourly FTE

### **Offer Summary**

Funding this Offer allows for the ongoing operation of the Utilities grounds maintenance crew.

This group provides the landscaping and sprinkler maintenance for Utilities owned properties including 700 Wood St., 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 customers' landscaping. The work can range from an overhead to underground conversion with new trenching in established areas to water main breaks.

A new manager for the crew was hired in 2021 that will bring extensive knowledge on water and turf management as well as general landscaping maintenance. We anticipate this knowledge to allow internal resources to perform many tasks that would have been contracted out previously. This group has a direct impact on the customer experience when 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.

This division also provides snow removal on Utilities properties, hardscaping projects, and building maintenance in the off-season.

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:**

- 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 group has a direct impact on the customer experience when 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.



## **Offer 3.2: Utilities: Customer Service & Administration - Grounds Maintenance - Funded**

### **Offer Type: Ongoing**

- 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**

- Continued exploration and implementation of battery powered landscape maintenance equipment helps with emissions reductions and noise concerns. It also helps prevent hearing loss for employees and reduces vibration-caused repetitive injuries.
- A new manager for the crew was hired in 2021 that will bring extensive knowledge on water and turf management as well as general landscaping maintenance. We anticipate this knowledge to allow internal resources to perform many tasks that would have been contracted out previously.

### **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.

### **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**

Copied/pasted improvement/ efficiency info into summary for better visibility.

### **Offer Profile**

Offer Owner: tmccollough

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.2: Utilities: Customer Service & Administration - Grounds Maintenance**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		4.00
<b>Hourly (FTE)</b>		0.90
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<b>Expenses</b>		
511000 - Salaries & Wages		233,140
512000 - Benefits		81,082
519000 - Other Personnel Costs		(8,462)
	<b>510000 - Personnel Services</b>	<b>305,760</b>
521000 - Professional & Technical		450
529000 - Other Prof & Tech Services		100
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>550</b>
533000 - Repair & Maintenance Services		18,250
534000 - Rental Services		500
	<b>530000 - Purchased Property Services</b>	<b>18,750</b>
544000 - Employee Travel		500
	<b>540000 - Other Purchased Services</b>	<b>500</b>
551000 - Vehicle & Equipment Supplies		10,351
552000 - Land & Building Maint Supplies		2,200
554000 - Utility Supplies		2,500
556000 - Health & Safety Supplies		720
559000 - Other Supplies		975
	<b>550000 - Supplies</b>	<b>16,746</b>
	<b>Total Expenses</b>	<b>342,306</b>
<hr/>		
<b>Funding Sources</b>		
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	342,306
	<b>Funding Source Total</b>	<b>342,306</b>



### **Offer 3.3: Utilities: Customer Service & Administration - Minor Capital - Ongoing - Funded**

**Offer Type: Asset Management**

2022: \$182,500 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 Operation Services. Some cost increases are expected due to the exploration and implementation of alternative fuel vehicles. Light & Power follows the FASTER guidelines from Operations Services to make recommendations for vehicle replacements. These guidelines consider life-cycle costs of operating vehicles 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. When possible and commercially available, alternative fuel sources are recommended such as battery electric vehicles (BEV) and compressed natural gas (CNG). All new vehicle units are setup with automatic vehicle location (AVL) units to provide vehicle locations to our operational systems. This allows more efficient routing of vehicles to work sites as the closest crew is known and can be dispatched.

Utilities CS&A Locates- two mid sized trucks \$80,000 (\$40,000 each).

Utilities CS&A Locates- \$40,000 (locating equipment).

Utility Locates \$12,000 for computer replacement charges for rugged devices.

Utilities Grounds Maintenance- \$15,500 grounds equipment.

Utilities Finance- \$35,000 for capital building expenditures.

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

#### **Additional Information**

- Light & Power follows the FASTER guidelines from Operations Services to make recommendations for vehicle replacements. These guidelines consider life-cycle costs of operating vehicles. When possible and commercially available, alternative fuel sources are recommended such as battery electric vehicles (BEV) and compressed natural gas (CNG).





### **Offer 3.3: Utilities: Customer Service & Administration - Minor Capital - Ongoing - Funded**

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

- Utilities CS&A Locates- two mid sized trucks \$80,000 (\$40,000 each). Utilities CS&A Locates- \$40,000 (locating equipment). Utility Locates \$12,000 for computer replacement charges for rugged devices. Utilities Grounds Maintenance- \$15,500 grounds equipment. Utilities Finance- \$35,000 for capital building expenditures.
- All new vehicle units are setup with automatic vehicle location (AVL) units to provide vehicle locations to our operational systems. This allows more efficient routing of vehicles to work sites as the closest crew is known and can be dispatched.

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

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

Ongoing Cost Description:

N/A for Asset Management Ongoing offers

#### **Scalability and explanation**

This Offer could be scaled due to funding availability, but Strategic Objectives and Performance Measures would be affected. Vehicle reliability and fuel efficiencies would be reduced. This offer could not be scaled below \$130,500 without significant impacts to the current levels of service. One Locates truck at \$40,000 and the \$12,000 for ruggedized devices could be eliminated, but increased maintenance, repairs, and fuel costs and greater risk of device damage to computers would follow.

#### **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.: 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.
- 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.
- 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 3.3: Utilities: Customer Service & Administration - Minor Capital - Ongoing - Funded**

**Offer Type: Asset Management**

#### **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 BEV when commercially available and are the alternative fuel choices are cost effective.

- ENV 111. Average Fuel Economy in miles/hours per gallon  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=313972.html>

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

#### **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 Related ongoing offer, copy/pasted addl info into summary for better visibility.

#### **Offer Profile**

Offer Owner: tmccollough

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.3: Utilities: Customer Service & Administration - Minor Capital - Ongoing**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
555000 - Office & Related Supplies		12,000
	<b>550000 - Supplies</b>	<b>12,000</b>
565000 - Vehicles & Equipment		170,500
	<b>560000 - Capital Outlay</b>	<b>170,500</b>
	<b>Total Expenses</b>	<b>182,500</b>
<hr/>		
<b>Funding Sources</b>		
605-Utility Customer Srv & Admin Fund: Reserves	Reserve	182,500
	<b>Funding Source Total</b>	<b>182,500</b>



## Offer 3.4: Utilities Customer Service & Administration - Information Technology - Funded

**Offer Type: Ongoing**

2022: \$5,556,482 and 16.87 FTE, 0.24 Hourly FTE

### Offer Summary

This offer incorporates the Utilities portion of the IT Department allocation for shared services of enterprise applications, infrastructure and administration offers. It also includes ongoing development, testing, implementation, & support work of the Application Services Utilities Department. More than 100 applications used by Utilities staff are supported, & enhanced by this organization. Over the past years, Utilities has been progressively moving to robust, sustainable, modern business applications. There has been a specific effort to move away from locally developed, 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 & many more are on target for retirement as more standard systems take their place.

This offer enables accurate Utility Services and Connexion customer billing every month. A move to a standard GIS mapping platform (ESRI) provides detailed maps used by the field crews (both water & electric). This aids crews in providing timely and safe service when in the field. Moving to a standard mapping solution has made the GIS systems expandable, extensible, & sustainable for the long term. The team's overall goal is to help the internal Utilities' staff be productive & safe so that they can provide excellent service to our City Utilities' customers. We also enable the sales of the new broadband, voice & video products to Connexion customers. Utilities serves 78,000 electric customers, 36,000 water customers, & ~ 4,000 Connexion customers. Utilities has ~ 460 employees & the vast majority use one or more of the 100 business applications supported by the team. We resolve ~ 200 Helpdesk tickets per month. The Internal Services Survey, an internal satisfaction tool has consistently rated our timeliness, quality & services higher than benchmark cities in other municipalities.

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

### Additional Information



## **Offer 3.4: Utilities Customer Service & Administration - Information Technology - Funded**

### **Offer Type: Ongoing**

- Maximo - Computer Maintenance Management is deployed to all 5 water departments. All water assets are put on regular maintenance schedules so field crews can be proactive in making repairs/replacements. This increases the reliability/quality of all water services to community customers. Maximo is also being deployed to Light & Power. Reliability enhances customer service & satisfaction.
- \* Data Governance/Data Warehousing An integrated data repository to be used by analysts and data scientists throughout the various utility departments is needed. Utilities is in the process of maturing its statistical analysis capabilities. Data Governance is foundational to an accurate, reliable operational data store or Data Warehouse. Data governance & Data Management are underway.
- \* Open Smart Flex (OSF) - is a new Utilities billing system being deployed to replace the former system, Banner. OSF was implemented in fall of 2019 to handle the provisioning & billing of Fort Collins Connexion telecommunications services to customers. Telecommunications services carry special fees. Unlike most Utility Billing systems, OSF is capable of handling the required special fees.
- \*Advanced Metering System - This system automates collection of electric & water meter reads. Through a wireless mesh network, Utilities collects 15-minute interval reads for electric and 60-minute interval reads for water. Interval data is passed to the billing system to compute complex rates such as Time of Day rates. Through advanced metering, electric services are remotely turned on/off.
- \* Retiring Legacy systems - Of approximately 75 M/S Access legacy systems, we have retired roughly 30 as a result of deploying Enterprise systems such as Maximo & ESRI. We've identified ~ 25 more that will be sunset as Maximo gets further deployed to Light & Power. The goal of moving off these systems has been highly promoted by Executives as well as by the IT Application Services Manager.

### **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.: As the Utilities moves to more standard and modern systems, it is better positioned for the future. The standard, modern systems allow the Utilities to operate in a more standard and sustainable way. The newer systems are more secure, and less susceptible to risk when staff turn-over occurs. The goal of good information systems is to provide decision support data/information to the City.



### **Offer 3.4: Utilities Customer Service & Administration - Information Technology - Funded**

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

- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Standard, modern information systems contribute to operational excellence by providing a stable, expandable, extensible computing environment. When business processes are automated, it allows more time for the business and IT to become more curious and innovative in their approaches. Ultimately, streamlined operations frees up time for thinking and being creative & inventive.
- 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 continues to implement Enterprise information systems while subsequently retiring locally developed, customized systems. This critical effort enables Utilities & other City departments to be more resilient when there is staff turn-over. Enterprise business applications are more expandable, extensible, sustainable, & secure for the long term.

#### **Improvements & Efficiencies**

- Prior to implementing Maximo, each Utility department had their own home grown work order system. Each department followed their own practices. Now, all of the water departments are using the same standard system with common practices. Moving away from locally developed (customized) solutions is the goal. Moving to Enterprise systems that are scalable, extensible and sustainable is key.
- Adding the Fort Collins Connexion back-office systems to the City's suite of tools (Open Smart Flex & Fiber Manager) allows deployment of the enabling services (high speed internet, voice, and video) which ultimately will help the citizens of our community as well as City revenues. The team is highly engaged in implementing/supporting the Open Smart Flex system for Billing for Connexion/Utilities
- Migrating all Water GIS mapping to the industry standard ESRI mapping systems has enabled Water Utilities to be on a modern, standard, extensible, scalable system for their mapping needs.

#### **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: IT Application Services will be rated higher than benchmark Cities in the Internal Services Survey in the areas of quality, timeliness and services. Measure is indicator of the internal customer satisfaction with our work. If we provide timely, quality work to our internal customers, it enables them to provide outstanding service to the community. It spans all aspects of our work.

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



### ***Offer 3.4: Utilities Customer Service & Administration - Information Technology - Funded***

***Offer Type: Ongoing***

- Not applicable

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

- N/A

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

- Added more specific information on how our services directly serve our Utilities/Connexion customers per recommendation of results team.
- Added specific information on number of Utilities customers & Connexion customers served as well as number of Utilities staff served.
- Added more specifics regarding focus on retirement of Legacy applications in favor of Enterprise strength applications. While not less expensive, Enterprise strength systems are much more sustainable for the long term.
- Added more detail relating to the Internal Services Survey metric.

#### **Offer Profile**

Offer Owner: MEvans

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.4: Utilities Customer Service & Administration - Information Technology**

**Ongoing Programs and Services**

	<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	16.87
<b>Hourly (FTE)</b>	0.24
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<b>Expenses</b>	
511000 - Salaries & Wages	1,736,494
512000 - Benefits	454,766
519000 - Other Personnel Costs	(63,527)
<b>510000 - Personnel Services</b>	<b>2,127,733</b>
521000 - Professional & Technical	60,000
529000 - Other Prof & Tech Services	200,000
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>260,000</b>
533000 - Repair & Maintenance Services	1,008,600
<b>530000 - Purchased Property Services</b>	<b>1,008,600</b>
542000 - Communication Services	259,900
543000 - Internal Admin Services	8,066
544000 - Employee Travel	34,560
549000 - Other Purchased Services	8,700
<b>540000 - Other Purchased Services</b>	<b>311,226</b>
555000 - Office & Related Supplies	38,250
559000 - Other Supplies	5,500
<b>550000 - Supplies</b>	<b>43,750</b>
591000 - Transfers to Funds	1,805,173
<b>590000 - Transfers Out</b>	<b>1,805,173</b>
<b>Total Expenses</b>	<b>5,556,482</b>

**Funding Sources**

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	5,556,482
<b>Funding Source Total</b>		<b>5,556,482</b>





## **Offer 3.5: Utilities Customer Service & Administration - IT minor Capital - Ongoing - Funded**

**Offer Type: Asset Management**

2022: \$434,934 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 and be safe from intrusion. The dollars associated with this offer are to procure the needed switches and routers for upgrading the Utilities network per standard, ongoing cyber security best practices. Network Operations has confirmed that they have this network upgrade scheduled in their workplan for 2022. The components needed for the upgrade were specified by the Network Operations team within Connexion who are responsible for the safety & security of the networks. Keeping networks upgraded to current versions is a good defense against potential cybersecurity attacks and should be regularly performed to safeguard the many critical services supplied by Utilities that customers depend on. An entity's network is its first line of defense against cyberattacks and needs to be upgraded/maintained regularly to stay ahead of known threats. This offer is strictly to procure network switches & routers for replacement of the Utility network that protects the computing resources within the Utility. This offer does not relate to any other Utility offers. The Network Operations team (homed within Connexion) replaces network components such as switches & routers when they go out of support life. They maintain the network & assure that it is up, current, and functional at all times. They perform the periodic maintenance & upgrades to the hardware. The network is a key cyber security defense for protecting the Utilities' computing resources. Letting network routers go out of support life is a risk to the cyber security of the network. This offer serves as a budgetary mechanism for procurement of the new network hardware.

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

### **Additional Information**

- Not applicable

### **Impact to Ongoing Expenses**

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

\$0

Ongoing Cost Description:

N/A for Asset Management Ongoing offers



## **Offer 3.5: Utilities Customer Service & Administration - IT minor Capital - Ongoing - Funded**

**Offer Type: Asset Management**

### **Scalability and explanation**

The needed network components are specified by the Network Operations team (within Connexion) to meet the need for the Utility network to remain cyber safe. The Network Operations Director recommends not scaling this down for cyber security reasons. If absolutely necessary, this offer could be scaled to \$308,616 to include strictly switches that will go out of support life in 2022, however this is not recommended. Utilities networks have been targeted & breached as we hear in current news.

### **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.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.: Keeping the computing network on current switches and routers is the first line of defense in protecting the City's and Utilities' computing network from hackers. Cyber security breaches are on the rise throughout the world and many Utilities have been maliciously hacked. It is vitally important to protect computing resources by keeping networks upgraded using current network equipment.

### **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 unhappy customers related to the Utility network. The Utility network protects such critical systems as Electric SCADA (Supervisory Control & Data Acquisition) as well as Water SCADA. Keeping Utilities networks upgraded is a first line of defense in protecting against malicious cyber attacks. Number of "hacks" could be tracked by the Network Operations as a measure.

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

- Not applicable

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



### **Offer 3.5: Utilities Customer Service & Administration - IT minor Capital - Ongoing - Funded**

**Offer Type: Asset Management**

- N/A

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

Funding this offers provides for the procurement of new network switches to replace older network equipment that will soon go out of support life. The Network Operation's Team (within the Connexion business) has specified which switches need to be replaced to keep the Utilities' network current and safe. Keeping the network up to date with current components is fundamental to protecting the Utilities' computing resources and data. The Network Operations team schedules the replacement of the network components using the switches and components funded by this offer.

- On 5/27/21, SAFE 5.6 was added as a secondary Strategic Objective for this offer per the request of the HPG Results team.
- On 6/6/21, the scalability section of the offer was amended per the request of the results team.
- Additional clarity on the contents of the offer was added in the Summary.
- Discussed possible additional metric which would need to be tracked by the Network Operations Team within Connexion (Number of cyber security attacks on the network).

#### **Offer Profile**

Offer Owner: MEvans

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.5: Utilities Customer Service & Administration - IT minor Capital - Ongoing**

**Enhancement to Programs and Services**

		2022 Projected Budget
<hr/>		
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid green;"/>		
<b>Expenses</b>		
565000 - Vehicles & Equipment		190,398
	<b>560000 - Capital Outlay</b>	<b>190,398</b>
591000 - Transfers to Funds		244,536
	<b>590000 - Transfers Out</b>	<b>244,536</b>
	<b>Total Expenses</b>	<b>434,934</b>
<hr style="border: 2px solid green;"/>		
<b>Funding Sources</b>		
605-Utility Customer Srv & Admin Fund: Reserves	Reserve	434,934
	<b>Funding Source Total</b>	<b>434,934</b>



### **Offer 3.6: Utilities Customer Service & Administration - IT - 1.0 FTE - Software Analyst II - Open Smart Flex system - Unfunded**

**Offer Type: Enhancement**

2022: \$101,337 and 1.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

Funding this offer will provide a technical analyst to support the new Open Smart Flex Billing system for Connexion. During 2018, the Utilities embarked on a project to implement a billing system for Connexion as well as a new billing system for Utilities. Open Smart Flex software was chosen for both Connexion and Utilities. This software was deployed for Connexion in August 2019, however, not without issues. The deployment of the Utilities billing system is "on hold". The team may be in the position of supporting two different "live" billing systems: Banner for Utilities Billing and Open Smart Flex for Connexion Billing. Each of these systems requires 4 FTE to provide ongoing technical support. However, at this time, there are only 5 total people supporting both systems. A third-party consultant was brought in to assess the effectiveness of the Open Smart Flex Billing systems due to all the issues encountered. While the outcome of the study is now available to the Executives, the path forward is not yet known. If there is an ongoing need for the technical team to support two different billing systems, this additional technical FTE will be needed in order to provide the required level of service to the Connexion and Utility Billing customers. The billing systems are mission critical for the Utilities/Connexion businesses. Utility Billing alone brings in over \$222M in revenue each year. Having the billing systems adequately supported from a technical perspective is a critical success factor for both the Connexion business and the Utilities. The Utility Billing system alone traditionally requires 4 technical resources to support it (2 in this team & 2 at PRPA). Due to the potential of having to support 2 different billing systems (depending on the decision from Executives) this FTE would add technical support so that each billing system would have a total of 3 FTEs supporting it. It is unknown if additional FTE would eventually be needed for the OSF 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.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

#### **Additional Information**

- At the time of this offer, the City and the vendor for the Open Smart Flex system are in a contract dispute. Because there is still a lot that is not fully understood about the Open Smart Flex Billing system, it is not known if additional FTEs will be needed in the future. If we do end up supporting two different billing systems, we will be severely understaffed without this additional FTE.
- The overall Billing software project that was supposed to last for 17 months has now gone on for double that time due to the complexities & difficulties with this software. This is, in part, the reason the 3rd party consultant (TMG) was brought in to determine the viability & suitability of this particular software solution (Open Smart Flex).



### **Offer 3.6: Utilities Customer Service & Administration - IT - 1.0 FTE - Software Analyst II - Open Smart Flex system - Unfunded**

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

- While the final 3rd party consultant study has been delivered to the Executive Sponsors of the Open Smart Flex (Billing) project, the path forward has not yet been determined. I believe that the study included several different options for the Executives to choose from. No definite decision or path forward has yet been communicated. Discussions are still underway with Open International.
- This offer indirectly relates to offers 3.7 and 3.10 in that the software analyst would be working with and supporting & enhancing the Connexion Billing system that resides on the Oracle Exadata Cloud@Customer appliance. How, this Analyst would not be responsible for maintaining Exadata. While remotely related to offer 3.10, the Analyst would not have responsibility for moving off of Exadata.
- So far, Connexion is not funding the support of the Connexion Billing system.

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

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

\$103,000

##### Ongoing Cost Description:

Funding this offer provides 1 on-going Analyst II, Software resource to support the OSF Billing System. The team is currently in the position of supporting 2 different Billing systems: OSF for Connexion & Banner for Utilities. Each system requires a minimum of 4 people to support (total of 8). We are currently supporting with just 5 resources total which is not sustainable for the long term.

#### **Scalability and explanation**

While a contractor could be hired to fill this position, in IT technical areas, it is more cost effective and sustainable for the long term to fill such an important role with a classified technical FTE. There is considerable investment in bringing a new professional up to speed on the computing environments, databases & applications. Investment to on-board a temporary resource can be time-consuming and quickly lost if the resource leaves. The need is for a long term technical resource.

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

- Not applicable

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

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



**Offer 3.6: Utilities Customer Service & Administration - IT - 1.0 FTE - Software Analyst II - Open Smart Flex system - Unfunded**

**Offer Type: Enhancement**

- ✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The Open Smart Flex (OSF) system is a key success factor for the Connexion business. OSF does the provisioning of broadband services when a sale is made to the customer & also bills for the service each month. Without the technical professionals to support this critical system, the internal customers selling the products and the end consumers won't get the level of service they need & expect.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: As the Connexion business continues to build out its infrastructure & services in the community, the number of customers within the billing system will grow. Having adequate technical resources allows for better stabilization of this system, & will enable gleaning of data out of the system to be used for decision support by management. Getting/keeping OSF stabilized is a key role for this FTE

**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 attributes of timeliness, quality and services offered are key to providing outstanding services to our Connexion customers. Having adequate technical professionals on staff to support the Connexion billing and provisioning system (Open Smart Flex) are a critical enabler to the deployment of broadband to our community and the satisfaction of both internal and external customers.

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

- N/A

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

- Added clarity around number of resources needed for supporting 2 different Billing Systems at the request of the results team.
- Provided further clarity as to the status of the 3rd party consultant study of the Open Smart Flex system.
- Included information that it is not currently known if additional technical FTE will be needed in the future for the Open Smart Flex System.
- Added information that this offer only indirectly relates to offers 3.7 and 3.10, but there are no direct dependencies.

**Offer Profile**

Offer Owner: MEvans

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.6: Utilities Customer Service & Administration - IT - 1.0 FTE - Software Analyst II - Open Smart Flex system**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		78,991
512000 - Benefits		22,387
519000 - Other Personnel Costs		(3,041)
	<b>510000 - Personnel Services</b>	<b>98,337</b>
555000 - Office & Related Supplies		3,000
	<b>550000 - Supplies</b>	<b>3,000</b>
	<b>Total Expenses</b>	<b>101,337</b>
<hr/>		
<b>Funding Sources</b>		
505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	101,337
	<b>Funding Source Total</b>	<b>101,337</b>





### **Offer 3.8: Utilities Customer Service & Administration - IT - Utility Data Management Program and Data Analytics Platform - Funded**

**Offer Type: Continuing Enhancement**

2022: \$218,000 and 0.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

Funding this offer will continue to provide for the implementation of the Utility Data Management Program and Data Analytics Platform.

With the implementation of projects like Smart Grid, SCADA Control Systems, and Broadband, coupled with the city's growth, the amount of data Utilities 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 it as the strategic asset it is. Satisfying these needs will enable the business to be more agile and 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 practices, standards, and policies around the stewardship and use of Utilities 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 the 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 toolset 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 the workforce is critical to this program; therefore, a training and Knowledge Management program is to be included in the program's deliverables.

Funding this continuing enhancement offer will provide for 1) new tooling for effectively managing 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**

- Since the initial start of the Data Management Program, a foundational layer has been established, prototyped, and tested. Collaborate teams formed to lead standardization, new tools are being acquired, and our dedicated analytics platform and strategy is well underway. The successes thus far are driving the desire to scale the strategy city/enterprise-wide.



## **Offer 3.8: Utilities Customer Service & Administration - IT - Utility Data Management Program and Data Analytics Platform - Funded**

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

- Funding this enhancement offer will 1) continued scaling up of the Analytics Platform and help provide more trustworthy and accurate data for business decision-making. Ultimately, the Analytics Platform and Program will support, will provide the community with more reliable services and more cost-effective operations throughout the business.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$218,000

#### Ongoing Cost Description:

Funding this offer will continue to provide for the implementation of the Utility's Utility Data Management Program and Data Analytics Platform, which was begun in 2019.

### **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 build in such a way to facilitate iterative growth and expansion. Scaling to meet future needs is fundamental to its design. Funding this offer with a lower budget, will ultimately effect either the speed or quality of deliverables from the Program.

### **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 3.8: Utilities Customer Service & Administration - IT - Utility Data Management Program and Data Analytics Platform - Funded**

**Offer Type: Continuing 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.

**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**

Additional additional details about results and efficiencies. Added additional information about results of existing offer in which this is continuing.

**Offer Profile**

Offer Owner: jking

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.8: Utilities Customer Service & Administration - IT - Utility Data Management Program and Data Analytics Platform**

**Enhancement to Programs and Services**

**2022 Projected Budget**

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

**Expenses**

569000 - Other Capital Outlay		218,000
	<b>560000 - Capital Outlay</b>	<b>218,000</b>
	<b>Total Expenses</b>	<b>218,000</b>

**Funding Sources**

501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	84,048
502-Water Fund: Ongoing Revenue	Ongoing Restricted	56,470
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	40,711
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	36,771
	<b>Funding Source Total</b>	<b>218,000</b>



**Offer 3.9: Utilities Customer Service & Administration - IT - 1.0 FTE - Analyst II-Software - Data Management - Data Warehouse - Unfunded**  
**Offer Type: Enhancement**

2022: \$103,337 and 1.00 FTE, 0.00 Hourly FTE

**Offer Summary**

Funding this offer will provide human resource requirements needed to effectively implement the 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 this FTE will support are key in meeting the goal of a more data-driven organization and treating Utilities data as an asset.

The Utilities Data Analytics Platform, which this position will support, will provide a standardized and formalized toolset and practice for consuming, cleansing, standardizing, and delivering the analytics data to the business. The DA platform will also establish a Data Hub/Operational Data Store (ODS) and a Data Warehouse (DW), both of which will provide needed Decision Support Analytics capabilities to the business.

This offer is requesting a Database Analyst II FTE position. This position will be focused on the development and sustainment of the Utilities Analytics Platform, as architected by the Data Architect. This 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 the 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. Ultimately, the Analytics Platform and Program that this positions will support, will provide the community with more reliable services and more cost-effective operations throughout the 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 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

**Additional Information**

- Not applicable



**Offer 3.9: Utilities Customer Service & Administration - IT - 1.0 FTE - Analyst II-Software - Data Management - Data Warehouse - Unfunded**

**Offer Type: Enhancement**

**Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$103,493

Ongoing Cost Description:

Costs associated for total compensation for 1.0 FTE with necessarily ancillary costs such as email, phone, and other support.

**Scalability and explanation**

The existence of this dedicated development resource will allow the Data Management effort to proceed without hampering existing 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 ✓)*

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



***Offer 3.9: Utilities Customer Service & Administration - IT - 1.0 FTE - Analyst II-Software - Data Management - Data Warehouse - Unfunded***

***Offer Type: Enhancement***

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**

Added additional text to Offer Summary describing some of the benefits the community would reap from funding this offer.

**Offer Profile**

Offer Owner: jking

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.9: Utilities Customer Service & Administration - IT - 1.0 FTE - Analyst II-Software - Data Management - Data Warehouse**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		78,991
512000 - Benefits		22,387
519000 - Other Personnel Costs		(3,041)
	<b>510000 - Personnel Services</b>	<b>98,337</b>
555000 - Office & Related Supplies		5,000
	<b>550000 - Supplies</b>	<b>5,000</b>
	<b>Total Expenses</b>	<b>103,337</b>
<hr/>		
<b>Funding Sources</b>		
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	103,337
	<b>Funding Source Total</b>	<b>103,337</b>





### **Offer 3.10: Utilities Customer Service & Administration - IT Consulting, Servers, Oracle licensing for migration off of EXADATA - Funded**

**Offer Type: 1-Time Enhancement**

2022: \$350,000 and 0.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

A consultant was hired during 2021 to evaluate the efficacy and efficiency of the Open Smart Flex (OSF) Billing and provisioning system currently being used by Fort Collins Connexion and intended to also be used for Utility Billing. The consultant's report, just recently completed, presented multiple findings and offered multiple options to select from relative to continuation (or not) of Open Smart Flex. The uncertainty of the future of OSF in the City has necessitated this as a potential offer that would be withdrawn if not needed. There has been a change in the Oracle licensing and hardware consolidation strategy of IT. If the City moves off of Exadata, IT solution Architect resources and skills will be required to determine a new server architecture as well as needed Oracle database licensing in order to migrate the workloads off of the Cloud At Customer solution (Exadata) which was acquired in late 2018. Depending on the outcome of the TMG study, and the new Oracle database strategy, this offer is intended to provide: a) consulting resources, b) new servers, and c) new Oracle licensing in the event it is decided to retire the Exadata environment. This effort is estimated to consume 200 to 300 staff hours, of which the City 1) does not currently have the required skill levels on staff, and 2) does not have the staff capacity to commit to this initiative. The Open Smart Flex solution currently requires 11 environments and 11 different database instances which makes this a complex environment. If the Exadata solution is retired, multiple new database servers would need to be acquired as well as new Enterprise Oracle licensing. This offer would cover the consultant to provide Solutions Architect services, multiple new database servers, and appropriate Enterprise Oracle licensing.

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**

- This offer does not relate directly to offer 3.6. Offer 3.6 is for a Software Analyst to support the Open Smart Flex Billing system. This particular offer is to hire a consultant to provide solution architecture guidance on moving the Open Smart Flex system off of Exadata and on to other database servers as well as new Oracle Enterprise licensing. The relationship is indirect.
- This offer does relate to offer 3.7. If it is decided to discontinue use of the Oracle Exadata environment to house the Connexion Billing system, funding this offer would provide a technical consultant to assist with the migration off of the Oracle Exadata solution.



## **Offer 3.10: Utilities Customer Service & Administration - IT Consulting, Servers, Oracle licensing for migration off of EXADATA - Funded**

**Offer Type: 1-Time Enhancement**

### **Impact to Ongoing Expenses**

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

#### Ongoing Cost Description:

This one time cost is to hire a consultant to assist with moving the Open Smart Flex system off of the Oracle Exadata platform to new servers and new Oracle licensing. With the Exadata platform, we pay a subscription to Oracle which includes the servers, maintenance & support of the servers by Oracle, Decision on strategy is pending with the Executives for the Open Smart Flex (OASIS) project.

### **Scalability and explanation**

Depending on decisions from City Executives regarding the future of Open Smart Flex in the City, and how it would be deployed, it may be possible to withdraw this offer. At the time of this BFO narrative, the decisions have not yet been made. If it is deemed necessary to move from Exadata to other internal servers with new Oracle licensing, this offer would not be able to scale smaller. The consultant, plus multiple new servers would be required as well as new Oracle Enterprise licensing.

### **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 Billing system for Connexion and for the Utilities is a mission critical system. The intent, when Open Smart Flex was first selected, was that both Connexion & the Utilities would use the same Billing system. If it is determined that Exadata (where the system is housed) will be retired, a new database environment will need to be defined and the billing system migrated to the new environment.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: The Billing system for Connexion as well as for Utilities is data rich & the desire, once fully implemented, will be to glean data from the billing system to populate an Operational Data Store for improved analytics. If it decided to retire Oracle Exadata, a new environment will need to be architected including new servers and Oracle licensing. This offer enables the migration from Exadata.

### **Performance Metrics**

- HPG 96. Information Technology Internal Service Survey



**Offer 3.10: Utilities Customer Service & Administration - IT Consulting, Servers, Oracle licensing for migration off of EXADATA - Funded**

**Offer Type: 1-Time Enhancement**

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html>

Performance Measure Reason: Customer service including: timeliness of response, quality of response, and available services is a key success factor for IT Application Services. Making the migration off of the Oracle Exadata appliance as smooth as possible is a goal for this offer. If it is determined that we need to retire Exadata, this offer will fund the resources including consulting, hardware, and Oracle licensing.

**Differences from Prior Budget Cycles**

- Not applicable

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

- N/A

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

- Provided specifics of how this offer relates (or not) to offers 3.6 and 3.7.

**Offer Profile**

Offer Owner: MEvans

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.10: Utilities Customer Service & Administration - IT Consulting, Servers, Oracle licensing for migration off of EXADATA**

**Enhancement to Programs and Services**

		<b>2022 Projected Budget</b>
<hr/>		
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid green;"/>		
<b>Expenses</b>		
565000 - Vehicles & Equipment		350,000
	<b>560000 - Capital Outlay</b>	<b>350,000</b>
	<b>Total Expenses</b>	<b>350,000</b>
<hr style="border: 2px solid green;"/>		
<b>Funding Sources</b>		
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	147,973
502-Water Fund: Ongoing Revenue	Ongoing Restricted	64,147
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	46,246
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	41,770
505-Broadband Fund: Reserves	Reserve	49,864
	<b>Funding Source Total</b>	<b>350,000</b>



### ***Offer 3.11: Utilities: Customer Service & Administration - Community Engagement Programs and Services; Workforce Culture - Funded***

***Offer Type: Ongoing***

2022: \$1,245,595 and 14.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

Funding this offer will sustain Utilities Community Engagement (CE) and Workforce Culture programs and services. Every day, customers and community members interact with Utilities services, including electric, water, wastewater, stormwater, and Connexion. In 2020, CE offered 192 engagement opportunities for 6,222 community members, including in person and virtual tours, pop up events, classes, workshops, booths, trainings, open houses, and more.

CE provides both internal and external services: 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 and Utilities wide peer recognition process management.

The services CE provides support the education and awareness of the critical services Utilities provides and the policies that support the optimal use of these services. Externally, CE impacts community member decisions by providing 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.

CE strives 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 and is a cornerstone in Utilities' efforts to build and maintain strong relationships with the public and key stakeholder groups. Community relationships are critical to the organization's reputation and provide 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



### ***Offer 3.11: Utilities: Customer Service & Administration - Community Engagement Programs and Services; Workforce Culture - Funded***

***Offer Type: Ongoing***

#### **Additional Information**

- Public participation planning, facilitation, feedback collection and analysis are critical to effective Utility projects. In 2020, 21 projects had public participation planning or implementation components to engage the community in the decision-making process. For example, the Halligan Water Supply Project engaged more than 3,388 internal and external stakeholders.
- In 2020, CE education offered 63 youth and adult programs for over 3,000 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.
- 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:
  - 6 Utilities Affordability Programs
  - 15 Energy Services programs
  - 4 Resource Conservation programs
  - 5 Water Conservation programs
- 4. The Program Intake & Evaluation Office (PIEO) established processes to ensure new and existing Customer Connections Service Unit 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. In 2020, 29 program evaluations were completed.
- The Workforce Culture Team listens to issues or concerns about our workplace culture, makes recommendations to leadership and designs and implements initiatives that impact employee engagement. Example topics include peer recognition, knowledge management, employee engagement surveys, and equity, diversity, and inclusion.

#### **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.



### **Offer 3.11: Utilities: Customer Service & Administration - Community Engagement Programs and Services; Workforce Culture - Funded**

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

- [www.fcgov.com/utilities-affordability](http://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- or no- cost resources help customers keep utility costs down.

#### **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 2020, 192 engagement opportunities for 6,222 community members were offered including in-person and virtual tours, pop-up events, classes, workshops, booths, trainings, etc.
- 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, equitable, and inclusive 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: CE supports this objective through engagement with the community to encourage behavior change, communicate with customers about the importance of renewables, communicate about incentives for resource conservation and engage community members in policy development.

#### **Improvements & Efficiencies**

- Developed and implemented Utilities CARES Act Assistance distribution process, providing \$575,910 to 1,423 residential and commercial Utilities customers in just 2 and a half months.
  - Residential: \$530,566.75 distributed to 1,372 customers, averaging \$386.71 per customer.
  - Commercial: \$45,343.04 distributed to 51 customers provided funding, averaging \$889.08 per customer.
- Built strategy and supported implementation for Our Climate Future public engagement, which engaged over 1,000 community members between Q4 2019 and Q1 2021.
- Led the adaptation of Utilities public engagement processes for the virtual environment. Staff assessed available virtual platforms, developed and documented virtual resources and best practices, and provided ongoing support and virtual resource management across Utilities.



### ***Offer 3.11: Utilities: Customer Service & Administration - Community Engagement Programs and Services; Workforce Culture - Funded***

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

- Implemented 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.
- Developed and implemented a methodology that provides a framework and supporting processes for evaluation of Customer Connection programs, pilots and select projects. 29 evaluations have been completed, 14 are scheduled for completion in 2021. This powerful evaluation system encourages consistency, increased level of service and great stewardship of funds.
- Staff connected with more than 15 local agencies who serve low-income community members to educate them about Utilities Affordability Program offerings. Additionally, the UAP team recruited, and is currently onboarding, a new agency that will distribute Payment Assistance Fund dollars to community members. This additional will allow more customers to access PAF resources to keep their services on.
- Program 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, Epic Homes, Income-Qualified Assistance and Solar Rebates. Over \$650,000 in solar rebates were issued to 486 residential customers in 2020.
- Led the cross-service unit Workforce Culture Team. This group is available to listen to coworker issues or concerns, consider possible solutions, and make recommendations to leadership. Additionally, it led Utilities effort to promote a culture of appreciation among employees. 135 peers were recognized in 9 months through the Peer Recognition Project.
- Community Engagement staff represent Utilities on City-wide teams designed to improve equity and inclusion in City practices. Teams included: Racial Equity Rapid Response, Budget Equity Team, Budget Outreach Team, Vulnerable and Susceptible Populations Group, Mobile Home Park Team, Caregivers Alliance (employee resource group), and more.

#### **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 3.11: Utilities: Customer Service & Administration - Community Engagement Programs and Services; Workforce Culture - Funded**

### **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.

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

- Funding levels are restored to the 2019 budget amount, with adjustments made to include ongoing costs associated with changes due to COVID-19 and equity related best practices.
- Costs have increased for EcoWeek instructors based on new minimum wage requirements per Colorado State University
- We are aiming to appropriately budget for staff training and conferences to allow our team of 14 to have equitable and adequate opportunities.

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

- Not applicable

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

Moved overtime funds from object code 519999 to 511040 per guidance from Compensation.

### **Offer Profile**

Offer Owner: hyoung

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.11: Utilities: Customer Service & Administration - Community Engagement Programs and Services; Workforce Culture**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		14.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		900,542
512000 - Benefits		296,711
519000 - Other Personnel Costs		(35,858)
	<b>510000 - Personnel Services</b>	<b>1,161,395</b>
521000 - Professional & Technical		31,500
529000 - Other Prof & Tech Services		2,500
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>34,000</b>
542000 - Communication Services		4,500
544000 - Employee Travel		8,600
549000 - Other Purchased Services		16,500
	<b>540000 - Other Purchased Services</b>	<b>29,600</b>
555000 - Office & Related Supplies		1,000
556000 - Health & Safety Supplies		100
559000 - Other Supplies		17,500
	<b>550000 - Supplies</b>	<b>18,600</b>
574000 - Grants		2,000
	<b>570000 - Other</b>	<b>2,000</b>
	<b>Total Expenses</b>	<b>1,245,595</b>
<hr/>		
<b>Funding Sources</b>		
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	1,245,595
	<b>Funding Source Total</b>	<b>1,245,595</b>



## **Offer 3.12: Utilities: Customer Service & Administration – Customer Care & Technology - Funded**

**Offer Type: Ongoing**

2022: \$3,666,434 and 32.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will allow Utilities Customer Care & Technology (CCT) to provide exceptional service to Utilities customers, from initiating service(s) through billing and accounts receivable for revenue collected from bill payments totaling more than \$214 million annually. CCT staff provides these services on behalf of the electric, water, wastewater, stormwater and broadband (internet, phone and TV) utilities. In addition, this offer funds support for Citywide phone inquiries and internal City customers.

The Utilities contact center supports the following phone queues: Utilities and Connexion Customer Service, Utility Service Center Switchboard, and the City Switchboard. Transactions include establishing or discontinuing service; taking payments; responding to emergencies; explaining rates and bills; educating about utility service options and programs; and answering general inquiries. Employees staff the counter for payments, service transactions and identity verification. In 2020, staff assisted with nearly 141,000 calls, emails and counter transactions.

Billing staff in CCT manage more than 85,000 utility accounts, 1 million annual bills, and payments from residential and commercial customers receiving one or more utility services. Accurate billing and bill payments ultimately fund operations. AR staff reconcile payment revenue with the City's financial systems, assist with financial audits, and process tasks for other City departments. (One Accounts Receivable FTE is shared with City Finance.)

CCT is the system owner for the mission critical Customer Information System(s) which integrates with multiple technology systems and vendors to maintain CCT's Cycle of Service. CCT staff continue implementation leadership and functional support for a new CIS. The CCT Business Systems team also provides employee training and coordinates compliance with local, state and federal regulations.

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**



### **Offer 3.12: Utilities: Customer Service & Administration – Customer Care & Technology - Funded**

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

- 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) 221-6700In addition, CCT manages approximately 500 email and counter transactions (payments, ID validations and service transactions) weekly.
- CCT issues about 86,000 utility bills monthly. In 2020, CCT generated 1,028,434 utility bills, 40%+/- of which were electronic, and processed over \$214 million in utility payments. CCT administers processes to handle manual meter readings, delinquent accounts via service disconnections, collections, and the lien ordinance, as well as accounts involving bankruptcy.
- CCT processes payment assistance funding. In 2020, the Utilities Affordability Programs provided over \$765,152 to more than 2,000 qualified customers to reduce their utility burdens through discounted rates, bill payment assistance and/or conservation improvements.
- CCT is the system owner for the mission-critical CIS/OSS system(s) which integrates with multiple technology systems to maintain Utilities Customer Care operations. Currently, CCT is using Banner for the Utilities CIS software and Open SmartFlex (OSF) for the Broadband CIS/OSS. . Implementation of some broadband products and for Utilities is continuing via the OASIS project.
- CCT's business systems team develops and provides system and operational training, and researches and ensures compliance with local, state and federal regulations. Staff ensured Utilities staff completed training related to customer privacy and data security, provided CPNI training required by the FCC, and formed policies and procedures to ensure broadband regulations are met.

#### **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 and payment assistance options.

#### **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 2020, JD Powers conducted customer satisfaction surveys for Utilities, with residential and commercial surveys being conducted biannually.



### ***Offer 3.12: Utilities: Customer Service & Administration – Customer Care & Technology - Funded***

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

- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: This offer supports this strategic objective because CCT staff provides these customer support, billing, collections and accounts receivable services on behalf of five utilities: electric, water, wastewater, stormwater and broadband (internet, phone and TV). In addition, this Offer funds support for citywide phone inquiries and internal City customers.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: This offer supports this strategic objective because CCT staff provides customer support, billing, collections and accounts receivable services on behalf of five utilities: electric, water, wastewater, stormwater and broadband (internet, phone and TV). All utility services are growing, but none more than Connexion, which is adding customers daily as the construction of fiber is completed.

#### **Improvements & Efficiencies**

- 2020 was a year unlike any other. The COVID-19 global pandemic forced Utilities to rethink how we provide services to the Fort Collins community, while protecting employees' health and wellness. The entire CCT team demonstrated immense resiliency; within a week of the emergency declaration in mid-March, all employees shifted to remote work without a gap in service to customers.
- CCT followed the Governor's moratorium on disconnections due to non-payment beginning in March. CCT supported multiple outreach efforts for customers struggling to pay their bills due to the pandemic and worked with customers on payment assistance and arrangements. CCT staff also supported efforts to maintain an online COVID dashboard about delinquent accounts.
- Added residential video services for sale in November 2020 and continued to bill Connexion customers for internet, phone and TV.
- Created a new process for CSRs to verify customers' identity electronically due to COVID-19 restrictions and precautions. In addition, the team responded to 34 customer record requests from law enforcement and is in the process of finalizing a new process for after-hours law enforcement requests to better align with privacy laws.
- Administered the Monitor My Use customer portal; continued to see an increase in residential logins. At the end of 2020, there were a total of 36,853 distinct logins since implementation in 2014, increasing by 6,293 over 2019. CCT supported efforts to promote customer portals to customers collectively and to transition to MyEnergy and MyWater portals from Monitor My Use.
- Collaborated with Community Engagement to successfully administer CARES funding the City received to assist utility customers with their bills; \$550,000 was provided to residential and commercial customers.



## ***Offer 3.12: Utilities: Customer Service & Administration – Customer Care & Technology - Funded***

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

- Transitioned to the State of Colorado as the Utilities’ vendor for bill printing and mailing Connexion bills.

### **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 offer supports this metric because Utilities Customer Care & Technology staff support the Cycle of Service to provide exceptional service to Utilities customers, from initiating service(s) through billing and accounts receivable for revenue collected from bill payments totaling more than \$214 million annually.

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

- Not applicable

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

- Not applicable

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

- Not applicable

### **Offer Profile**

Offer Owner: LClements

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.12: Utilities: Customer Service & Administration – Customer Care & Technology**

**Ongoing Programs and Services**

	<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	32.00
<b>Hourly (FTE)</b>	-
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	1,796,640
512000 - Benefits	637,715
519000 - Other Personnel Costs	(72,371)
<b>510000 - Personnel Services</b>	<b>2,361,984</b>
521000 - Professional & Technical	647,500
529000 - Other Prof & Tech Services	300
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>647,800</b>
533000 - Repair & Maintenance Services	221,400
534000 - Rental Services	4,000
<b>530000 - Purchased Property Services</b>	<b>225,400</b>
542000 - Communication Services	6,500
544000 - Employee Travel	100
549000 - Other Purchased Services	405,400
<b>540000 - Other Purchased Services</b>	<b>412,000</b>
551000 - Vehicle & Equipment Supplies	500
555000 - Office & Related Supplies	15,800
556000 - Health & Safety Supplies	700
559000 - Other Supplies	2,250
<b>550000 - Supplies</b>	<b>19,250</b>
<b>Total Expenses</b>	<b>3,666,434</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	70,512
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	3,595,922
<b>Funding Source Total</b>		<b>3,666,434</b>



### **Offer 3.13: Utilities: Customer Services & Administration - Customer Accounts Programs and Services - Funded**

**Offer Type: Ongoing**

2022: \$657,007 and 6.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

By funding this offer, Utilities Customer Accounts (CA) provides world-class utility customer service and serves as the essential connection between Utilities and 8,400 electric, 7,400 stormwater, 2,800 water and 2,000 wastewater commercial customers in support of a healthy economy. This offer supports the City and Utilities Strategic Plans and previous Council priorities Small Business Plan and Mobile Home Park Preservation and Resident Protections. Utilities' commercial accounts have advanced requirements, including sophisticated rates, individualized contracts, power and water criticality, reporting requirements, efficiency program participation, etc. Thirty of these accounts are designated as Key Accounts, including Poudre School District, Broadcom, and Anheuser Busch, which require consistent coordination to deliver utility services safely and reliably. Customer Accounts serves to connect the business boards and industry associations with Utilities.

In addition to responding to the needs and requests from the commercial segment, Customer Accounts also designs programs and partners with these customers to meet the needs of Utilities while balancing the needs of customers. For example, in 2020, Customer Accounts helped achieve the reduced water use demands required during the Horsetooth Outlet Project, and in 2021, Customer Accounts supported the work to repair the North East Loop feeding Key Accounts and held a webinar on the impacts of the February snowstorm.

Customer Accounts also is responsible for leading cross functional teams to find solutions and build procedures to better support Utilities' customers, including coordination across Utilities to share the results of the JD Power Customer Satisfaction Survey and to develop and implement action plans to improve customer satisfaction.

More than 75% of the Customer Accounts budget is for labor costs, including six FTEs – 2 Key Account Strategists, 3 Strategic Account Representatives, and Manager.

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 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.

#### **Additional Information**





### **Offer 3.13: Utilities: Customer Services & Administration - Customer Accounts Programs and Services - Funded**

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

- Key Account Management – CA serves as the single point of contact between 30 Key Accounts and Utilities. Key Account Strategists are responsible for understanding the complexities of each customer and strive to optimize the relationships between the organizations. Strategists are responsible for conducting negotiations, drafting service contracts, and providing complex use analytics.
- Commercial Account Management and Issue Resolution – Strategic Account Representatives are assigned customer segments, including multifamily, hotels, office, and restaurants. Account Representatives proactively review usage data to provide customized feedback to commercial customers. Utilizing industry staffing recommendations the team is undersized for the number and types of customers.
- Voice of the Customer/Customer Satisfaction Survey – CA conducts the annual Customer Satisfaction Survey and aggregates this data with other customer service feedback to create the Voice of the Customer report. This data provides key insights on the satisfaction of services provided by Utilities. Based on the results, Customer Accounts is responsible for recommending programmatic changes.
- Critical Customers – Customer Accounts is responsible for maintaining critical customer lists and developing processes to ensure these customers are notified of interruptions to utility service. Customers are critical for numerous reasons, including high-tech companies that require power quality and reliability and dialysis centers that depend on water quality.
- Additional areas of responsibility include the commercial outage communication, biannual rate changes, new business engagement, partnership with business boards and industry organizations. CA supports Utilities' programs (Capital Projects, Water Quality, Energy and Water Efficiency, Peak Partners, MS-4, BEWS, etc.) and City initiatives Our Climate Future and Exceptional Customer Service.

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

- <https://www.fcgov.com/utilities/business> Links to the Utilities' Commercial and Business Support webpage, highlighting programs and services offered.
- <https://www.fcgov.com/utilities/business/manage-your-account/new-businesses> Links to the New Business Engagement page.

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

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



### **Offer 3.13: Utilities: Customer Services & Administration - Customer Accounts Programs and Services - Funded**

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

- ✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Customer Accounts has adopted service standards to support our commercial accounts. CA also utilizes nationally benchmarked surveys and other survey data to understand the perception and overall satisfaction of our customers. This data is utilized to make modifications to processes and procedures.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: Both staff and our customers have the ability to review usage data, billing data, etc. Together we work with customers to solve challenges and meet the goals of the customer and Utilities. For example, during the Horsetooth Outlet project meter data enabled identification of customers irrigating when not permitted. This enables CA to discuss a solution with the customer.
- ECON 3.3 - Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.: Utilities are essential to every successful business and commercial customer in Fort Collins. Customer Accounts supports our customers from construction of the facility through day-to-day business operations. Engaging and developing relationships with the businesses throughout the community are essential to the success of City goals, including Our Climate Future and Water Efficiency Plans.

#### **Improvements & Efficiencies**

- CA serves the Utilities' liaison to the City's Mobile Home Parks Residents' Rights Team. CA developed a tool and educational materials to help mobile home park residents, property managers and owners understand and comply with the new Colorado State law. This team partnership will continue in an effort to help residents and owners navigate ongoing billing transparency questions and concerns.
- Despite the challenges of serving customers during a pandemic, we leveraged the ability to conduct effective meetings via online tools to host our Q1 key account meeting. In addition, we were able to invite other utility department leaders to join remotely in an efficient manner per the key account's request and need for information. This opportunity improved efficiencies, and will continue.
- The New Business Roadmap is complete. This roadmap was developed with cross departmental team focusing on creating a holistic customer experience, walking them through high level touchpoints of various City departments. The intention is to create a proactive relationship with the customer by connecting new businesses to departments and programs.
- The widespread adoption of Microsoft Teams, Zoom and other platforms has made it more efficient to set up interactive webinars. In March 2021, Customer Accounts held a webinar to discuss the impacts of winter storm Uri and used this opportunity to discuss the resiliency of Fort Collins Utilities. These events will be a standard moving forward.



### **Offer 3.13: Utilities: Customer Services & Administration - Customer Accounts Programs and Services - Funded**

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

- Customer Accounts is contracting with ESource, a leader in utility customer centric research, to review the service standards, processes and programs provided to our commercial accounts. Based on this analysis, changes may be recommended for 2022.
- In 2019, Utilities Customer Accounts contracted with JD Power to provide the 2020 Residential Water and Power Surveys and the 2021 Commercial Water and Power Surveys. The evolution of this survey enables Fort Collins Utilities to be compared with utilities nationwide and identify strengths and weaknesses. This evolution supports the recommendations from the Malcolm Baldrige report.
- Customer Accounts has been partnering with Environmental Services and the Sustainable Living Association to redesign the retired ClimateWise program, which was managed by Customer Accounts from 2014-2020. The goal of this partnership is to continue to engage commercial customers in community climate action goals identified in OCF by creating a new sustainable business program.
- Customer Accounts continues to improve levels of service, including responding to customer inquiries within 1 business day and resolving all requests within a week, notifying key accounts and critical customers of unplanned service outages 24/7 and of planned outages with at least 3 business days' notice of unplanned outages, and meeting with key accounts at least 2x per year.

#### **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 offer supports the funding to conduct both the residential and commercial customer satisfaction surveys and produce the Voice of the Customer Report.

- HPG 243. Utilities - Customer Accounts - Customer Engagement

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=897792.html>

Performance Measure Reason: This Offer supports the ability to respond to the inquiries and requests of our commercial customer within one business day and resolve issues within one week.

- HPG 244. Utilities - Critical Customers

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=897791.html>

Performance Measure Reason: This Offer supports the ability to communicate directly with critical customers prior to planned outages and immediately following unplanned outages or issues with the quality or water or power the customer receives.

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

- Not applicable



***Offer 3.13: Utilities: Customer Services & Administration - Customer Accounts Programs and Services - Funded***

***Offer Type: Ongoing***

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

- \$250 is budgeted to recognize staff for exceptional contributions to the team and completion of major milestones.

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

CA conducts the annual Customer Satisfaction Survey and aggregates this data with other feedback to create the Voice of the Customer. This data provides insights on the satisfaction of services provided by Utilities and CA is responsible for coordinating service improvements. The budget for JD Power varies by year, even years are ~\$40k higher.

**Offer Profile**

Offer Owner: mcassalia

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.13: Utilities: Customer Services & Administration - Customer Accounts Programs and Services**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		6.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		435,803
512000 - Benefits		134,396
519000 - Other Personnel Costs		(16,556)
	<b>510000 - Personnel Services</b>	<b>553,643</b>
521000 - Professional & Technical		75,000
529000 - Other Prof & Tech Services		1,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>76,000</b>
533000 - Repair & Maintenance Services		300
	<b>530000 - Purchased Property Services</b>	<b>300</b>
542000 - Communication Services		3,564
544000 - Employee Travel		13,400
549000 - Other Purchased Services		4,200
	<b>540000 - Other Purchased Services</b>	<b>21,164</b>
555000 - Office & Related Supplies		500
559000 - Other Supplies		5,400
	<b>550000 - Supplies</b>	<b>5,900</b>
	<b>Total Expenses</b>	<b>657,007</b>
<hr/>		
<b>Funding Sources</b>		
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	657,007
	<b>Funding Source Total</b>	<b>657,007</b>



## **Offer 3.14: Utilities: Customer Service & Administration - Utilities Locates 2.0 FTE Contractual Locators - Funded**

**Offer Type: Continuing Enhancement**

2022: \$138,010 and 2.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This Offer funds 2.0 contractual FTE Utility Facility Locators for the 2022 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 continue peak production into 2022. 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 to ten 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.

The funding of 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. These positions are likely to be sunsetted or repurposed in 2022 or shortly after.

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 3.14: Utilities: Customer Service & Administration - Utilities Locates 2.0 FTE Contractual Locators - Funded**

### **Offer Type: Continuing 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 progress at a rapid rate, 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 2021 is up 50% from 2019. Connexion has achieved sustained peak miles of plant production rates, and other construction in the City remains 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 adversely affecting work/life balance of the workforce 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:  
\$138,000

#### Ongoing Cost Description:

This Offer funds 2.0 contractual FTE Utility Facility Locators for the 2022 budget, continuing 2021 Enhancement 3.16.

### **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:**

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

### **Linkage to Strategic Objectives**

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



### **Offer 3.14: Utilities: Customer Service & Administration - Utilities Locates 2.0 FTE Contractual Locators - Funded**

#### **Offer Type: Continuing 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 247. Locates Monthly Production  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=1112505.html>  
Performance Measure Reason: Locate volume is up 20-25% year-over-year.

#### **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 HPG 247 to performance measures. Changed ongoing cost to 138K- the 180K was from 2021. Added that the positions may sunset/repurpose in 2022 or shortly after to the summary.

#### **Offer Profile**





***Offer 3.14: Utilities: Customer Service & Administration - Utilities Locates  
2.0 FTE Contractual Locators - Funded***

***Offer Type: Continuing Enhancement***

Offer Owner: tmccollough

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.14: Utilities: Customer Service & Administration - Utilities Locates 2.0 FTE Contractual Locators**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		2.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		109,726
512000 - Benefits		32,552
519000 - Other Personnel Costs		(4,268)
	<b>510000 - Personnel Services</b>	<b>138,010</b>
	<b>Total Expenses</b>	<b>138,010</b>
<hr/>		
<b>Funding Sources</b>		
605-Utility Customer Srv & Admin Fund: Reserves	Reserve	138,010
	<b>Funding Source Total</b>	<b>138,010</b>



## **Offer 3.15: Utilities: Customer Service & Administration - Supplemental Contract Locating - Funded**

**Offer Type: 1-Time Enhancement**

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

### **Offer Summary**

This Offer funds a supplemental contract locating service (outside contractor) to maintain service levels of the locates group during Connexion construction and other large projects. Utilities received an off-cycle appropriation of \$500,000 to fund the use of a contract locating service in 2021, and expects the need to continue into 2022 on a scaled back basis.

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 use of the outside contractor provides experienced locates personnel and associated vehicles and equipment on an as-needed basis, and their use can be scaled daily depending on need.

The construction started in 2019 and will continue peak production into 2022. The peak production rates will sustain through the entire Connexion build. Seven to ten 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.

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 3.15: Utilities: Customer Service & Administration - Supplemental Contract Locating - Funded**

#### **Offer Type: 1-Time 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 2021 is up 50% from 2019. Connexion has achieved sustained peak miles of plant production rates, and other construction in the City remains 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 continued in this division during Connexion construction, we expect impacts to the organization to continue, including adversely affecting work/life balance 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:  
\$0  
Ongoing Cost Description:

#### **Scalability and explanation**

This offer could be scaled depending on need and construction timeline for Connexion.

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

- Not applicable

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

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



## Offer 3.15: Utilities: Customer Service & Administration - Supplemental Contract Locating - Funded

### Offer Type: 1-Time 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 City electric infrastructure 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 247. Locates Monthly Production  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=1112505.html>  
Performance Measure Reason: Locate volumes are up 20-25% year-over-year since 2019.

### 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 HPG 247 performance measure. Provided clarity on this being an outside contractor in summary. Removed some duplicate content to 3.14 for more clarity.

### Offer Profile



***Offer 3.15: Utilities: Customer Service & Administration - Supplemental Contract Locating - Funded***

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

Offer Owner: tmccollough

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.15: Utilities: Customer Service & Administration - Supplemental Contract Locating**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 1px solid green;"/>		
<b>Expenses</b>		
521000 - Professional & Technical		100,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>100,000</b>
	<b>Total Expenses</b>	<b>100,000</b>
<hr style="border: 1px solid green;"/>		
<b>Funding Sources</b>		
605-Utility Customer Srv & Admin Fund: Reserves	Reserve	100,000
	<b>Funding Source Total</b>	<b>100,000</b>



## **Offer 3.17: Utilities: Customer Service & Administration - Communications & Marketing - Funded**

**Offer Type: Ongoing**

2022: \$964,221 and 9.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

By funding this Offer, Utilities: Customer Service & Administration Communications & Marketing (C&M) will continue to provide support to Utilities customers and employees for all Utilities service units.

C&M activities include sharing information about and promoting 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.

Utilities website and social media creation and management, media support and 24/7 outage and emergency management communications also are managed in this department.

Working in close collaboration with the Communications & Public Involvement Office (CPIO) and Graphics division, C&M strategically plans and manages large and small campaigns, which include:

- Community wide outreach campaigns (Time of Day rate change communications, future CIS/billing system, affordability programs, and most recently, Utilities COVID-19 response updates in English and Spanish on Utilities webpages)
- Large capital project communications (Oak Street SW project, Remington Street Sewer Project, Mail Creek Stream Rehab, etc.)
- Smaller capital and O&M projects (alley sewer relining, Poudre riverbank improvements, neighborhood infrastructure improvements, etc.)
- Stormwater, Water/Wastewater and other master planning communications, including assistance with virtual open houses, signage and website creation/updates
- Ongoing campaigns such as What Not to Flush, water and energy conservation programs, most recently, Flushing for Water Quality in businesses during COVID, income assistance programs and rate information
- Internal information sharing to the 400+ employees in multiple Utilities facilities including building signage as needed and the Employee Bulletin (employee newsletter, written and produced by C&M, with a 44% readership rate).

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 3.17: Utilities: Customer Service & Administration - Communications & Marketing - Funded**

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

- More than half of the C&M budget is for labor costs for seven employees, six FTEs, 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.
- Four social media platforms are managed daily and provide timely, accurate information for customers. Number of followers growing consistently on Facebook, Instagram and Twitter (20% growth rate, 'outperforming'). Nextdoor is used when appropriate to notify residents of infrastructure projects and outages. Annually, \$1,500 is spent on promotions and scheduling tools.
- Manage 24/7 outage/emergency communications for all four utilities. Special training provided for flood season (May–September). Standard on-call compensation for the 7-day shift, employees can have several shifts annually. Escalated emergencies (severe flooding, water quality issues or long-term outages) require additional PIO staff and tactics. PIO training and backup support is planned in 2021.
- Title VI regulations are closely managed in all communications, including Spanish translations for all safety, health and financial communications, especially income assistance programs. Additional funds will be requested in Marketing Services to manage translations Utilities-wide. In 2020, \$6,000+ was spent on this service and the need will only increase with focus on equity and inclusion.
- Customer Service & Administration's budget includes two staff positions, the Deputy Director and a Business Support III position that supports 90+ employees in Customer Connections Service Unit.

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

- <https://www.fcgov.com/utilities/>
- <https://citynet.fcgov.com/utilities/>

#### **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.: Communicating to customers about their community-owned utilities educates and informs them about Utilities operations, safety and future plans.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.: C&M helps focus on inclusion for all Utilities activities and communicate to all demographics about events, campaigns, rates, etc.

#### **Improvements & Efficiencies**



## **Offer 3.17: Utilities: Customer Service & Administration - Communications & Marketing - Funded**

### **Offer Type: Ongoing**

- Budgeting for translations in object code Marketing Services will allow for central tracking for Title VI compliance and ensure all deliverables are considered. In 2020, \$6,000+ was spent on Spanish translations for Utilities facilities, programs and campaigns. This need will only increase with the focus on diversity and inclusion, so the budget offer for 2021 is \$10,000 to support all Utilities.
- Keeping the 2019 budget amounts in Copy and Reproduction 450132-549010 and Postage and Freight 450132-549110 will allow for communications around billing and rates, typically not budgeted in other service units. Assuming a new CMS/billing system is launched, these funds would be necessary to communicate to customers about improvements and changes to their bills.
- Centralizing administrative costs such as office supplies, vehicle maintenance costs, standby pay for 52 weeks a year to support outages and emergencies and redeploying costs to maintain our bottom line from other Customer Connections business units is essential for creating efficiencies within our Service Unit.

### **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: All communications from Utilities are focused on customer satisfaction, understanding and awareness of opportunities, projects and campaigns.

### **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: DRoyal

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.17: Utilities: Customer Service & Administration - Communications & Marketing**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		9.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		681,215
512000 - Benefits		221,327
519000 - Other Personnel Costs		(26,141)
	<b>510000 - Personnel Services</b>	<b>876,401</b>
521000 - Professional & Technical		10,900
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>10,900</b>
533000 - Repair & Maintenance Services		3,000
	<b>530000 - Purchased Property Services</b>	<b>3,000</b>
542000 - Communication Services		4,620
544000 - Employee Travel		1,150
549000 - Other Purchased Services		46,500
	<b>540000 - Other Purchased Services</b>	<b>52,270</b>
551000 - Vehicle & Equipment Supplies		2,200
555000 - Office & Related Supplies		12,300
556000 - Health & Safety Supplies		200
559000 - Other Supplies		6,950
	<b>550000 - Supplies</b>	<b>21,650</b>
	<b>Total Expenses</b>	<b>964,221</b>
<hr/>		
<b>Funding Sources</b>		
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	964,221
	<b>Funding Source Total</b>	<b>964,221</b>



## **Offer 3.18: Utilities: Customer Service & Administration - Finance and Asset Management - Funded**

**Offer Type: Ongoing**

2022: \$1,841,022 and 15.50 FTE, 0.12 Hourly FTE

### **Offer Summary**

This offer provides funding for the Utilities Asset Management and Strategic Finance (USF) departments. USF works collaboratively with all Utility departments and the City's Finance department to provide financial services and financial management for the four utility enterprise funds (Light & 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 adequacy and resiliency of revenues and building long-term financial strength. The community benefits from such through lower utilities bills and more gradual and modest rate adjustments when necessary as well as the long term rate forecasting which allows for long term budgeting for commercial customers.

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 • Coordinating 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 • Developing 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.
- 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



## Offer 3.18: Utilities: Customer Service & Administration - Finance and Asset Management - Funded

Offer Type: Ongoing

### 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 current levels of analysis, financial operations and planning, and asset management efforts can be maintained at this level of funding.
- HPG 7.7 - Address long-term projected gap between available revenue and what is required to meet known and emerging needs.: Long term financial planning of Utility services allows for gradual, modest adjustments to growing needs and balances the use of rate adjustments and debt in meeting those needs. Long term rate forecasts and Capital Improvement Plans provide the financial stability expected of municipal utilities.

### Improvements & Efficiencies

- Efficiencies and improvements have allowed these departments to take on additional workloads both for a fifth utility in Connexion and the financial planning for significant capital improvements. Cross training employees has improved the resiliency of these departments across the utilities and associated financial functions. Employee retention will be essential as the workload always increases.

### 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 forecasting of operational and non-operational revenues allow for efficient use of all revenues during the biennial budgeting process and minimize the needs for budget adjustments between those cycles.

- 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 forecasting of operational and non-operational expenses allow for efficient use of all revenues during the biennial budgeting process and minimize the needs for budget adjustments between those cycles.

### Differences from Prior Budget Cycles

- Not applicable



***Offer 3.18: Utilities: Customer Service & Administration - Finance and Asset Management - Funded***

***Offer Type: Ongoing***

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

- Not applicable

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

Added some clarity on how the community benefits from funding this offer and some additional notes on the efficiencies realized through maintaining staff and expense levels while increasing the workload every year.

**Offer Profile**

Offer Owner: LAsmith

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.18: Utilities: Customer Service & Administration - Finance and Asset Management**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		15.50
<b>Hourly (FTE)</b>		0.12
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		1,312,699
512000 - Benefits		376,794
519000 - Other Personnel Costs		(50,421)
	<b>510000 - Personnel Services</b>	<b>1,639,072</b>
521000 - Professional & Technical		149,200
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>149,200</b>
533000 - Repair & Maintenance Services		20,200
	<b>530000 - Purchased Property Services</b>	<b>20,200</b>
542000 - Communication Services		3,820
544000 - Employee Travel		10,500
549000 - Other Purchased Services		4,130
	<b>540000 - Other Purchased Services</b>	<b>18,450</b>
555000 - Office & Related Supplies		12,850
556000 - Health & Safety Supplies		200
559000 - Other Supplies		1,050
	<b>550000 - Supplies</b>	<b>14,100</b>
	<b>Total Expenses</b>	<b>1,841,022</b>
<hr/>		
<b>Funding Sources</b>		
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	1,841,022
	<b>Funding Source Total</b>	<b>1,841,022</b>



## ***Offer 3.19: Utilities: Customer Service & Administration - Support Services and Wellness - Funded***

***Offer Type: Ongoing***

2022: \$1,387,874 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer provides funding (\$1,268,387) for shared building support services at the Utilities Service Center, as well as 222 LaPorte Avenue, and \$119,885 for the support for the Wellness Program staff and facilities at three Utility locations.

Building Support Services funded through this Offer include:

- building maintenance
- utilities
- janitorial services
- after-hours security services

This offer also supports the employee Wellness program. Services and programs funded or partially funded by this offer:

- Managing, maintaining and equipping 3 exercise rooms – Utility Service Center, Drake Water Reclamation Facility and the Water Treatment Facility
- Providing on-site flu shot clinics
- Providing on-site health screening events
- Administering 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 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, mental health and more
- 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 Wellness Program improves the health and wellbeing of the classified and hourly workforce and their families through wellness programming. The Wellness team is dedicated to reducing safety and health risk factors at work and home.

This Offer supports Offer 24.4 by ensuring that all Wellness Programs are easily accessible to





## Offer 3.19: Utilities: Customer Service & Administration - Support Services and Wellness - Funded

### Offer Type: Ongoing

Utilities employees at their primary work locations and enhanced as appropriate to reduce workplace injuries for the utility crews.

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

### 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 and customer service buildings consistent with City standards.
- ✓ HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: This offer supports safety objectives by promoting health at work and home to ensure the well being of employees across the City organization.

### 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.
- measurable and positive impact on the physical and mental health of our workforce.

### 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: By increasing the number of Well Days being earned employee health and wellness increases due to participation in the program. Employee engagement level in the Well Days program is measured by the number of Well Days earned per person and indicates whether the programs being offered are meeting the needs of employees so that they can focus on their own well-being.



### ***Offer 3.19: Utilities: Customer Service & Administration - Support Services and Wellness - Funded***

***Offer Type: Ongoing***

- 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: Preventative maintenance ensures the safety and reliability of the work environments for all Utility employees, contractors and general public in City buildings.

#### **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**

spelled out acronyms (USC, DWRF, and WTF)

added a statement as to how this offer supports offer 24.4

#### **Offer Profile**

Offer Owner: LASmith

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.19: Utilities: Customer Service & Administration - Support Services and Wellness**

**Ongoing Programs and Services**

	<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	1.00
<b>Hourly (FTE)</b>	-
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	70,540
512000 - Benefits	129,529
519000 - Other Personnel Costs	(2,800)
<b>510000 - Personnel Services</b>	<b>197,269</b>
521000 - Professional & Technical	80,600
529000 - Other Prof & Tech Services	9,000
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>89,600</b>
531000 - Utility Services	214,838
532000 - Cleaning Services	193,967
533000 - Repair & Maintenance Services	382,645
534000 - Rental Services	59,000
539000 - Other Property Services	1,500
<b>530000 - Purchased Property Services</b>	<b>851,950</b>
541000 - Insurance	12,304
542000 - Communication Services	9,160
543000 - Internal Admin Services	172,341
544000 - Employee Travel	2,200
549000 - Other Purchased Services	14,900
<b>540000 - Other Purchased Services</b>	<b>210,905</b>
551000 - Vehicle & Equipment Supplies	780
552000 - Land & Building Maint Supplies	1,000
555000 - Office & Related Supplies	7,570
556000 - Health & Safety Supplies	7,000
559000 - Other Supplies	21,800
<b>550000 - Supplies</b>	<b>38,150</b>
<b>Total Expenses</b>	<b>1,387,874</b>



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**Funding Sources**

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	1,387,874
	<b>Funding Source Total</b>	<b>1,387,874</b>



## **Offer 3.20: Utilities: Customer Service & Administration - Utilities Executive Director's Office - Funded**

**Offer Type: Ongoing**

2022: \$1,599,522 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, procedures and operations 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 Executive Director also develops key relationships with stakeholders and the community that are critical for success. The functions of Administrative Services and the Records Management Program also report out of the Executive Director's office. For 2022, software maintenance and related contingency of \$600,000 is also included in this Offer to cover any ongoing support that may be necessary to continue with the current utility billing system beyond 2021. Additionally, \$400,000 has been added to provide some funding for consulting on a modern utility billing system. The funding would provide the development of a comprehensive requirements framework and path forward to a new billing 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

### **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**



## ***Offer 3.20: Utilities: Customer Service & Administration - Utilities Executive Director's Office - Funded***

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

- Recruitment for a new Executive Director will begin in the second half of 2021. A new Utilities Director is expected to bring new perspectives on efficiencies and improvements. An organizational assessment was completed in early 2021 with recommendations that are being evaluated currently for implementation.

### **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: 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.

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

- The \$1,000,000 to extend support of the current billing system and consultation on a new system is a change from prior budgets. This funding would provide the technical expertise and database administration to continue with the current billing system into 2022. If it is necessary to extend it beyond 2022 then a separate Offer will be made for such in the 2023-24 budget cycle.

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

- Not applicable

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

Expanded on the need for the \$275,000 contingency in case it becomes necessary to continue using the current billing cycle into 2022.

### **Offer Profile**

Offer Owner: LASmith

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.20: Utilities: Customer Service & Administration - Utilities Executive Director's Office**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		3.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		308,876
512000 - Benefits		89,945
519000 - Other Personnel Costs		(11,404)
	<b>510000 - Personnel Services</b>	<b>387,417</b>
521000 - Professional & Technical		558,500
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>558,500</b>
533000 - Repair & Maintenance Services		501,545
534000 - Rental Services		1,000
	<b>530000 - Purchased Property Services</b>	<b>502,545</b>
542000 - Communication Services		1,140
544000 - Employee Travel		15,500
549000 - Other Purchased Services		15,250
	<b>540000 - Other Purchased Services</b>	<b>31,890</b>
551000 - Vehicle & Equipment Supplies		170
555000 - Office & Related Supplies		6,000
559000 - Other Supplies		13,000
	<b>550000 - Supplies</b>	<b>19,170</b>
579000 - Other		100,000
	<b>570000 - Other</b>	<b>100,000</b>
	<b>Total Expenses</b>	<b>1,599,522</b>

**Funding Sources**

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	1,198,100
605-Utility Customer Srv & Admin Fund: Reserves	Reserve	401,422
	<b>Funding Source Total</b>	<b>1,599,522</b>



## **Offer 3.21: RESTORE Utilities: Customer Service & Administration Operations - Funded**

**Offer Type: Enhancement**

2022: \$363,740 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer will restore reductions to community outreach and engagement events as well as employee professional development opportunities for administrative departments that were cancelled in 2020 due to the COVID19 pandemic.

2020 impacted budget reductions = \$816,501 (45% of which is being asked to be restored through this offer)

**Customer Accounts:** Re-establish community educational programs for commercial customers. Suspended in person Key Account meetings, commercial segment events, and business celebratory events. Reduced expenditures related to office supplies, computer hardware, periodicals.

**Community Engagement:** Re-establish key community events and programs, including Children's Water Festival, EcoWeek, and bus tours. Restores community sponsorships which foster relationships and support key initiatives. Includes training, education, and conferences. Reduced expenditures for office supplies, dues and subscription services and computer hardware.

**Workforce Culture:** Provides recognition, learning opportunities, and support to Utilities staff. The pandemic severely impacted CE's ability to provide in person programming.

**Customer Service:** Includes managing 85,000 utility accounts, billing and payments for residential and commercial customers.

**Communications & Marketing:** Customer outreach through print materials and postage. Includes training, education, and conferences. Reduced expenditures for office supplies, dues and subscription services and computer hardware.

**Customer Connections:** Allows support for all management and administrative functions in Customer Connections including centralized office supplies and vehicle maintenance. Restores dues, subscriptions and conference and training for professional development.

**Support Services:** Supports the previous levels of janitorial support as well as restores \$50,000 toward building maintenance. Building maintenance deferred such as parking lot asphalt maintenance and curb repairs.

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

### **Additional Information**





## **Offer 3.21: RESTORE Utilities: Customer Service & Administration Operations - Funded**

### **Offer Type: Enhancement**

- Executive Director: Restoring funding for one professional conference in 2022.
- Utilities Application: Restoring funding for Training & Conferences budget for the team back to IT's pre COVID amount.
- Environmental Regulatory Affairs: \$21,300: Restoring funding returns Training, Education Programs, Clothing, Dues and Subscriptions, and Office Supplies to support in office staff levels.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$363,740

#### Ongoing Cost Description:

This offer restores Customer Service and Administration Operations by \$363,740 in ten areas including:

- Customers Accounts - \$33,630
- Community Engagement - \$45,250
- Workforce Culture - \$3,166
- Customer Service - \$77,750
- Customer Connections - \$41,310
- Support Services - \$88,884
- Executive Director - \$5,000
- Utilities Application - \$9,500
- Environmental Regulatory Affairs - \$21,300

### **Scalability and explanation**

This offer is intended to restore funding for similar purposes across several centralized utility departments scaling would be done more at the Fund level rather than the department level. Those purposes include outward facing community engagement events not permitted last year as well as professional development and employee training, and some more practical expenses as employees return to the offices for janitorial and building expenses as well as office supplies.

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

- <https://www.fcgov.com/utilities/community-outreach>
- <https://www.fcgov.com/utilities/business>
- <https://www.fcgov.com/utilities/residential>

### **Linkage to Strategic Objectives**

(the primary objective is marked with a ✓)



## **Offer 3.21: RESTORE Utilities: Customer Service & Administration Operations - Funded**

### **Offer Type: Enhancement**

- ✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Customer Service and Administrative services serve as a support function that provides world class municipal services through operational excellence and a culture of innovation by providing world class customer service both internally and externally. The services include environmental regulatory affairs, IT support, engagement, communications, customer support and customer service functions.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Customer Service and Administrative services pride themselves on sending out accurate billing, providing customers the information and support functions to pay their bills, direct customer service for both commercial and residential customers using data and IT functions and software systems that support accurate billing and communication.

### **Performance Metrics**

- HPG 244. Utilities - Critical Customers

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=897791.html>

Performance Measure Reason: This Offer supports the ability to communicate directly with critical customers prior to planned outages and immediately following unplanned outages or issues with the quality or water or power the customer receives.

- HPG 220. Number of Utilities Engagement Opportunities

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=105087&object=measure&objectId=765287.html>

Performance Measure Reason: 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: 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.

### **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 comments to scalability section and a little more context at the beginning of the offer summary.

### **Offer Profile**



***Offer 3.21: RESTORE Utilities: Customer Service & Administration  
Operations - Funded***

***Offer Type: Enhancement***

Offer Owner: gstanford

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning



**3.21: RESTORE Utilities: Customer Service & Administration Operations**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		5,000
519000 - Other Personnel Costs		11,666
	<b>510000 - Personnel Services</b>	<b>16,666</b>
521000 - Professional & Technical		80,750
529000 - Other Prof & Tech Services		23,950
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>104,700</b>
532000 - Cleaning Services		38,884
533000 - Repair & Maintenance Services		56,250
	<b>530000 - Purchased Property Services</b>	<b>95,134</b>
542000 - Communication Services		1,810
544000 - Employee Travel		51,680
549000 - Other Purchased Services		39,100
	<b>540000 - Other Purchased Services</b>	<b>92,590</b>
551000 - Vehicle & Equipment Supplies		1,900
555000 - Office & Related Supplies		13,200
559000 - Other Supplies		31,550
	<b>550000 - Supplies</b>	<b>46,650</b>
574000 - Grants		8,000
	<b>570000 - Other</b>	<b>8,000</b>
	<b>Total Expenses</b>	<b>363,740</b>
<hr/>		
<b>Funding Sources</b>		
605-Utility Customer Srv & Admin Fund: Reserves	Reserve	363,740
	<b>Funding Source Total</b>	<b>363,740</b>



## **Offer 3.25: Utilities: Water Field Operations Office Remodel Concept Plan - Unfunded**

**Offer Type: 1-Time Enhancement**

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

### **Offer Summary**

Funding this offer will fund a building remodel or renovation concept plan for the Water Field Operations and Water Shop Buildings (West Wing of 700 Wood Street Utilities Service Center).

Currently between Water, Wastewater, and Stormwater operators and maintenance staff there are approximately 60 employees that share a restroom, locker room and showers. These operators are also sharing cubicles with less than 6-foot distancing between each other and in most cases do not have partitions. In areas with Construction crews and crew chiefs, many of the members do not have a dedicated desk or area for a laptop. A study of options for remodeling and renovations would focus mainly on creating additional space, and additional women's, men's and gender-inclusive locker rooms for employees. A more updated and open design would attract more employees and workforce and would be focused on cultivating a diverse and equitable culture. Additionally, renovated workspaces, locker rooms, restrooms and lunchroom would be effective in retaining existing employees and staff.

In the last 5 years 700 Wood Street has been through two major renovations. The first was focused on the Light and Power Operations and crew areas that expanded seating area for operators, improved locker room and restrooms and provided a more collaborative workspace. Currently the building is in it's second renovation that is creating area for a network operations center and improving reliability for Electric and Network teams along with conference room reconfiguration.

Operation Services commissioned [AU] Workshop prior to 2020 to identify space needs within the building. The draft report in March of 2020 suggested that the Water Field Operations wing be considered for workspace renovations, improved office use and expansion restroom and locker room capacity. This concept plan would be a logical next step to understanding more clearly options on addressing this draft report.

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.
- ENV 4.4 - Provide a reliable, high-quality water supply.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

### **Additional Information**



## **Offer 3.25: Utilities: Water Field Operations Office Remodel Concept Plan - Unfunded**

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

- Water Field Operations also includes a metal machining and welding shop that is used by all of Utilities. This renovation would look to expand this essential shop and provide updated ventilation and other safety upgrades.
- Current capacity in the Women's locker room does not allow for another female to be hired and have an accessible locker within the West Wing.
- Men's Locker has very small narrow lockers for operators that work 24/7/365 in summer, rain, mud, snow, etc. These individuals need to have all 4 season clothing on hand and also participate in all hours snow removal and plowing operations.
- The Men's locker room has two shower stalls for approximately 50 operators who daily work in hazardous conditions including Wastewater, Stormwater, Mud, Heat, Dust, Grease, etc. and commonly all need to shower and change into clean clothing before heading home.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$0  
Ongoing Cost Description:  
N/A - Office remodel should allow for more efficient lighting, heat, A/C and overall energy consumption.

### **Scalability and explanation**

This offer is for a concept plan only to look at options for remodel and most efficient layouts. Future offer could be presented to perform actual remodel work.

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

- <https://app.clearpointstrategy.com/#/index/?scorecardId=123180&object=measure&objectId=834895&periodId=249235>, shows the current FTE levels in Water Operations. These benchmarks would indicate that in the future additional employees would need to be hired and thus requiring more space in a location that is already undersized.
- <https://app.clearpointstrategy.com/#/index/?scorecardId=123180&object=measure&objectId=879265&periodId=249235>, AWWA 1.2 shows the Wastewater Collections group is below the national 25th percentile. In order to achieve a median number of operators an expansion to the office area and locker rooms would be required.

### **Linkage to Strategic Objectives**

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



## **Offer 3.25: Utilities: Water Field Operations Office Remodel Concept Plan - Unfunded**

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

- ✓ 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.: Funding this offer would provide building renovation alternatives that would assist in attracting, developing and maintaining a high quality workforce will promoting additional equity and diversity.
- ENV 4.4 - Provide a reliable, high-quality water supply.: Funding this offer would provide a concept plan that will give alternatives to building renovations that supports Water Field Operations which is an essential service to Maintain High Water Quality Supply and Distribution.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Funding this offer would provide alternatives that could be used to plan, budget and fund building renovations when it is appropriate and be ahead of costly corrective maintenance unplanned repairs or construction.

### **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: Funding this offer would create a more desirable, diverse and inclusive work environment that would help retain qualified and productive employees.

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

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

Performance Measure Reason: Funding this offer would provide concept plan alternatives to renovate a workplace that can be promoted in an effort to recruit and obtain qualified personnel.

- 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 will support an alternative plan to renovate a portion of a building that contains approx. 70 staff that make essential on-site daily contributions to the City's performance including; Water, Wastewater and Stormwater Maintenance, Emergency Response, 24/7 On-Call, Snow Plowing and Community engagement.

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

- Not applicable

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

- Not applicable



## ***Offer 3.25: Utilities: Water Field Operations Office Remodel Concept Plan - Unfunded***

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

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

Per ENV BFO Team and approved by the Seller: this offer was moved to the HPG Outcome

Added additional language to the narrative to better describe recent remodel history at 700 Wood street and previous studies.

### **Offer Profile**

Offer Owner: AGingerich

Financial Lead: dclabaugh

Lead Department: Utilities Strategic Planning





**3.25: Utilities: Water Field Operations Office Remodel Concept Plan**

**Enhancement to Programs and Services**

**2022 Projected  
Budget**

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

**Expenses**

521000 - Professional & Technical	100,000
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>100,000</b>
<b>Total Expenses</b>	<b>100,000</b>

**Funding Sources**

502-Water Fund: Ongoing Revenue	Ongoing Restricted	33,334
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	33,333
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	33,333
	<b>Funding Source Total</b>	<b>100,000</b>



## **Offer 7.1: Fleet Fuel - Funded**

**Offer Type: Ongoing**

2022: \$2,570,976 and 0.35 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer includes the purchase of fuel, operation, and environmental compliance of 12 internal fuel sites and a mobile fuel trailer. It also includes the administration of various external fuel sites. In addition, this offer supports the City's compressed natural gas, propane and electric charging infrastructure.

The projected per gallon pricing for 2022 is:

\$2.40 Unleaded

\$2.55 Bio Diesel

\$2.26 Compressed Natural Gas (CNG)

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)

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)

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**

- Fuel use for 2020 was:

339,464 gallons Gasoline

138,732 gallons Biodiesel

463,402 gallons Compressed Natural Gas

1,046 gallons Propane.



## Offer 7.1: Fleet Fuel - Funded

**Offer Type: Ongoing**

### 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 new fuel site was constructed at the Hoffman Mill Recycling site in 2020.

Five to ten additional fleet electric vehicle chargers will be added in 2021, bringing the total to 35 fleet chargers.

We anticipate purchasing Renewable Natural Gas, which will drastically reduce our carbon emission inventory.

- The City's Fleet division has adopted several strategies to reduce fuel consumption. Some of these include: electric vehicles, downsizing vehicles/ engine size, purchasing replacement vehicles that have better fuel economy (hybrids), idling reduction policies/ technology, and driver behavior/ education using GPS.
- In 2020, the City of Fort Collins was named #1 Green Fleet in the nation, #1 Leading Fleet by Government Fleet. and #7 in the 100 Best Fleets of North America.

### 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.

### Differences from Prior Budget Cycles

- The price per gallon for Unleaded and Bio-Diesel is 5 cents higher than 2021 and Compressed Natural Gas is the same.

### 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 an Improvement / Efficiency



***Offer 7.1: Fleet Fuel - Funded***

***Offer Type: Ongoing***

**Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.1: Fleet Fuel**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		0.35
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		29,254
512000 - Benefits		9,877
519000 - Other Personnel Costs		(1,174)
	<b>510000 - Personnel Services</b>	<b>37,957</b>
521000 - Professional & Technical		40,000
529000 - Other Prof & Tech Services		60,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>100,000</b>
531000 - Utility Services		325,000
533000 - Repair & Maintenance Services		226,600
539000 - Other Property Services		10,000
	<b>530000 - Purchased Property Services</b>	<b>561,600</b>
542000 - Communication Services		1,919
	<b>540000 - Other Purchased Services</b>	<b>1,919</b>
551000 - Vehicle & Equipment Supplies		1,810,000
552000 - Land & Building Maint Supplies		6,000
559000 - Other Supplies		500
	<b>550000 - Supplies</b>	<b>1,816,500</b>
565000 - Vehicles & Equipment		38,000
	<b>560000 - Capital Outlay</b>	<b>38,000</b>
571000 - Depreciation		15,000
	<b>570000 - Other</b>	<b>15,000</b>
	<b>Total Expenses</b>	<b>2,570,976</b>
<hr/>		
<b>Funding Sources</b>		
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	2,570,976
	<b>Funding Source Total</b>	<b>2,570,976</b>



## **Offer 7.2: Fleet Maintenance - Ongoing - Funded**

**Offer Type: Asset Management**

2022: \$6,457,412 and 31.65 FTE, 4.79 Hourly FTE

### **Offer Summary**

Funding this offer will provide vehicle and equipment maintenance for over 2,000 City vehicles, equipment, and attachments.

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 of this offer:

- Fleet maintenance activities at four shops
- Three parts locations
- Fleet rental and pool vehicle programs
- Transport shop – 3 shifts open nearly 24/7 365 days per year
- On call roadside service 24/7

The staffing in this offer includes:

- 18 Technicians.
- 3 Parts Assistants
- 1 Parts Supervisor
- 3 Shop Supervisors
- 1 Fleet Supervisor
- 5 Maintenance Workers
- .3 Operation Services Director
- .3 Assistant Operation Services Director

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

### **Additional Information**



## Offer 7.2: Fleet Maintenance - Ongoing - Funded

### Offer Type: Asset Management

- As an Internal Service fund with 100% burdened labor rate, our average labor rate in 2021 is \$101.09 compared to an outside average of \$147.67. This is an annual savings of \$1.1 million annually. Our average parts markup is 22.5% compared to commonly 50% at outside shops -saving over \$225,000 annually. We also have a fixed (flat) rate for most service jobs to remain competitive.
- This offer also includes mechanic training for electric and hybrid vehicles.
- Of the 2,000 Fleet units, 1,538 are rolling stock (powered and can move independently)
- In 2020, the City of Fort Collins was named #1 Green Fleet in the nation, #1 Leading Fleet by Government Fleet. and #7 in the 100 Best Fleets of North America.

### Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

N/A for Asset Management Ongoing offers

### Scalability and explanation

This offer could only be scaled if user departments reduced their annual mileage or fleet size.

### 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 maintaining our fleet properly, reliability will improve, while repair costs will be minimized.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: 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.

### 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>



## **Offer 7.2: Fleet Maintenance - Ongoing - Funded**

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

Performance Measure Reason: The core function of this offer is preventative maintenance. This metric shows how well we complete those services on-time.

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

- Not applicable

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

- Modifications to 2021 personnel costs being reflected in this offer

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

Added a staff breakdown and a rolling stock breakdown of the 2,000 units.

### **Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services





**7.2: Fleet Maintenance - Ongoing**

**Enhancement to Programs and Services**

	<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	31.65
<b>Hourly (FTE)</b>	4.79
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	2,334,471
512000 - Benefits	742,853
519000 - Other Personnel Costs	75,170
<b>510000 - Personnel Services</b>	<b>3,152,494</b>
521000 - Professional & Technical	21,250
529000 - Other Prof & Tech Services	26,000
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>47,250</b>
531000 - Utility Services	119,860
532000 - Cleaning Services	19,600
533000 - Repair & Maintenance Services	1,029,200
534000 - Rental Services	200,000
<b>530000 - Purchased Property Services</b>	<b>1,368,660</b>
542000 - Communication Services	13,821
543000 - Internal Admin Services	2,330
544000 - Employee Travel	3,000
549000 - Other Purchased Services	22,500
<b>540000 - Other Purchased Services</b>	<b>41,651</b>
551000 - Vehicle & Equipment Supplies	1,697,300
555000 - Office & Related Supplies	10,900
556000 - Health & Safety Supplies	4,600
559000 - Other Supplies	4,150
<b>550000 - Supplies</b>	<b>1,716,950</b>
565000 - Vehicles & Equipment	130,407
<b>560000 - Capital Outlay</b>	<b>130,407</b>
<b>Total Expenses</b>	<b>6,457,412</b>



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**Funding Sources**

601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	6,457,412
	<b>Funding Source Total</b>	<b>6,457,412</b>



### **Offer 7.3: Facility Maintenance - Ongoing - Funded**

**Offer Type: Asset Management**

2022: \$5,945,482 and 25.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

Funding this offer will provide all building maintenance for over 100 City facilities encompassing nearly 2 million square feet.

Highlights in this offer are:

- Management of the chemicals for five swimming pools and associated spas
- Electrical maintenance
- Heating Ventilation and Air Conditioning
- Aquatics maintenance
- Keys and access Control
- General maintenance, furniture and alterations

This offer requests \$5,949,435 in General Fund while \$1,250,000 million is recouped through charge-backs.

The financial breakdown of this offer is:

HVAC: \$1,103,631 (examples include all mechanical repairs and replacements under \$20,000)

General Maintenance: \$3,394,276 (examples include all building interior and exterior repairs under \$20,000)

Electrical: \$690,932 (examples include all personal protection gear for technicians)

Aquatics: \$654,411 (examples include all chemicals for four pools)

Locks and Access Control: \$106,932 (examples include all keys, locks, door hardware, and access control hardware/ software)

This offer does not include utilities or custodial services. Those costs are included in Offer 7.8 Facility Custodial, Utilities and Security.

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

#### **Additional Information**



### **Offer 7.3: Facility Maintenance - Ongoing - Funded**

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

- Major maintenance (repairs or replacements over \$20,000) are in offer #7.4 Facilities Major Maintenance and #7.15 Facilities Major Maintenance enhancement  
Facilities that are not in the General Fund or any alterations and renovations are charged back to the departments that use or request that service.
- Within this offer is maintenance that is outsourced if a vender can provide the service at a lower cost, more timely, or the job is specialized. Those firms that provide these services are competitively bid to ensure cost efficiency.

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

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

#### **Scalability and explanation**

This offer could be only be scaled if a facility was sold.

#### **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 includes facility maintenance for 102 buildings with 2 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.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: This offer includes energy efficient practices (Energy Star), waste reduction and sustainable maintenance strategies to reduce our carbon footprint and is in line with the Municipal Sustainability and Adaptation plan goals.

#### **Performance Metrics**

- HPG 12. Percent of preventive maintenance work orders for Building Maintenance completed within 30 days of assignment



## **Offer 7.3: Facility Maintenance - Ongoing - Funded**

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

<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.

### **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 examples of the type of work in each maintenance area. Included an outsourcing statement and justification.

### **Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.3: Facility Maintenance - Ongoing**

**Enhancement to Programs and Services**

	<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	25.00
<b>Hourly (FTE)</b>	-
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	1,625,901
512000 - Benefits	551,978
519000 - Other Personnel Costs	(63,822)
<b>510000 - Personnel Services</b>	<b>2,114,057</b>
521000 - Professional & Technical	225,600
529000 - Other Prof & Tech Services	138,000
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>363,600</b>
532000 - Cleaning Services	2,500
533000 - Repair & Maintenance Services	2,179,000
534000 - Rental Services	162,785
535000 - Construction Services	125,000
539000 - Other Property Services	12,000
<b>530000 - Purchased Property Services</b>	<b>2,481,285</b>
542000 - Communication Services	19,410
543000 - Internal Admin Services	1,460
544000 - Employee Travel	4,800
549000 - Other Purchased Services	10,900
<b>540000 - Other Purchased Services</b>	<b>36,570</b>
551000 - Vehicle & Equipment Supplies	14,850
552000 - Land & Building Maint Supplies	693,500
555000 - Office & Related Supplies	65,600
556000 - Health & Safety Supplies	17,520
558000 - Chemical Supplies	141,000
559000 - Other Supplies	17,500
<b>550000 - Supplies</b>	<b>949,970</b>
<b>Total Expenses</b>	<b>5,945,482</b>



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## Funding Sources

100-General Fund: Facilities Work for Others	Ongoing Restricted	1,250,000
100-General Fund: Ongoing	Ongoing	4,695,482
	<b>Funding Source Total</b>	<b>5,945,482</b>



## Offer 7.4: Facility Major Maintenance - Ongoing - Funded

### Offer Type: Asset Management

2022: \$510,000 and 0.00 FTE, 0.00 Hourly FTE

#### Offer Summary

Funding this offer will allow necessary major maintenance to be performed at the Lincoln Center, Fort Collins Museum of Discovery and various parking lots.

Details and estimates included in this offer are:

\$100,000 Parking lot maintenance Asphalt and concrete repairs for parking surfaces, curbs, and sidewalks at various facilities.

\$260,000 Lincoln Center roofs Replacement of the oldest sections/roof systems above Canyon West and the main Performance Hall. These roofs are failing due to age.

\$150,000 Fort Collins Museum of Discovery humidifier replacement (Not to be confused with the de humidification system discussed several years ago) This system has reached end of its service life and has experienced several failures in the past year. Manufacturer went out of business and major replacement parts are very difficult to obtain.

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

#### 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.

#### Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$45,000

Ongoing Cost Description:

The estimates of the selected projects increased this offer a bit higher than 2021. However, before 2021 this offer was funded at about \$500,000. These projects are critical to keeping these buildings operational.





## Offer 7.4: Facility Major Maintenance - Ongoing - Funded

Offer Type: Asset Management

### Scalability and explanation

All of these projects are critical needs and scaling isn't really feasible.

### 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.: These projects represent the highest priority major maintenance items. The current backlog for all major maintenance and scheduled capital maintenance replacement is over \$7 million.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Replacing these critical major maintenance items are necessary and will extend the life of these facilities.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: This offer includes energy efficiency practices (Energy Star) and sustainable maintenance practices s to reduce our carbon footprint.

### Performance Metrics

- HPG 14. Major building maintenance and repair  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91405.html>

Performance Measure Reason: Projects on time and within budget.

### 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

Financial Lead: swelsch

Lead Department: Operation Services



**7.4: Facility Major Maintenance - Ongoing**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 1px solid green;"/>		
<b>Expenses</b>		
521000 - Professional & Technical		125,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>125,000</b>
533000 - Repair & Maintenance Services		140,000
535000 - Construction Services		245,000
	<b>530000 - Purchased Property Services</b>	<b>385,000</b>
	<b>Total Expenses</b>	<b>510,000</b>
<hr style="border: 1px solid green;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	510,000
	<b>Funding Source Total</b>	<b>510,000</b>



## Offer 7.5: Operation Services Administration - Funded

**Offer Type: Ongoing**

2022: \$1,007,882 and 7.00 FTE, 0.68 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, updating the internal Operation Services CityHub SharePoint site, as well as scheduling shared conference and community rooms.

Mostly customers for this offer are internal City employees, however community room reservations and the FCGOV website are outward (community) facing functions.

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 crucial in order to operate this department.

### Improvements & Efficiencies

- Creating forms and updating the Operation Services SharePoint and City Hub site are new responsibilities for this team.
- This team creates and distributes custodial satisfaction surveys and then compiles the data for the Custodial Contracts Supervisor.

### 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 measure shows the importance of a competent and well-trained team.



## **Offer 7.5: Operation Services Administration - Funded**

**Offer Type: Ongoing**

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

- The insurance line item increased from \$55,432 in 2021 to \$94,694 in 2022. This insurance is for general liability, auto liability comp and collision, and physical property (buildings), and is calculated by Safety and Risk Management.

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

- Not applicable

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

expanded on insurance increase. added an improvement and explained how this offer can benefit the community.

### **Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.5: Operation Services Administration**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		7.00
<b>Hourly (FTE)</b>		0.68
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		645,152
512000 - Benefits		179,162
519000 - Other Personnel Costs		(23,428)
	<b>510000 - Personnel Services</b>	<b>800,886</b>
521000 - Professional & Technical		1,000
529000 - Other Prof & Tech Services		5,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>6,000</b>
533000 - Repair & Maintenance Services		26,000
534000 - Rental Services		2,000
	<b>530000 - Purchased Property Services</b>	<b>28,000</b>
541000 - Insurance		94,753
542000 - Communication Services		10,100
543000 - Internal Admin Services		655
544000 - Employee Travel		12,300
549000 - Other Purchased Services		6,850
	<b>540000 - Other Purchased Services</b>	<b>124,658</b>
555000 - Office & Related Supplies		4,900
556000 - Health & Safety Supplies		350
559000 - Other Supplies		3,550
	<b>550000 - Supplies</b>	<b>8,800</b>
591000 - Transfers to Funds		39,538
	<b>590000 - Transfers Out</b>	<b>39,538</b>
	<b>Total Expenses</b>	<b>1,007,882</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	343,369
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	664,513
	<b>Funding Source Total</b>	<b>1,007,882</b>



## **Offer 7.6: Facilities Project Management, Real Estate Services, and Internal Mail - Funded**

**Offer Type: Ongoing**

2022: \$1,470,511 and 11.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will provide Project Management and Project Design, Real Estate Services, and Internal Mail for the City of Fort Collins. These programs all funded by the departments that use these services.

\$604,788 Facilities Project Management, Planning and 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.

\$657,081 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.

\$210,500 Internal Mail provides daily pickup and delivery to all City facilities. This service is contracted out and includes postage expenses.

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

### **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.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: This offer includes Green Building (LEED) practices strategies to reduce our carbon footprint.



## **Offer 7.6: Facilities Project Management, Real Estate Services, and Internal Mail - Funded**

**Offer Type: Ongoing**

### **Improvements & Efficiencies**

- It is important to centralize these operations for consistency and efficient processes across the organization .
- All new construction over 5,000 square feet have a LEED (Leadership in Energy and Environmental Design) Gold Certification goal.

### **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 each program.

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

- This offer now includes \$66,000 in principle and interest on the NCDTF building that was previously budgeted by Police Services. However, that expense is offset by rental revenue paid by Northern Colorado Drug Task Force.

### **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 an efficiency goal of LEED gold.

### **Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.6: Facilities Project Management, Real Estate Services, and Internal Mail**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		11.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		902,393
512000 - Benefits		270,702
519000 - Other Personnel Costs		(35,194)
	<b>510000 - Personnel Services</b>	<b>1,137,901</b>
521000 - Professional & Technical		4,000
529000 - Other Prof & Tech Services		73,300
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>77,300</b>
533000 - Repair & Maintenance Services		10,850
534000 - Rental Services		66,000
	<b>530000 - Purchased Property Services</b>	<b>76,850</b>
542000 - Communication Services		11,850
543000 - Internal Admin Services		910
544000 - Employee Travel		3,850
549000 - Other Purchased Services		146,500
	<b>540000 - Other Purchased Services</b>	<b>163,110</b>
555000 - Office & Related Supplies		14,300
556000 - Health & Safety Supplies		250
559000 - Other Supplies		800
	<b>550000 - Supplies</b>	<b>15,350</b>
	<b>Total Expenses</b>	<b>1,470,511</b>

**Funding Sources**

100-General Fund: Facilities Work for Others	Ongoing Restricted	1,395,011
100-General Fund: Ongoing	Ongoing	75,500
	<b>Funding Source Total</b>	<b>1,470,511</b>





## **Offer 7.7: Required Building Modifications - Ongoing - Funded**

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

2022: \$600,000 and 0.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

Purchasing this offer will fund City facility modifications that are necessary to increase accessibility. 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 15 year plan. The remaining cost of these modifications is about \$3.7 million.

In 2021, modifications were planned for the Downtown Transit Center, EPIC, and Collindale Clubhouse. However, those projects were put on hold because of an opportunity to replace the elevator at the Carnegie Building while it was closed due to Covid. Operation Services is still on track to complete the plan by 2031 or sooner if the current level of funding remains intact.

The following projects are planned for 2022:

Downtown Transit Center, 281 N. College, Collindale Golf Clubhouse, Martinez Farm and EPIC.

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

#### **Additional Information**

- This is year six of a fifteen-year plan. The total cost of all the modifications are \$6.7 million.

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

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

\$0

Ongoing Cost Description:

N/A for Asset Management Ongoing offers

#### **Scalability and explanation**

If this offer is scaled, the costs will escalate and delay the completion of this 15 year plan.

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

- Not applicable



## Offer 7.7: Required Building Modifications - Ongoing - Funded

Offer Type: Asset Management

### 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.: Anyone with a disability can would be able to use all City of Fort Collins facilities. These modifications will also benefit others groups.
- 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 the customer experience

### Performance Metrics

- HPG 240. Operation Services ADA Modifications Completed  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=893111.html>  
Performance Measure Reason: Our goal is to complete all projects in within 15 years. This measure tracks our progress and compares that to the schedule.

### 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

Financial Lead: swelsch

Lead Department: Operation Services



**7.7: Required Building Modifications - Ongoing**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
521000 - Professional & Technical		80,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>80,000</b>
535000 - Construction Services		520,000
	<b>530000 - Purchased Property Services</b>	<b>520,000</b>
	<b>Total Expenses</b>	<b>600,000</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	600,000
	<b>Funding Source Total</b>	<b>600,000</b>



## Offer 7.8: Facility Custodial, Utilities and Security - Funded

**Offer Type: Ongoing**

2022: \$4,552,716 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 also manages the custodial contracts with multiple vendors. This offer includes normal janitorial services, window cleaning, touchpoint disinfecting, and carpet cleaning. Major monthly inspections and weekly minor inspections are performed.

Security includes contracted services to perform building checks, lock and unlock gates, and respond to building burglar alarms 24/7.

The financial breakdown for this offer is:

Janitorial: \$2,163,580

Utilities: \$1,955,147

Personnel Services: \$207,695

Security: \$220,000

Misc.: \$ 146,655

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

### Additional Information

- Operation Services issues an RFP to select at least two contractors for janitorial services. Currently there are three and these contracts are reviewed for renewal each year. Each time a new building is added to the portfolio, all three contracts will submit proposals to ensure quality and cost competitiveness. In addition, carpet care and window cleaning are also bid every 5 years.



## **Offer 7.8: Facility Custodial, Utilities and Security - Funded**

### **Offer Type: Ongoing**

- This offer does not include day porter services, which are roaming cleaning teams to clean restrooms and common areas 3 times a day in high traffic facilities. That service has been moved to offer 7.25

### **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.: These services are necessary to protect the City's assets and reducing them would severely decrease the customer experience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: These services support every staff member of the organization as well as all users of any City-owned facility.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: The utilities and custodial programs in this offer directly support sustainability. It includes green cleaning practices, energy conservation, and is in line with the Municipal Sustainability and Adaptation plan Goals. Security supports safety and well being.

### **Improvements & Efficiencies**

- New solar projects and Renewable Natural Gas are anticipated to be included utility portfolio in 2022. By centralizing these operations, consistency and efficient processes are developed across the organization
- A custodial satisfaction survey is distributed each month to building proctors to obtain feedback from our customers.

### **Performance Metrics**

- HPG 13. Monthly operational and custodial inspection scores  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91404.html>

Performance Measure Reason: Monthly operational and custodial inspection scores

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

- Not applicable

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

- Not applicable



***Offer 7.8: Facility Custodial, Utilities and Security - Funded***

***Offer Type: Ongoing***

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

Added verbiage explaining how costs are controlled and mentioned the custodial customer satisfaction surveys.

**Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.8: Facility Custodial, Utilities and Security**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		2.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		164,643
512000 - Benefits		49,124
519000 - Other Personnel Costs		(6,413)
	<b>510000 - Personnel Services</b>	<b>207,354</b>
521000 - Professional & Technical		220,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>220,000</b>
531000 - Utility Services		2,085,137
532000 - Cleaning Services		1,996,880
533000 - Repair & Maintenance Services		2,200
	<b>530000 - Purchased Property Services</b>	<b>4,084,217</b>
542000 - Communication Services		5,870
543000 - Internal Admin Services		75
549000 - Other Purchased Services		5,000
	<b>540000 - Other Purchased Services</b>	<b>10,945</b>
559000 - Other Supplies		30,200
	<b>550000 - Supplies</b>	<b>30,200</b>
	<b>Total Expenses</b>	<b>4,552,716</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Facilities Work for Others	Ongoing Restricted	689,779
100-General Fund: Ongoing	Ongoing	3,862,937
	<b>Funding Source Total</b>	<b>4,552,716</b>



## ***Offer 7.9: Fleet Vehicle and Equipment New Replacements - Ongoing - Funded***

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

2022: \$1,103,089 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will make the principal and interest payments for vehicles and equipment purchased using lease purchase financing in 2022 in accordance with 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:

Parks Medians – 3 Pickups

Parks Downtown Horticulture – 7 Pickups and 2 Electric Utility Vehicles

Parks Facilities – 2 Pickup and 1 Electric Utility Vehicle

Parks Fossil Creek – 3 Pickups, 3 Electric Utility Vehicles and 1 Riding Mower

Parks Southeast – 1 Pickup and 1 Electric Utility Vehicle

Parks Southwest – 2 Electric Utility Vehicles and 1 Walking Mower

Forestry – 1 Dump truck and 1 Pickup

Police Services – 15 Patrol Interceptors, 5 Large Patrol SUVs, and 5 Investigation/ Admin Unmarked Units

Recreation – 1 Pickup for the Farm

Traffic – 1 Class 6 Platform Truck, 1 Full Size Flatbed, 3 Pickups

Golf Collindale – 36 Carts and 3 mowers and 1 greens roller

Golf Southridge – 1 mower and 1 greens roller

Golf City Park 9 – 1 mower and 1 greens roller

Operation Services – 2 Electric or Hybrid Pickups for BRM

Streets – 2 Plow Trucks with Dump Bodies and 1 Flatbed Pickup Tool Transport

There are also 3 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.





## Offer 7.9: Fleet Vehicle and Equipment New Replacements - Ongoing - Funded

### Offer Type: Asset Management

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 principal and interest payments in this offer represent two quarterly payments in 2022. The remaining payments are then moved to offer #7.10 - Fleet Vehicle and Equipment Existing Payments in future budget cycles.
- Also included in this offer is \$42,000 for new radios for the police vehicles that are being replaced. These radios will be a capital purchase.

### Impact to Ongoing Expenses

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

### Scalability and explanation

This offer could be scaled by purchasing fewer replacements. We anticipate that the number of replacements will be adjusted in round two once further discussion and analysis is done.

### 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, reliable vehicles and equipment are necessary. If they are not replaced and break down, then it is severely impact staff's ability to provide municipal services.

### Performance Metrics

- HPG 236. Lease Purchase  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=878697.html>

Performance Measure Reason: This performance measure shows the total dollar amount of payments. It also gives a historical reference for the payment totals.



***Offer 7.9: Fleet Vehicle and Equipment New Replacements - Ongoing - Funded***

***Offer Type: Asset Management***

**Differences from Prior Budget Cycles**

- Not applicable

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

- Not applicable

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

Changed the number of Police replacement Units from 40 to 25.

**Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.9: Fleet Vehicle and Equipment New Replacements - Ongoing**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
534000 - Rental Services		449,319
	<b>530000 - Purchased Property Services</b>	<b>449,319</b>
551000 - Vehicle & Equipment Supplies		12,000
	<b>550000 - Supplies</b>	<b>12,000</b>
565000 - Vehicles & Equipment		192,290
	<b>560000 - Capital Outlay</b>	<b>192,290</b>
581000 - Debt Service		449,480
	<b>580000 - Debt &amp; Other Uses</b>	<b>449,480</b>
	<b>Total Expenses</b>	<b>1,103,089</b>

**Funding Sources**

100-General Fund: Camera Radar	Ongoing Restricted	75,000
100-General Fund: Ongoing	Ongoing	340,004
292-Transportation Services Fund: Ongoing Revenue	Ongoing Restricted	163,605
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	524,480
	<b>Funding Source Total</b>	<b>1,103,089</b>



## **Offer 7.10: Fleet Vehicle and Equipment Existing Payments - Ongoing - Funded**

**Offer Type: Asset Management**

2022: \$2,416,383 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will make the principal and interest payments for vehicles and equipment purchased using lease purchase financing since 2017 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  
Building Inspection  
Code Compliance  
Golf  
Streets  
Traffic  
Recreation

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**

- The community has already realized benefits from the original purchase of these vehicles and equipment in the above mentioned departments. Having good reliable vehicles ensures that the City of Fort Collins can offer world-class services.

### **Impact to Ongoing Expenses**

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

\$0

Ongoing Cost Description:

N/A for Asset Management Ongoing offers

### **Scalability and explanation**

This offer can not be scaled, because the City of Fort Collins is obligated to make these payments.



## **Offer 7.10: Fleet Vehicle and Equipment Existing Payments - Ongoing - Funded**

**Offer Type: Asset Management**

### **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.: Without reliable vehicles, the City of Fort Collins would not be able to provide world- class services.

### **Performance Metrics**

- HPG 236. Lease Purchase

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=878697.html>

Performance Measure Reason: This performance measure shows the total dollar amount of payments. It also gives a historical reference for the payment totals.

### **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 a community benefit statement to the additional information.

### **Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.10: Fleet Vehicle and Equipment Existing Payments - Ongoing**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
565000 - Vehicles & Equipment		75,000
	<b>560000 - Capital Outlay</b>	<b>75,000</b>
581000 - Debt Service		2,341,383
	<b>580000 - Debt &amp; Other Uses</b>	<b>2,341,383</b>
	<b>Total Expenses</b>	<b>2,416,383</b>
<hr/>		
<b>Funding Sources</b>		
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	2,416,383
	<b>Funding Source Total</b>	<b>2,416,383</b>



## **Offer 7.11: City Facility Exterior Lighting: Dark Sky Assessment and Conversion - Funded**

**Offer Type: 1-Time Enhancement**

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

### **Offer Summary**

Funding this offer will solicit the services of a lighting design firm to do a full assessment of City facilities to determine which outdoor lights are not in compliance with the City's recently adopted Land Use Code changes (Dark Sky) regarding exterior lighting. Once the study is complete, a plan to replace them will be drafted. Phase One will begin the process of replacing fixtures using the remaining balance of this offer.

LED technology has been evolving to higher energy performance, lower color temperature options, and enhanced lighting control each year. Operation Services continues to strive to design exterior lighting systems to meet Dark Sky, Night Sky, and LEED requirements. The latest LED lighting retrofits include the enhanced features with 3000K lighting temperatures, automated dimming, motion sensors, and higher energy performance. The goal is to bring all City building and parking lots into this new compliance.

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

### **Additional Information**

- When City Council discussed this ordinance, they requested that future BFO offers be submitted to identify and convert the non-compliant fixtures. The new East Community Park maintenance facility is being designed to meet the new drafted lighting code. This new code requirement is now part of our current facilities design standards for all renovations and new construction.
- Some of the community benefits are:
  - Dark skies allow for better views of stars!
  - It will decrease light pollution
  - May even attract more visitors to Fort Collins

### **Impact to Ongoing Expenses**

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



## **Offer 7.11: City Facility Exterior Lighting: Dark Sky Assessment and Conversion - Funded**

**Offer Type: 1-Time Enhancement**

### **Scalability and explanation**

Exterior Lighting Dark Sky Assessment is anticipated to cost \$75,000 with the remaining \$100,000 to start funding the replacements. If no replacements are desired in 2022, then this offer could be scaled to \$75,000.

### **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.: Maintaining the ability to see night sky stars and increasing the use of best practices in outdoor lighting go hand in hand. The City of Fort Collins will become a demonstrated leader on how to comply with this ordinance.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: Maintaining a good compliant lighting level around the exterior of City buildings and parking lots will enhance the safety of employees and citizens.

### **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: Recommended performance measure is % of non-compliant exterior fixtures replaced.

### **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 some community benefits to additional information.

The Offer was also scaled down from \$175k to \$100k, decreasing the amount available to get started with replacements after the study is complete from \$100k to \$25k.

### **Offer Profile**





***Offer 7.11: City Facility Exterior Lighting: Dark Sky Assessment and Conversion - Funded***

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

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.11: City Facility Exterior Lighting: Dark Sky Assessment and Conversion**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 1px solid green;"/>		
<b>Expenses</b>		
521000 - Professional & Technical		75,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>75,000</b>
533000 - Repair & Maintenance Services		25,000
	<b>530000 - Purchased Property Services</b>	<b>25,000</b>
	<b>Total Expenses</b>	<b>100,000</b>
<hr style="border: 1px solid green;"/>		
<b>Funding Sources</b>		
100-General Fund: Reserves	Reserve	100,000
	<b>Funding Source Total</b>	<b>100,000</b>



## **Offer 7.12: Fleet Shop Expansion - Design Only - Funded**

**Offer Type: 1-Time Enhancement**

2022: \$431,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will consist of a full design for a 7,200-square-foot fleet shop expansion at 835 Wood St. A conceptual design was completed in 2020 and this offer would complete the full design. The construction phase of this expansion is anticipated to be included in the 2023-2024 budget submissions. The primary use of this expansion is to provide a space to work on Natural Gas vehicles in compliance with the following current fire codes and regulations:

National Fire Protection Association (NFPA) 30A Code for Motor Fuel Dispensing Facilities and Repair Garages

National Fire Protection Association (NFPA) 52 Vehicular Gaseous Fuel Systems Code

National Fire Protection Association (NFPA) 70 National Electric Code

In 2018, a comprehensive facility audit was performed to identify necessary procedures and building modifications required to ensure CNG fueled vehicles can be safely inspected, maintained, and repaired inside the facility while complying with all applicable codes, standards, and industry best practices. The final report determined that modifications must be made to the shop electrical, ventilation, and alarm systems to work on certain vehicle components. This includes maintenance work on the vehicle fuel system during which gas could be discharged from the area.

The cost to retrofit the entire existing facility or even just one or two bays would be exceedingly high and difficult to justify. However, an addition designed specifically to accommodate major maintenance for CNG vehicles would be more cost effective.

The design would be funded entirely with Fleet reserves.

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

### **Additional Information**

- The existing 835 Wood St. Maintenance Shop was built in 1978 and provides 11 bays and 20,000 square feet to maintain Fleet Services vehicles.
- This expansion design would meet LEED Gold standards and have a goal of net zero with a solar component.
- Currently there are 133 compressed natural gas vehicles in the fleet.



## **Offer 7.12: Fleet Shop Expansion - Design Only - Funded**

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

- The projected timeline for this project is as follows"
  - 2022 Complete 100% design to include construction estimates
  - 2023 Construction
  - 2023/ 2024 Estimated Completion

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  - \$0
- Ongoing Cost Description:
  - There is no ongoing cost for the design phase of the project.

### **Scalability and explanation**

No scalability is possible on the the design phase of this project

### **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.: Being able to maintain all natural gas vehicles is important to achieve reliability and the customer experience
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: A building addition specifically designed to accommodate fuel system repairs for CNG vehicles will provide safety for our staff, while CNG vehicles provide lower emissions and help to achieve our climate goals.

### **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: Recommended performance measure is % design completed.

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

- Not applicable

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



***Offer 7.12: Fleet Shop Expansion - Design Only - Funded***

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

- Not applicable

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

Updated Narrative for scale down to design only

**Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.12: Fleet Shop Expansion - Design Only**

**Enhancement to Programs and Services**

		<b>2022 Projected Budget</b>
<hr/>		
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
521000 - Professional & Technical		431,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>431,000</b>
	<b>Total Expenses</b>	<b>431,000</b>
<hr/>		
<b>Funding Sources</b>		
601-Equipment Fund: Reserves	Reserve	431,000
	<b>Funding Source Total</b>	<b>431,000</b>
<hr/>		



## **Offer 7.13: Wood Street Fuel Site Fuel Line Replacement - Funded**

**Offer Type: 1-Time Enhancement**

2022: \$400,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will replace the underground fuel piping at the City's main fuel site located at 835 Wood St. The Colorado Division of Oil and Public Safety (OPS) is requiring the City to replace this piping due to the age and the type of piping that is installed. They informed the City in 2019 that the project must be complete by 2023.

The design is underway in 2021 and the cost for replacing the underground lines is \$250k. However, if the replacement lines are installed above ground (overhead), then they are more serviceable and the need for an expensive leak detection system is eliminated. This design would then require the construction of an overhead canopy. The overhead canopy will benefit fuelers by keeping them out of the elements, as well as providing environmental benefits because the stormwater runoff will be more contained and controlled. The additional cost of the canopy is estimated to be \$150,000. However, it would save the cost of a leak detection system and the excavation and removal of the old fuel piping.

The Colorado Division of Oil and Public Safety and Poudre Fire Authority have given initial approval of this design.

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 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.

### **Additional Information**

- In 2020, the fuel markup was increased 10 cents per gallon to 25 cents to cover the cost of this project and would likely sunset in 2024 unless other major environmental issues arise.
- Canopy will be roughed-in to be solar ready.
- The entire project will be funded with Fleet reserves.



## **Offer 7.13: Wood Street Fuel Site Fuel Line Replacement - Funded**

**Offer Type: 1-Time Enhancement**

### **Impact to Ongoing Expenses**

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

Ongoing Cost Description:

Once these fuel lines are replaced, there really isn't any additional ongoing costs from what we already budget in the Fleet Fuel offer #7.1. Normal routine inspections and minor repairs are made as part of that offer. We actually anticipate less repairs and potential environmental issues by placing these lines above ground. No leak detection system is required.

### **Scalability and explanation**

If only the underground lines are replaced, the cost estimate is \$250k. However, the overhead fuel lines are incorporated into a canopy option there would be some savings, but the total project is estimated to be \$400,000.

### **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 no action is taken, the Colorado Division of Oil and Public Safety (OPS) will require the City to discontinue using this fuel site. The canopy will also provide shade, weather protection, and environmental benefits for a better customer experience.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.: Replacing these lines will help to eliminate potential underground fuel spills.

### **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: Recommended performance measure is percent completed.

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

- Not applicable

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

- Not applicable





***Offer 7.13: Wood Street Fuel Site Fuel Line Replacement - Funded***

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

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

Added on-going costs details, and an explanation of future of the additional surcharge.

**Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.13: Wood Street Fuel Site Fuel Line Replacement**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 1px solid green;"/>		
<b>Expenses</b>		
565000 - Vehicles & Equipment		400,000
	<b>560000 - Capital Outlay</b>	<b>400,000</b>
	<b>Total Expenses</b>	<b>400,000</b>
<hr style="border: 1px solid green;"/>		
<b>Funding Sources</b>		
601-Equipment Fund: Reserves	Reserve	400,000
	<b>Funding Source Total</b>	<b>400,000</b>



## ***Offer 7.14: Mulberry Pool HVAC and Roof Replacement - Enhanced - Unfunded***

***Offer Type: Asset Management***

2022: \$3,450,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will address critical maintenance of a multi year project to replace the roof, HVAC, and elevator, and complete interior modifications at Mulberry Pool.

A mechanical and building envelope study was completed in 2020 and revealed that the HVAC and the roof are in dire need of replacement. The study also revealed that the building envelope and interior design needs to be modified to protect the facility for the future. The total cost of the project will be \$3.45 million.

Details to this project include:

\$64,000 Complete design that was started in 2021

\$2.688,000 - Replace existing Natatorium (Pool) HVAC system and ductwork for proper air circulation control of the high humidity environment in the Natatorium. Also add small HVAC units to serve the second floor classroom area and upgrade the building automation system.

\$320,000 – Replace existing roof and modify the roofing curbs (that the HVAC units sit on), which will bring it up to current codes.

\$166,400 Interior partition walls separate the locker room and classroom from the Natatorium to prevent the high humidity and corrosive environment in the Natatorium from entering those areas and causing other building maintenance issues.

\$25,600 – Perform repairs to the building façade from building settling and control joints not being installed in key areas when built.

\$186,000 – Replace elevator hoist way, car, structural frame, and controllers which have all been severely compromised due to the corrosive elements of the pool area environment. This elevator has a history on being unreliable and causes safety issues multiple times per year. The elevator is the only method of ADA access to the second level.



## **Offer 7.14: Mulberry Pool HVAC and Roof Replacement - Enhanced - Unfunded**

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

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 7.7 - Address long-term projected gap between available revenue and what is required to meet known and emerging needs.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

### **Additional Information**

- The HVAC and the roof should be replaced immediately in order to keep the building functioning. Both must be replaced at the same time due to construction and structural considerations.
- If no work is done, this building has a high risk of a catastrophic failure(s). The HVAC system is so rusted that parts have collapsed and detached. The elevator is extremely unreliable and is in need of being replaced. In addition, some of these problems have developed into safety issues and failure to fix them could result in a serious accident.
- There is consideration to replace two HVAC units with one. Some additional structural reinforcement might be necessary in this option, but overall it would be less expensive than replacing two old units with two new ones.
- In 2019, the Mulberry Pool had 48,694 participants between drop-in, private rentals, two club teams, Poudre School District swim teams, aquatic fitness classes and adaptive recreation programs.

### **Impact to Ongoing Expenses**

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

### **Scalability and explanation**

There may be an option to complete the design and purchase the HVAC equipment in 2022. Then in 2023, complete the structural reinforcements, replace the roof, and install the HVAC. Preliminary estimates show that this would reduce the offer to 1.6 million for two years - 2022 and 2023.

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

- Not applicable



## **Offer 7.14: Mulberry Pool HVAC and Roof Replacement - Enhanced - Unfunded**

**Offer Type: Asset Management**

### **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.: In order to keeping this facility functioning for the future, it is imperative that the roof and the HVAC be replaced.
- HPG 7.7 - Address long-term projected gap between available revenue and what is required to meet known and emerging needs.: The study done in 2020 revealed major deficiencies for this facility.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: The new roof, HVAC and building envelope modifications will be improve building performance and efficiency.

### **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: Possible performance measure is % of project completed

### **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 participation numbers and users. changed expenses to match estimate.  
changed to Asset Management per BLT request

### **Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.14: Mulberry Pool HVAC and Roof Replacement - Enhanced**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 1px solid green;"/>		
<b>Expenses</b>		
521000 - Professional & Technical		200,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>200,000</b>
533000 - Repair & Maintenance Services		750,000
535000 - Construction Services		1,500,000
	<b>530000 - Purchased Property Services</b>	<b>2,250,000</b>
552000 - Land & Building Maint Supplies		1,000,000
	<b>550000 - Supplies</b>	<b>1,000,000</b>
	<b>Total Expenses</b>	<b>3,450,000</b>
<hr style="border: 1px solid green;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	3,450,000
	<b>Funding Source Total</b>	<b>3,450,000</b>



## Offer 7.15: Facility Major Maintenance - Enhanced - Funded

**Offer Type: Asset Management**

2022: \$682,000 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 required fire sprinklers over the children's pool at EPIC, City Hall main electrical service panel replacement, EPIC pool deck drainage improvements, access control replacement at 215 N. Mason St., and building automation system upgrades at City Hall, Operation Services, and EPIC.

Descriptions for each project are:

**Fire Sprinklers over the EPIC children's pool** – During the recent ceiling repairs over the pool spectator area in 2020, it was discovered that there were no fire sprinklers above the wader pool. Poudre Fire Authority is requiring that this be completed in 2022.

**City Hall Main Electrical Service** The main electrical panel that services City Hall is in danger of a catastrophic failure and needs to be replaced. This would have dire consequences to all operations at City Hall including the City's main data center.

**Replace obsolete access control panels at 215 N. Mason St.** The current panels are 20 years old and are at the end of life.

**EPIC pool deck drainage improvements.** Rework some of the tile on the deck so that the water that splashes onto the deck will flow to one of the existing deck drains. There are some low spots and slopes are not adequate. This has been a nuisance and safety issue since the entire deck was replaced several years ago.

**Building Automation upgrades** Replacement of three of the oldest and largest HVAC control systems at City facilities installed 20 years ago. Parts are no longer available, and they are not supported by current Microsoft operating systems. Updating each of these control systems in Operation Services, City Hall and EPIC will ensure reliability and improve efficiency to achieve energy conservation goals.

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



## Offer 7.15: Facility Major Maintenance - Enhanced - Funded

Offer Type: Asset Management

### Impact to Ongoing Expenses

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

### Scalability and explanation

It may be possible to choose some of these items, but each is considered critical. The fire sprinklers scaled back because of fire code and the City Hall electrical is at risk of a catastrophic failure. Epic pool deck is a safety issue and some potential swim meets are being held in other communities because of it.

### 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.: These repairs and replacements are necessary to protect the safety of our occupants. These projects will extend the life of these facilities.

### Performance Metrics

- HPG 14. Major building maintenance and repair  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91405.html>  
Performance Measure Reason: Projects on time and within budget.

### 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

Clarified that the Operations Services, City Hall and EPIC costs are for a building automation upgrade. changed to Asset Management per BLT request

### Offer Profile





***Offer 7.15: Facility Major Maintenance - Enhanced - Funded***

***Offer Type: Asset Management***

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.15: Facility Major Maintenance - Enhanced**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 1px solid green;"/>		
<b>Expenses</b>		
535000 - Construction Services		206,000
	<b>530000 - Purchased Property Services</b>	<b>206,000</b>
552000 - Land & Building Maint Supplies		76,000
	<b>550000 - Supplies</b>	<b>76,000</b>
562000 - Buildings		200,000
565000 - Vehicles & Equipment		200,000
	<b>560000 - Capital Outlay</b>	<b>400,000</b>
	<b>Total Expenses</b>	<b>682,000</b>
<hr style="border: 1px solid green;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	380,000
100-General Fund: Reserves	Reserve	302,000
	<b>Funding Source Total</b>	<b>682,000</b>



## **Offer 7.16: Gateway - Old Water Filtration Plant Repairs - Unfunded**

**Offer Type: 1-Time Enhancement**

2022: \$235,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Purchasing this offer will fund necessary work at the Gateway old filtration building located about 15 miles northwest of Fort Collins. A historic structural assessment was completed in 2019 funded by a grant from History Colorado. As part of this assessment, several items were identified as critical maintenance and are a priority to preserve the building. This priority work in phase one includes exterior masonry work, foundation repairs, roofing repairs, structural reinforcement, and shoring up or filling in the abandoned underground storage tanks.

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**

- The city's old water filtration plant, where the North Fork of the Poudre River joins the main Poudre River, was built in 1905 and was used until 1987. It is located in the Gateway Natural Area.

### **Impact to Ongoing Expenses**

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

\$0

Ongoing Cost Description:

### **Scalability and explanation**

It may be possible to do some, but not all the work. However, the assessment deemed all these items critical and recommended that they be addressed immediately.

### **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.: The building is likely deteriorate more and eventually it won't be salvageable. The storage tanks are definitely a safety concern if someone illegally obtains access over the fence. If a person was to fall through, it may result in serious injury.



## **Offer 7.16: Gateway - Old Water Filtration Plant Repairs - Unfunded**

**Offer Type: 1-Time Enhancement**

### **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: Recommended Performance Measure is percent of project completed.

### **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

Financial Lead: swelsch

Lead Department: Operation Services



**7.16: Gateway - Old Water Filtration Plant Repairs**

**Enhancement to Programs and Services**

		<b>2022 Projected Budget</b>
<hr/>		
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
562000 - Buildings		235,000
	<b>560000 - Capital Outlay</b>	<b>235,000</b>
	<b>Total Expenses</b>	<b>235,000</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Reserves	Reserve	235,000
	<b>Funding Source Total</b>	<b>235,000</b>



## Offer 7.17: Block 32/42 Master Plan Space Design - Funded

**Offer Type: 1-Time Enhancement**

2022: \$150,000 and 0.00 FTE, 0.00 Hourly FTE

### Offer Summary

This offer is to continue the planning and design work necessary to construct a new municipal building located on Block 32. In 2021, a conceptual master plan was drafted for a new municipal civic center campus (Blocks 32 & 42), and this is the next phase necessary before moving forward with the actual new building design.

This phase of design is intended to look at department space needs and requirements to determine where staff and services would be located on this master plan by taking a holistic approach. It will also be looking to see where each department would best be located to determine if they should be in an existing building or occupy space in the new municipal building, and identify square footages needed for each department along with taking into account shared collaboration spaces.

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

- This offer is funded by capital expansion fees.
- This space plan is critical to determine which services and required space are located in the new building. Possible departments include: Community Development and Neighborhood Services, City Council Chambers, City Managers, City Attorney, City Clerk, Human Resources, Finance, and possibly Municipal Court. The community will benefit by housing these services in one building/campus.

### Impact to Ongoing Expenses

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

### Scalability and explanation

not scalable

### Links to Further Details:

- Not applicable



## **Offer 7.17: Block 32/42 Master Plan Space Design - Funded**

**Offer Type: 1-Time Enhancement**

### **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 design is necessary to move into the next phase in the actual construction design of a new municipal building.

### **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: A possible performance measure may be % completed of this part of the design.

### **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 a community benefit statement.

### **Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.17: Block 32/42 Master Plan Space Design**

**Enhancement to Programs and Services**

		<b>2022 Projected Budget</b>
<hr/>		
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid green;"/>		
<b>Expenses</b>		
521000 - Professional & Technical		150,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>150,000</b>
	<b>Total Expenses</b>	<b>150,000</b>
<hr style="border: 2px solid green;"/>		
<b>Funding Sources</b>		
250-Capital Expansion Fund: General Government	Ongoing Restricted	150,000
	<b>Funding Source Total</b>	<b>150,000</b>





## Offer 7.18: New Municipal Building Design - 50% - Unfunded

### Offer Type: 1-Time Enhancement

2022: \$1,200,000 and 0.00 FTE, 0.00 Hourly FTE

#### Offer Summary

This offer funds the design of a new municipal building planned for Block 32. In 2021, a master plan was drafted for a new municipal campus and this is the phase for the actual building design. The new building is anticipated to be about 120,000 square feet. However, additional space planning (Enhancement Offer 7.17) will confirm the actual size of the facility and desired layout. This portion of the construction design is 50%, and will include a detailed cost estimate. If this offer is purchased, a design firm will be selected through a request for proposal process and design is expected to be completed late 2022 or 2023.

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

- This offer will be funded by capital expansion fees.
- This offer is contingent on Offer 7.17 Block 32/42 Master Plan Space Design. It wouldn't be logical to move forward on a new municipal building design in the absence of completing the space design.
- The masterplan for services that will be offered in the new municipal building is Community Development and Neighborhood Services, City Council Chambers, City Managers, City Attorney, City Clerk, Human Resources, Finance, and possibly Municipal Court. The community will benefit by housing these services on one campus.

#### Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

#### Scalability and explanation

The offer is already scaled to 50% design which is the lowest design phase to obtain a cost estimate.

#### Links to Further Details:

- Not applicable



## **Offer 7.18: New Municipal Building Design - 50% - Unfunded**

**Offer Type: 1-Time Enhancement**

### **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 design is necessary to keep the block 32/42 master plan moving forward.

### **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: A possible performance measure may be % completed of this part of the design.

### **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 additional information on the community benefit.

### **Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.18: New Municipal Building Design - 50%**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
521000 - Professional & Technical		1,200,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>1,200,000</b>
	<b>Total Expenses</b>	<b>1,200,000</b>
<hr/>		
<b>Funding Sources</b>		
250-Capital Expansion Fund: General Government	Ongoing Restricted	1,200,000
	<b>Funding Source Total</b>	<b>1,200,000</b>



## Offer 7.19: Block 32 Parking Structure Design - Unfunded

**Offer Type: 1-Time Enhancement**

2022: \$1,500,000 and 0.00 FTE, 0.00 Hourly FTE

### Offer Summary

Purchasing this offer will fund the full design of a new Downtown parking structure identified in the Block 32/42 Master Plan. This structure would be located just north of the 215 N. Mason St. facility and replace multiple existing parking lots. As part of the design, a detailed cost estimate would be created to help identify the amount of funding needed. It would also include a solar photovoltaic system on the top level to offset the building's electrical energy use. This parking structure would need to be built before construction could begin on the new municipal building.

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 community would benefit from this parking structure by being able to conveniently park nearby to utilize the services on this campus. In addition, employee parking has been an issue in the surrounding areas around block 32/42 and this would eliminate those. The location of this structure also would allow additional parking after hours and on weekend for people visiting downtown.

### Impact to Ongoing Expenses

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

### Scalability and explanation

This offer could be scaled to 50% design which would still provide a cost estimate.

### 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 offer would eventually provide parking for employees, citizens and visitors on the north end of downtown.



## **Offer 7.19: Block 32 Parking Structure Design - Unfunded**

**Offer Type: 1-Time Enhancement**

### **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: % of the design completed?

### **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**

spelled out the type of solar system that would be installed, and added a statement for community benefit.

### **Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.19: Block 32 Parking Structure Design**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
521000 - Professional & Technical		1,500,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>1,500,000</b>
	<b>Total Expenses</b>	<b>1,500,000</b>
<hr/>		
<b>Funding Sources</b>		
250-Capital Expansion Fund: General Government	Ongoing Restricted	1,500,000
	<b>Funding Source Total</b>	<b>1,500,000</b>



## **Offer 7.21: 1.0 FTE Aquatics Technician Contractual to Classified Conversion - Funded**

**Offer Type: Enhancement**

2022: \$3,918 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer is to convert an Aquatics Technician from contractual to classified. This position has been contractual since 2017 and is necessary to meet State and County Health Department standards. The contractual status does not seem meet the City's definition and intent of a contractual position because of the long term nature of the position. There are currently two other classified Facility Technicians that perform this same function. It is necessary to have at least three aquatics technicians and one supervisor to cover the 24/7 operation of the City's pools and fountains. By converting this position to classified, recruiting and retention will improve.

Another City of Fort Collins Aquatic facility is planned soon, making coverage more difficult due to increased workload and training. Because there has been significant turnover in this position, it has been difficult to provide consistent training and coverage. If this offer is purchased, Operation Services should be able to better retain staff while having more success in recruiting.

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**

- Larimer County Health will be performing inspections starting in 2021. This means both the State of Colorado and Larimer County Health will be checking to make sure our water quality meets the proper requirements which will emphasize the importance of training and shift coverage.

### **Impact to Ongoing Expenses**

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

\$3,920

Ongoing Cost Description:

Difference between Classified and Contractual benefits.

### **Scalability and explanation**

not scalable

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

- Not applicable



## **Offer 7.21: 1.0 FTE Aquatics Technician Contractual to Classified Conversion - Funded**

**Offer Type: Enhancement**

### **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 will assist in providing good water quality and ensures that we stay compliance with all State of Colorado and Larimer County pool and spa regulations.

### **Performance Metrics**

- This Offer has minimal impact on any program specific metrics

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

Performance Measure Reason: This Offer would only change the classification of this position, but it's already full time and would remain so.

### **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

Financial Lead: swelsch

Lead Department: Operation Services





**7.21: 1.0 FTE Aquatics Technician Contractual to Classified Conversion**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		(1)
512000 - Benefits		4,040
519000 - Other Personnel Costs		(121)
	<b>510000 - Personnel Services</b>	<u>3,918</u>
	<b>Total Expenses</b>	<u><u>3,918</u></u>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	3,918
	<b>Funding Source Total</b>	<u><u>3,918</u></u>



## **Offer 7.22: RESTORE: Two Part-time Hourly Facility Maintenance Helpers - Funded**

**Offer Type: Enhancement**

2022: \$55,075 and 0.00 FTE, 1.20 Hourly FTE

### **Offer Summary**

This offer funds two hourly (29-hour) facility maintenance helpers that would assist to keep up with the workload in facility maintenance team. One hourly (40-hour) helper was eliminated in 2017. Last year, this work group completed over 5,500 work orders while the requests still outnumbered the completed work orders.

These positions are important, because typical duties for these helpers are to provide assistance with furniture moving, jobsite cleanup, snow removal, weed spraying, and other basic facility maintenance functions where two people are necessary. Without this assistance, a higher paid technician needs to support these functions, sacrificing efficiency and may cost the customer more.

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

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$50,000

Ongoing Cost Description:

Two hourly positions (\$25,000) annually

### **Scalability and explanation**

Could be scaled to one position, but not preferred.

### **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 will provide assistance to twenty-five Maintenance and other Operation Service's staff.



## **Offer 7.22: RESTORE: Two Part-time Hourly Facility Maintenance Helpers - Funded**

**Offer Type: Enhancement**

### **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: possibly the # of work orders assisted with or completed.

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

- Not applicable

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

Explained what typical duties that were lost and added some efficiency decrease verbiage.

### **Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.22: RESTORE: Two Part-time Hourly Facility Maintenance Helpers**

**Enhancement to Programs and Services**

		2022 Projected Budget
<hr/>		
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		1.20
<hr style="border: 2px solid green;"/>		
<b>Expenses</b>		
511000 - Salaries & Wages		50,000
512000 - Benefits		5,075
	<b>510000 - Personnel Services</b>	<u>55,075</u>
	<b>Total Expenses</b>	<u><u>55,075</u></u>
<hr style="border: 2px solid green;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	55,075
	<b>Funding Source Total</b>	<u><u>55,075</u></u>



## **Offer 7.23: RESTORE: Fleet Parts, Outside Maintenance and Rentals - Funded**

**Offer Type: Enhancement**

2022: \$225,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer will restore a reduction in 2021, where Fleet reduced its budget for these items by \$850,000. This reduction was only possible because of a decrease in miles driven resulting in less maintenance. In anticipation of a normal year, staff will need to restore \$225,000 back into the budget. These dollars only used if there is a demand. In other words, if the expense does not occur, then these funds will not be necessary. However, staff anticipates that departments that will need these items as they return to normal (if not increased) workloads. The funding from this offer comes from the equipment fund and is offset by revenue.

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

### **Additional Information**

- The Fort Collins community will benefit from this offer by the City having reliable and well-maintained vehicles and equipment. Without the ability to purchase parts and use outside vendors, it could result in fewer repairs and repair delays. In addition, Fleet Services will contract some maintenance and repairs out for both time and cost efficiencies.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$225,000

Ongoing Cost Description:

This will cover the additional parts and outside repairs needed as City departments move back into more of a normal workload.

### **Scalability and explanation**

Could be scaled, but depending on the magnitude, we still might come up short if the departments need these items and services.

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

- Not applicable

### **Linkage to Strategic Objectives**

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



## **Offer 7.23: RESTORE: Fleet Parts, Outside Maintenance and Rentals - Funded**

### **Offer Type: Enhancement**

- ✓ 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.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: 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 parts for alternative fuels, hybrids, and electric vehicles.

### **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: This is possible performance measure. Same as Fleet offer #7.2

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

- Not applicable

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

Added a community benefit statement under additional information.

### **Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.23: RESTORE: Fleet Parts, Outside Maintenance and Rentals**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
533000 - Repair & Maintenance Services		75,000
534000 - Rental Services		50,000
	<b>530000 - Purchased Property Services</b>	<b>125,000</b>
551000 - Vehicle & Equipment Supplies		100,000
	<b>550000 - Supplies</b>	<b>100,000</b>
	<b>Total Expenses</b>	<b>225,000</b>
<hr/>		
<b>Funding Sources</b>		
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	225,000
	<b>Funding Source Total</b>	<b>225,000</b>



**Offer 7.24: 1.0 FTE - Facilities Electrical Technician - Funded**

**Offer Type: Enhancement**

2022: \$85,617 and 1.00 FTE, 0.00 Hourly FTE

**Offer Summary**

Funding this offer will provide a dedicated electrician to Parks and Natural Areas. This position would be managed by the Operation Services Department and help to increase electrical maintenance and improve safety within the City’s Parks and Natural areas. It will also help with contractor management and increase project efficiency.

Operation Services is not adequately staffed to be able to perform electrical repairs for City of Fort Collins Parks and Natural Area (non-facility) electrical systems. This licensed electrician would fill a much-needed person to perform repairs and preventative maintenance services within the City's Parks and Natural Areas. This position would also perform internal locate requests for these departments. This is highly beneficial for their remote locations and frequency of in-ground work. This would also help to decrease the demand for internal locates on the Utilities Department. They would also provide additional support to enable the best practice of paired work for specific high-risk, high voltage situations to assist the other electricians. It would allow for more direct contractor supervision on electrical projects, ensuring that the projects run smoothly, and are done in accordance with OSHA regulations.

This creates an additional level of safety for all City employees and citizens who are impacted electrical safety including “Lock-out, Tag-out” requirements. This increased level of additional safety works towards the City’s Value of safety, preventing incidents, and promoting a safe work environment to all employees, regardless of position or electrical knowledge. Dedicating this position to the Parks and Natural Areas departments will have additional benefits by adding safety to staff and the community.

As the number of Parks and Natural Areas increases, the demand for maintenance and electrical work will also increase and this will be supported as well.

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.
- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization

**Additional Information**





## **Offer 7.24: 1.0 FTE - Facilities Electrical Technician - Funded**

### **Offer Type: Enhancement**

- A dedicated and certified electrician for Parks and Natural Areas would ensure that Operation Services is providing electrical work on pump houses, water features, park lighting, public bathrooms, and park shelters, thereby providing the community with well-served and maintained amenities.
- Currently the Operations Services has two electricians and a master electrician supervisor. Operation Services has over 1,500 electrical work orders annually and receives about 100 work requests each year for Parks and Natural Areas. However, we anticipate this number to increase at least 3-fold with new repair requests and added preventative maintenance.
- Specialized Arc Flash training and personal protective gear is a requirement to work on electrical systems. Operation Services electricians have this training and equipment.
- A lease- purchased vehicle is also included.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$80,000  
Ongoing Cost Description:  
Salary and benefits for an electrician and lease-purchase payments for one vehicle.

### **Scalability and explanation**

This offer is not scalable.

### **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 will provide a certified electrician for all Parks and Natural Areas to perform electrical repair and maintenance.
- CR 2.2 - Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.: As the parks and natural areas systems continue to expand in size and complexity, this role will help to provide critical service and maintenance to the electrical components of the system. Specifically, this role will be able to timely resolve any work orders related to electrical components for park lighting, irrigation systems, bathroom facilities, shelters, and water features.



## **Offer 7.24: 1.0 FTE - Facilities Electrical Technician - Funded**

### **Offer Type: Enhancement**

- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: A dedicated electrician will help to promote employee and citizen safety through safe electrical practices in accordance with OSHA and NEC. The ability for this role to support, audit, and direct contractors in safe electrical practices will be highly beneficial for safety. Proper servicing and updating of electrical components also promotes the City's sustainability goals for energy conservation.

### **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: Proposed measure could be the number of work orders completed.

### **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 two strategic objectives to emphasize the safety component of this offer.

### **Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.24: 1.0 FTE - Facilities Electrical Technician**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		57,253
512000 - Benefits		20,681
519000 - Other Personnel Costs		(2,338)
	<b>510000 - Personnel Services</b>	<b>75,596</b>
521000 - Professional & Technical		400
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>400</b>
534000 - Rental Services		4,863
	<b>530000 - Purchased Property Services</b>	<b>4,863</b>
542000 - Communication Services		85
543000 - Internal Admin Services		50
	<b>540000 - Other Purchased Services</b>	<b>135</b>
556000 - Health & Safety Supplies		120
559000 - Other Supplies		300
	<b>550000 - Supplies</b>	<b>420</b>
581000 - Debt Service		4,203
	<b>580000 - Debt &amp; Other Uses</b>	<b>4,203</b>
	<b>Total Expenses</b>	<b>85,617</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	81,414
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	4,203
	<b>Funding Source Total</b>	<b>85,617</b>



## **Offer 7.25: Facility Restroom and Common Area Additional Cleaning - Funded**

**Offer Type: Enhancement**

2022: \$270,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will provide additional cleaning to the restrooms and common areas of high traffic buildings. These teams are called day porters. The high traffic buildings include all cultural, recreation, public restrooms, City Hall, major office buildings, golf clubhouses, and transit centers. The purpose of this additional cleaning is to ensure that these areas are cleaned and disinfected at least three times during the day to help control the spread of germs. They also make sure supplies are stocked, check trash and empty if necessary. These teams also change shower curtains at EPIC every other month. In addition, if a call is received for a biohazard or other emergency cleanup, these teams are dispatched to that area.

One of these teams also perform day porter services on weekends at recreation and cultural facilities.

Operation Services also manages the custodial contracts with multiple vendors. Weekly and monthly inspections are performed to ensure these services are performed.

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.

### **Additional Information**

- Operation Services issued an RFP to select a contractor to provide three teams of two custodians (male & female) to perform these services. The contracts are reviewed for renewal each year and re-bid every five years.
- The funding source for this offer is the American Recovery Plan Act.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$270,000

Ongoing Cost Description:

This service enhancement is intended to be ongoing in nature to continue day porter cleaning at high-traffic City buildings



## **Offer 7.25: Facility Restroom and Common Area Additional Cleaning - Funded**

**Offer Type: Enhancement**

### **Scalability and explanation**

This offer could be scaled upward to clean more frequently each day.

### **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.: These services are necessary to protect the City's assets and reducing them would severely decrease the customer experience.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: These services support staff members housed in these facilities as well as all users of any City-owned facility.

### **Performance Metrics**

- HPG 13. Monthly operational and custodial inspection scores  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91404.html>

Performance Measure Reason: Monthly operational and custodial inspection scores

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

- Not applicable

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

This enhancement was submitted later in the BFO process.

### **Offer Profile**

Offer Owner: TOchsner

Financial Lead: swelsch

Lead Department: Operation Services



**7.25: Facility Restroom and Common Area Additional Cleaning**

**Enhancement to Programs and Services**

		<b>2022 Projected Budget</b>
<hr/>		
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid green;"/>		
<b>Expenses</b>		
532000 - Cleaning Services		270,000
	<b>530000 - Purchased Property Services</b>	<b>270,000</b>
	<b>Total Expenses</b>	<b>270,000</b>
<hr style="border: 2px solid green;"/>		
<b>Funding Sources</b>		
100-General Fund: Reserves	Reserve	270,000
	<b>Funding Source Total</b>	<b>270,000</b>



## **Offer 8.1: City Clerk Administration - Funded**

**Offer Type: Ongoing**

2022: \$677,727 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, Urban Renewal Authority (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.
- Election management (FTE staffing only; temporary elections workers, overtime, and non-personnel expenses are included in Offer 8.4).
- 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 and policies and procedures related to open records (CORA) requests, including staff training/guidance.

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.

### **Additional Information**



### **Offer 8.1: City Clerk Administration - Funded**

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

- • 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.

#### **Improvements & Efficiencies**





### **Offer 8.1: City Clerk Administration - Funded**

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

- • Continued to work with IT, CPIO and City Manager's Office staff to provide remote Council, URA and boards and commissions meetings. Having remote options for those who want to participate in this way is expected to be ongoing.
- • Worked with CPIO staff to develop videos on what residents can expect at Council meetings and how they can participate in Council meetings. Both are expected to be implemented within the next month.
- • Implemented JustFOIA software to track open records requests. The system, similar to Access Fort Collins, enables people to submit an open records request to the City, and then tracks related processes, timeframes, and communications throughout the response process. This has been a much needed improvement that has boosted staff efficiency and transparency to customers.
- • Revised deadlines for submitting agenda materials to enable more time for the review and approval process. This has resulted in more reasonable review timeframes and higher quality materials in Council packets.
- • Revised the Council item submission form to provide additional information which has eliminated the need for multiple emails/phone calls.
- • Continued to use Microsoft Teams for agenda and Leadership Planning Team meetings. This has resulted in great efficiency and better access for all involved.
- • Worked as part of a staff team to revise and improve the new Council onboarding process. Revised documents and processes will be utilized as part of the upcoming process

#### **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: Our goal with this metric is to ensure passport expenses stay at 10% or lower than the revenue generated. Passport services ended in March 2020 due to COVID. However, supplies for the program were purchased at the beginning of the year in preparation for a full year's service. This metric will come into compliance once City buildings are open and passport services are resumed.

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

- Overtime funding has been increased to address actual costs incurred due to workload demands.



## **Offer 8.1: City Clerk Administration - Funded**

### **Offer Type: Ongoing**

- The subscription renewal fee for JustFOIA has been added. The first two years were covers with CARES funding. The contractual renewal fee in 2022 (Year 3) is \$12,518. A 3% increase in 2023 was prenegotiated at the time the contract was signed in December 2020. The inflationary increase will be added to the ongoing budget in 2023 to bring the cost to \$12,893 in Year 4.

### **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

Financial Lead: wbricher

Lead Department: City Clerk's Office



**8.1: City Clerk Administration**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		5.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		399,963
512000 - Benefits		118,897
519000 - Other Personnel Costs		(15,355)
	<b>510000 - Personnel Services</b>	<b>503,505</b>
521000 - Professional & Technical		51,000
529000 - Other Prof & Tech Services		11,600
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>62,600</b>
533000 - Repair & Maintenance Services		530
	<b>530000 - Purchased Property Services</b>	<b>530</b>
542000 - Communication Services		6,500
543000 - Internal Admin Services		333
544000 - Employee Travel		10,842
549000 - Other Purchased Services		33,745
	<b>540000 - Other Purchased Services</b>	<b>51,420</b>
555000 - Office & Related Supplies		56,772
559000 - Other Supplies		2,900
	<b>550000 - Supplies</b>	<b>59,672</b>
	<b>Total Expenses</b>	<b>677,727</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	677,727
	<b>Funding Source Total</b>	<b>677,727</b>



## Offer 8.2: Boards and Commissions - Funded

**Offer Type: Ongoing**

2022: \$90,559 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

- • 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.



### **Offer 8.2: Boards and Commissions - Funded**

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

- • 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 adopted by City Council.
- • 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 were approved by Council and will be implemented in 2021.
- • Changed to remote meetings for board and commission interviews. This process has greatly improved efficiency and has been a much appreciated change for Councilmembers and applicants alike since they no longer have to drive to City Hall for a 10-minute in-person meeting.

#### **Performance Metrics**



## ***Offer 8.2: Boards and Commissions - Funded***

### ***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: 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.

- NLSH 81. Boards and Commissions Diversity Index

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6343&object=measure&objectId=528004.html>

Performance Measure Reason: The reimagine project resulted in numerous changes. Allowing a variety of term lengths (including 1-year terms), as well as allowing for remote meetings are two things that are expected to increase diversity on the boards. Staff is excited to implement these changes and other identified changes and to work with the new Chief Equity Officer to implement a tool that can effectively measure this.

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

- Overtime funding has been increased to address actual costs incurred due to workload demands.

### **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

Financial Lead: wbricher

Lead Department: City Clerk's Office



**8.2: Boards and Commissions**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		59,132
512000 - Benefits		19,718
519000 - Other Personnel Costs		(2,230)
	<b>510000 - Personnel Services</b>	<b>76,620</b>
529000 - Other Prof & Tech Services		500
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>500</b>
542000 - Communication Services		649
543000 - Internal Admin Services		67
544000 - Employee Travel		100
549000 - Other Purchased Services		10,123
	<b>540000 - Other Purchased Services</b>	<b>10,939</b>
555000 - Office & Related Supplies		1,800
559000 - Other Supplies		700
	<b>550000 - Supplies</b>	<b>2,500</b>
	<b>Total Expenses</b>	<b>90,559</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	90,559
	<b>Funding Source Total</b>	<b>90,559</b>



### **Offer 8.3: Licensing Services - City Clerk's Office - Funded**

**Offer Type: Ongoing**

2022: \$193,832 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 2020, these licensing programs generated a combined \$344K in licensing revenues. Marijuana generated \$5.25M 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/bars. As 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 business owners were most grateful. Efforts continued in 2020.





## Offer 8.3: Licensing Services - City Clerk's Office - Funded

### 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). A new one is pending for 2021.
- • 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.
- • New legislation regarding a Social Equity Program was created through the Department of Revenue's Marijuana Enforcement Division pursuant to HB20-1424. Staff has been involved in review of this item and considering what Code changes, if any, need to come forward due to this.

### 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

- • Implemented weekly meetings with the three Deputy City Clerk's for the purposes of cross training and coordination of workloads.
- • LEAN process for both liquor and marijuana licensing programs. Plan to implement as many identified improvements as possible.
- • Redesigned liquor webpage to increase transparency and ease of use.



## **Offer 8.3: Licensing Services - City Clerk's Office - Funded**

### **Offer Type: Ongoing**

- • Collaboration with the Building Department on the temporary Certificate of Occupancy process to add an expiration date to ensure all outstanding items related to a liquor or marijuana licensed premise have been completed prior to a final Certificate of Occupancy being issued.
- • Weekly meetings with the liquor licensing team to coordinate efforts, ensure alignment and discuss issues, applications and hearings.
- • Biweekly meetings with the marijuana team to coordinate efforts, ensure alignment and discuss issues, applications, legislation.
- • Move to remote meetings for liquor licensing hearings before the Liquor Licensing Authority.
- • Move to remote zoom meetings for liquor and marijuana license applicants to discuss/review applications.

### **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: 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: Although no new survey was completed for 2020 due to COVID, staff did stay in touch with license holders through meetings and ongoing license-related interactions. They were very appreciative of everyone's efforts to assist business owners (example is modification of premises for liquor licensees) and to change meetings and license processes to online. We will survey again during 2021.

- SAFE 111. Annual Liquor Licensing Activity

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=120046&object=measure&objectId=1081283.html>

Performance Measure Reason: Information showing the increase in liquor license enforcement activity. City Clerk staff work in partnership with Police and legal staff on all aspects of licensing, including enforcement. Staff responds to inquiries regarding licensed individuals, coordinates the liquor licensing hearing agenda, participates in the hearings, and works with licensees on hearing outcomes.

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

- Overtime funding has been increased to address actual costs incurred due to workload demands.

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



***Offer 8.3: Licensing Services - City Clerk's Office - Funded***

***Offer Type: Ongoing***

- Not applicable

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

- Not applicable

**Offer Profile**

Offer Owner: RKnoll

Financial Lead: wbricher

Lead Department: City Clerk's Office



**8.3: Licensing Services - City Clerk's Office**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		2.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		132,337
512000 - Benefits		43,206
519000 - Other Personnel Costs		(5,191)
	<b>510000 - Personnel Services</b>	<b>170,352</b>
521000 - Professional & Technical		1,000
529000 - Other Prof & Tech Services		6,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>7,000</b>
542000 - Communication Services		1,962
543000 - Internal Admin Services		133
544000 - Employee Travel		10,500
549000 - Other Purchased Services		3,240
	<b>540000 - Other Purchased Services</b>	<b>15,835</b>
555000 - Office & Related Supplies		545
559000 - Other Supplies		100
	<b>550000 - Supplies</b>	<b>645</b>
	<b>Total Expenses</b>	<b>193,832</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	193,832
	<b>Funding Source Total</b>	<b>193,832</b>



## Offer 8.4: Elections - Funded

**Offer Type: Ongoing**

2022: \$28,750 and 0.00 FTE, 0.00 Hourly FTE

### Offer Summary

Funding this offer will support ongoing election activities that occur during the off year opposite the April municipal elections. This includes, but is not limited to:

- Working with vendors on system and process improvements.
- Research on election related equipment, processes and activities to determine if changes are needed for the following year election. Staff is aware that the Council Election Code Committee is interested in looking at items such as ranked-choice voting, publicly funded campaigns and a possible move of municipal elections to November.;
- Assisting with any number of initiatives or referendums that might be generated by the Council or by citizens.
- Assisting campaigns and citizens with questions related to running for City Council, including candidacy requirements, campaign regulations, campaign finance and reporting requirements, and with general election information such as voter registration, election security, etc.
- Clean up of various election related items including election and candidate FAQs, candidate training, election related websites, etc.
- Development of more in depth training resources that may be requested on election processes.
- Assistance with campaign or other election related violations that are filed.

Although this offer does not provide funding for a special election in November, it may be requested. November elections, coordinated with Larimer County, provide the City with an additional opportunity to place ballot measures before the voters. November is the only time, other than at the regular election in April, that TABOR questions can be considered by the voters. There will likely be a need for a November election to place possible Charter amendments on the upcoming ballot. Staff is aware of a possible citizen initiative to establish a tax that would support parks funding and maintenance. If a coordinated election is needed, a separate funding request will go to Council for consideration.

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

- Not applicable



### **Offer 8.4: Elections - Funded**

**Offer Type: Ongoing**

#### **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 will continue to make participation in municipal elections easier and more convenient (example: 24-hour outdoor ballot boxes throughout the community).
- 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 continue to occur. Detailed documentation, pictures and videos will be finalized to capture the various election processes/systems. Efforts will result in a detailed Election Manual addressing all aspects of conducting an election to ensure things are systemized and repeatable.
- 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, and used again in 2021, increased efficiency and resulted in this part of the process taking much less time. It also helps ensure accuracy with ballot counts.

#### **Improvements & Efficiencies**

- • Partnered with the County on ballot drop boxes. Drive through boxes were added at many City sites including the Senior Center, South Transit Center, Police, Traffic Operations, and Northside. Boxes were also added at the Harmony Library and CSU. The partnership allows voters to use the same drop boxes during City election and County elections, reducing confusion and increasing efficiency.
- • Created a class for Council candidates covering candidacy information, campaign regulations, campaign finance and reporting requirements, general information about City Council and other miscellaneous information.
- • Created a candidate FAQ webpage to ensure all candidates and campaign representatives had access to the same information provided in response to questions.
- • Formalized Watcher information and related forms to accommodate those who wanted to participate in the election in this way.
- • Worked with staff to secure a new location for the election processing center and tabulation to ensure social distancing and other COVID protocols were in place to help protect staff and election workers throughout the election.



## Offer 8.4: Elections - Funded

### Offer Type: Ongoing

- • Spent more dedicated time documenting election processes and systems. This will result in a detailed training manual, together with related pictures and videos, to help provide a resource for new and existing employees that will help ensure a successful and repeatable process.
- • Partnered with vendors during and after the election on system and process improvements.

### 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. This target will need to be adjusted due to increases in voter registration and costs.

- 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: 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. Staff will continue to look for improvements to add value to the program and to our service.

### 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: RKnoll

Financial Lead: wbricher

Lead Department: City Clerk's Office



**8.4: Elections**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid blue;"/>		
<b>Expenses</b>		
521000 - Professional & Technical		4,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>4,000</b>
533000 - Repair & Maintenance Services		1,500
	<b>530000 - Purchased Property Services</b>	<b>1,500</b>
549000 - Other Purchased Services		7,550
	<b>540000 - Other Purchased Services</b>	<b>7,550</b>
559000 - Other Supplies		700
	<b>550000 - Supplies</b>	<b>700</b>
565000 - Vehicles & Equipment		15,000
	<b>560000 - Capital Outlay</b>	<b>15,000</b>
	<b>Total Expenses</b>	<b>28,750</b>
<hr style="border: 2px solid blue;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	28,750
	<b>Funding Source Total</b>	<b>28,750</b>





## Offer 8.5: Council Redistricting Study - Funded

**Offer Type: 1-Time Enhancement**

2022: \$90,800 and 0.00 FTE, 0.00 Hourly FTE

### Offer Summary

Funding this offer will result in a community wide redistricting effort, with the assistance of a consultant, that will bring the City into compliance with City Code requirements.

Pursuant to Fort Collins City Code, Section 7- 87, when a deviation in population numbers exceeds 10% between council districts, the City Clerk is required to make recommendations to City Council on boundary adjustments and possible redistricting options that, to the extent possible, equalize the population in each district. According to Code, the City Clerk must do a review of the population numbers any time the County changes its precinct boundaries to be different from the City's precinct boundaries and within 18 months after the US decennial census is published. The City Clerk must also do another review at least once every 6 years after making a recommendation following the decennial census. Although the County has since changed its precinct boundaries, Council approved a waiver of this requirement in February 2018, due to the then-recent evaluation and change of Council District boundaries that had occurred and in October 2019, due to the pending 2020 census evaluation.

Increased development activity within the community, especially within the northeast, has resulted in a population imbalance between the Council Districts. The current Code requirements to reexamine population balance between each Census is problematic, and it suggests that the City's current methodology may not be the best approach. It is anticipated that this problem will continue as development concentrates in areas where vacant land is available or where significant infill development occurs.

Using census data as an initial population data point makes sense. With the 2020 census nearing completion, the timing is right to move forward with an effort to examine the method of establishing & recalibrating Council Districts. The Clerk's Office hopes to have this project completed & in effect for the 2023 election.

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 7.9 - Proactively influence policy and legislative development at all levels.

### Additional Information

- • Although staff has performed this work in the past, these processes are complicated and can be highly controversial as citizens are affected by district boundary changes. Staff's experience and knowledge of different methods of establishing districts is limited, and assistance from an outside consultant is desirable.



## Offer 8.5: Council Redistricting Study - Funded

### Offer Type: 1-Time Enhancement

- • Community discussions of this topic are often highly charged and using a consultant who can offer a fresh perspective and alternative methods for consideration, without perception of bias, is recommended.
- • The scope of this project will include an analysis of population deviation of existing Council Districts, development of multiple redistricting options for consideration, significant public engagements efforts, development of final options for Council consideration and assistance with implementation.
- • This redistricting effort was initially funded as part of 2019-2020 BFO efforts. However, this was premature since the updated census data was not available. The money was returned as part of the 2020 budget reductions. New census data is expected to be released by September of 2021, giving us opportunity to conduct the study during 2022.

### Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

None

### Scalability and explanation

None.

### 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.: Having an outside consultant assist with this study will help ensure there is no perceived bias by citizens, Council incumbents or candidates. The project will require significant community engagement which is intended to increase public trust and transparency.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.: The results of this study will result in changes to the existing Council Districts as well as provide a fresh perspective and perhaps a new methodology on how Council Districts should be modified in future years as needed and/or prescribed by Code.

### Performance Metrics



## **Offer 8.5: Council Redistricting Study - Funded**

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

- 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: Significant public engagement will be planned for this item. Having a transparent process with a lot of community dialogue will help build understanding for all and help create the multiple options that Council will consider.

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

- Not applicable

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

- N/A

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

- Not applicable

### **Offer Profile**

Offer Owner: RKnoll

Financial Lead: wbricher

Lead Department: City Clerk's Office



**8.5: Council Redistricting Study**

**Enhancement to Programs and Services**

	<b>2022 Projected Budget</b>
<hr/>	
<b>Full Time Equivalent (FTE) Staffing</b>	-
<b>Hourly (FTE)</b>	-
<hr style="border: 2px solid green;"/>	
<b>Expenses</b>	
521000 - Professional & Technical	85,000
529000 - Other Prof & Tech Services	3,000
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>88,000</b>
549000 - Other Purchased Services	800
<b>540000 - Other Purchased Services</b>	<b>800</b>
555000 - Office & Related Supplies	500
559000 - Other Supplies	1,500
<b>550000 - Supplies</b>	<b>2,000</b>
<b>Total Expenses</b>	<b>90,800</b>
<hr style="border: 2px solid green;"/>	
<b>Funding Sources</b>	
100-General Fund: Reserves	Reserve 90,800
<b>Funding Source Total</b>	<b>90,800</b>



## **Offer 8.6: RESTORE - 2021 Reduction of City Clerk Administration Funding - Funded**

**Offer Type: Enhancement**

2022: \$12,300 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

A Privacy and Records Manager position was funded in 2020 to implement and manage a privacy program for the City and to improve records management activities across the City. However, the original offer for this position was stripped of any meaningful ongoing funding. The City Clerk's Office Administration budget covered unbudgeted expenses in 2020, which were lower than expected due to the COVID 19 pandemic. As pandemic restrictions are lifted it is planned that a successful privacy program will integrate privacy requirements and procedures into the functional service areas across the City. The goals of the Privacy Program are as follows:

- 1) Demonstrate compliance with applicable laws and regulations
- 2) Promote customer trust and confidence
- 3) Enhance the City's reputation
- 4) Facilitate privacy program awareness with employees, customers, partners and service providers
- 5) Respond to privacy breaches

The urgency for the City to establish a mature data privacy and security program is driven by three key factors: avoiding expensive fines for non compliance, reducing the overall cost of data storage, and maximizing productivity.

Likewise, it is planned that a successful records management program will integrate related regulations and procedures into the functional service areas across the City. The goals of the Records Management Program are as follows:

- 1) Mature and manage the program
- 2) Demonstrate compliance with applicable laws and regulations
- 3) Promote customer trust and confidence
- 4) Facilitate records management program awareness with employees, customers, partners and service providers
- 5) Move to State retention schedule

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

### **Additional Information**



## **Offer 8.6: RESTORE - 2021 Reduction of City Clerk Administration Funding - Funded**

### **Offer Type: Enhancement**

- Data privacy is one of the most important considerations in the City's compliance program. Some data protection regulations have enforcement fines attached to them. Others have regulatory orders overseeing them for as many as 20 years. Guided by these laws and regulations, it is advisable for the City to develop a healthy program to protect sensitive data.
- It has been shown that organizations that implement a healthy data privacy program reduce the number of security incidents that result in privacy breaches. Fewer breaches mean the City does not lose trust. Safeguarding against this spoiling of trust is important to prevent losing customers or other types of business.
- Centralizing the approach to City records will help ensure consistent policies/procedures across departments, alignment with the most recent retention schedule and current knowledge as to who is the record owner, and provide information on where each record type can be found.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$12,300

#### Ongoing Cost Description:

These costs are being redistributed to help cover what is needed for the privacy and records management programs within the City Clerk's office. The funding will cover mileage, training, office supplies, dues and subscriptions, computer software, food for meetings and books.

### **Scalability and explanation**

\$12,300 is a minimal funding level for this program. Anything less will inhibit full maturation of the program.

### **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.: For many, privacy is considered a fundamental human right, and data protection laws exist to guard that right. Data privacy is important because in order for individuals to be willing to engage online, they have to trust that their personal data will be handled with care. The City's Privacy Program plans to use protection practices to demonstrate to their users that they can be trusted.



## **Offer 8.6: RESTORE - 2021 Reduction of City Clerk Administration Funding - Funded**

### **Offer Type: Enhancement**

- ✓ HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Establishing a mature data privacy and security program assists in: avoiding expensive fines for non-compliance, reducing the overall cost of data storage, and maximizing productivity. Establishing a mature records management program assists in: increasing transparency to the public and maximizing efficiency in records retrieval.

### **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: The Privacy & Records Management Program is new and will be establishing baseline benchmarking measurements as the program is developed and will be reported at a later date .

### **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

Financial Lead: wbricher

Lead Department: City Clerk's Office



**8.6: RESTORE - 2021 Reduction of City Clerk Administration Funding**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
544000 - Employee Travel		6,000
549000 - Other Purchased Services		1,000
	<b>540000 - Other Purchased Services</b>	<b>7,000</b>
555000 - Office & Related Supplies		3,300
559000 - Other Supplies		2,000
	<b>550000 - Supplies</b>	<b>5,300</b>
	<b>Total Expenses</b>	<b>12,300</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Reserves	Reserve	12,300
	<b>Funding Source Total</b>	<b>12,300</b>





## **Offer 8.8: RESTORE - 2021 Reduction of Boards and Commissions Program Funding - Funded**

**Offer Type: Enhancement**

2022: \$22,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will restore support for the current demands of this program (Council support for recruitment efforts and the interview/appointment process), and fund the growing demands resulting from the City Council priority to Reimagine Boards and Commissions.

Public engagement efforts will include proper and thorough advertising, including digital and print ads; and community outreach events (like recruitment fairs). Translation (both in-person and in print materials) and transcription services are needed. Improvements to current interview and appointment processes are anticipated as a result of new ideas generated by the newly constituted Council.

Current support for appointed boards will include enhanced onboarding for new members; staff liaison training and expanded Super Issue meetings.

Reimagined public engagement efforts will hopefully result in board membership that is diverse and inclusionary, providing representation that reflects community values and provides an opportunity for all voices to be heard.

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**

- Not applicable

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$22,000

Ongoing Cost Description:

These costs are related to the increased need for public engagement efforts related to the growing responsibilities of the program and ongoing expectations of improved communication, recruitment, and public engagement that supports the goals of increased diversity and inclusion in the program.



## **Offer 8.8: RESTORE - 2021 Reduction of Boards and Commissions Program Funding - Funded**

**Offer Type: Enhancement**

### **Scalability and explanation**

Any effort to scale down this offer would severely impact the ability to execute and meet the goals set by City Council and leadership.

### **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 continues to update recruitment and onboarding processes, and fully implemented the Engage system to ensure information related to board members is tracked and reporting capabilities enhanced. The use of Super Issues Meetings, which provide an opportunity for cross-functional collaboration and supports innovation, will be expanded.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.: Staff will be working with the new Equity Office on ways to enhance engagement, particularly with under-represented populations.

### **Performance Metrics**

- NLSH 81. Boards and Commissions Diversity Index

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6343&object=measure&objectId=528004.html>

Performance Measure Reason: The reimagine project resulted in numerous changes. Allowing a variety of term lengths (including 1-year terms), as well as allowing for remote meetings are two things that are expected to increase diversity on the boards. Staff is excited to implement these changes and other identified changes and to work with the new Chief Equity Officer to implement a tool that can effectively measure this.

- 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.

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

- Not applicable

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



***Offer 8.8: RESTORE - 2021 Reduction of Boards and Commissions Program  
Funding - Funded***

***Offer Type: Enhancement***

- Not applicable

**Offer Profile**

Offer Owner: RKnoll

Financial Lead: wbricher

Lead Department: City Clerk's Office



**8.8: RESTORE - 2021 Reduction of Boards and Commissions Program Funding**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
529000 - Other Prof & Tech Services		3,500
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>3,500</b>
549000 - Other Purchased Services		12,000
	<b>540000 - Other Purchased Services</b>	<b>12,000</b>
559000 - Other Supplies		6,500
	<b>550000 - Supplies</b>	<b>6,500</b>
	<b>Total Expenses</b>	<b>22,000</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Reserves	Reserve	22,000
	<b>Funding Source Total</b>	<b>22,000</b>



**Offer 8.9: 1.0 FTE - Deputy City Clerk (Council Agenda / Elections) - Unfunded**

**Offer Type: Enhancement**

2022: \$97,735 and 1.00 FTE, 0.00 Hourly FTE

**Offer Summary**

Funding this offer will result in additional assistance with the 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. These duties have grown to the point that one person is not sufficient to meet all related demands to ensure on time delivery of quality agenda materials without the assistance of others.

Funding this offer will also result in additional assistance with timely and ongoing process improvements related to elections, support for the Council Election Code Committee (ECC), increased transparency and oversight during elections, and provide a path forward for succession planning as long term employees ready for retirement.

Local elections have grown more time consuming and complicated. There has been a 91% increase in eligible electors over the past 20 years resulting in additional workload for those involved in elections. Community members have approached the Election Code Committee (ECC) and City Clerk staff requesting increased oversight and enforcement of campaign spending and disclosure requirements. As well, there have been new requirements and processes established such as signature verification, special accommodations for military/overseas voters, marketing campaigns, web page development/maintenance, remote ballot drop-off locations, training for candidates, and the management/training of a growing number of temporary election workers without any increase in staffing resources.

Having additional staff who can focus primarily on Council agenda and election matters would help ensure all essential duties and responsibilities related to these programs are given extra time and consideration to help manage existing workloads and to give an opportunity to make needed improvements.

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**



**Offer 8.9: 1.0 FTE - Deputy City Clerk (Council Agenda / Elections) - Unfunded**

**Offer Type: Enhancement**

- • Council agendas continue to grow requiring additional time and effort for related work. Coordination of agenda items, ensuring notices are published, review and editing of materials, handling last-minute amendments, printing, preparing signature packets, filing, etc., all have corresponding increases. More help is needed to ensure things are done without pulling others away from their duties.
- • The County has 14 FTE fully dedicated to elections (1 per 18,870 voters). The City does not have any FTEs fully dedicated to this. Should the Clerk’s office receive the additional resource requested, quick resolution to many items such as incomplete filings and financial report errors could be identified and fixed. More time could be focused on the ECC and tracking legislative changes.
- • Additional duties related to elections could include: developing training/orientation classes, developing marketing campaigns to inform voters and increase voter turnout, managing campaign finance filings, maintaining election-specific web pages, creating new procedures/guidelines, monitoring related legislation, and election planning and participation.
- • The City of Fort Collins is known for being progressive, innovative and performing at the highest levels. Citizens are requesting that we provide leadership in this area and become the example for others to follow with regard to transparency and election oversight.
- • Integrity and fairness are of utmost importance in an election process. Citizens have also provided feedback that making the process more transparent and doing what’s possible to keep things fair instills confidence in voters and increases their willingness to participate.

**Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$82,888

Ongoing Cost Description:

1.0 FTE personnel and associated costs for email, phone, training, copies, dues, postage, office supplies, office equipment, computer hardware and software, and books/periodicals.

**Scalability and explanation**

Position could be contractual.

**Links to Further Details:**

- Not applicable

**Linkage to Strategic Objectives**

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



**Offer 8.9: 1.0 FTE - Deputy City Clerk (Council Agenda / Elections) - Unfunded**

**Offer Type: Enhancement**

- ✓ 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.

**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: 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.

**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: DEColdiron

Financial Lead: wbricher

Lead Department: City Clerk's Office



**8.9: 1.0 FTE - Deputy City Clerk (Council Agenda / Elections)**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		57,603
512000 - Benefits		19,862
519000 - Other Personnel Costs		(2,264)
	<b>510000 - Personnel Services</b>	<b>75,201</b>
529000 - Other Prof & Tech Services		15,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>15,000</b>
542000 - Communication Services		1,467
543000 - Internal Admin Services		67
544000 - Employee Travel		2,000
549000 - Other Purchased Services		700
	<b>540000 - Other Purchased Services</b>	<b>4,234</b>
555000 - Office & Related Supplies		2,500
559000 - Other Supplies		800
	<b>550000 - Supplies</b>	<b>3,300</b>
	<b>Total Expenses</b>	<b>97,735</b>

**Funding Sources**

100-General Fund: One-time Revenue	One-Time Restricted	15,000
100-General Fund: Ongoing	Ongoing	82,735
	<b>Funding Source Total</b>	<b>97,735</b>





## Offer 17.3: Planning, Development & Transportation Administration - Funded

**Offer Type: Ongoing**

2022: \$1,362,729 and 9.00 FTE, 1.45 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 336 employees and a total budget of more than \$86 million.

PDT Administration leads the operations of all community planning functions, the Development Review Center and transportation related functions including transit, capital construction, engineering services, 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, Environmental Health, Safe Community, Neighborhood Livability & Social Health, and Transportation & Mobility 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, strategic alignment 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, equity, inclusion and diversity and culture of safety

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

- 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, the Transit Master Plan modal and subarea plans, the Land Use Code, building codes and other items related to transportation, the built environment and economic development.



## Offer 17.3: Planning, Development & Transportation Administration - Funded

### Offer Type: Ongoing

- PDT Administration provides executive oversight and leadership of transportation-related services including capital construction, transportation 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.

### 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.: 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 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: PDT Admin oversees land use and transportation infrastructure planning, design and construction in Ft Collins. This includes Master Plan level efforts like Plan Fort Collins & the Transportation Master Plan, as well as finer grain efforts such as corridor studies, subarea planning, historic preservation & development review activities designed to ensure the community achieves the City Plan vision.

### Differences from Prior Budget Cycles

- Previous year's offers included \$470,000 to fulfill an IGA for Regional Contribution to Larimer County for North I-25 Improvements as adopted in Resolution 2015-100. The final payment was in 2021.

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



***Offer 17.3: Planning, Development & Transportation Administration - Funded***

***Offer Type: Ongoing***

- None

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

- Not applicable

**Offer Profile**

Offer Owner: dklingner

Financial Lead: saragon

Lead Department: PDT Administration



**17.3: Planning, Development & Transportation Administration**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		9.00
<b>Hourly (FTE)</b>		1.45
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		878,842
512000 - Benefits		329,353
519000 - Other Personnel Costs		(31,969)
	<b>510000 - Personnel Services</b>	<b>1,176,226</b>
521000 - Professional & Technical		5,500
529000 - Other Prof & Tech Services		5,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>10,500</b>
534000 - Rental Services		1,500
	<b>530000 - Purchased Property Services</b>	<b>1,500</b>
542000 - Communication Services		6,200
543000 - Internal Admin Services		681
544000 - Employee Travel		9,450
549000 - Other Purchased Services		9,800
	<b>540000 - Other Purchased Services</b>	<b>26,131</b>
555000 - Office & Related Supplies		4,100
559000 - Other Supplies		5,500
	<b>550000 - Supplies</b>	<b>9,600</b>
591000 - Transfers to Funds		138,772
	<b>590000 - Transfers Out</b>	<b>138,772</b>
	<b>Total Expenses</b>	<b>1,362,729</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	705,750
290-Transit Services Fund: Ongoing Revenue	Ongoing Restricted	63,091
292-Transportation Services Fund: Ongoing Revenue	Ongoing Restricted	530,797
294-Parking Fund: Ongoing Revenue	Ongoing Restricted	63,091
	<b>Funding Source Total</b>	<b>1,362,729</b>



## **Offer 24.1: Human Resources (HR) Core Services - Funded**

**Offer Type: Ongoing**

2022: \$2,099,638 and 15.75 FTE, 0.35 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 are 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 wellbeing: 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 24.1: Human Resources (HR) Core Services - Funded**

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

- HR provides high-quality customer service programs for approximately 2,100 employees representing over 60 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 City-wide training, such as compliance and regulatory.

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

- <https://coftc.sharepoint.com/sites/HRConnect>
- <https://coftc.sharepoint.com/sites/HRConnect/SitePages/Manager-and-Employee-Tools.aspx>

#### **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.: HR provides services and programs in talent acquisition and onboarding; employee performance, retention, and engagement; coaching and consulting for managers; employee relations; policy development and interpretation; collective bargaining; workforce analytics; market-based compensation programs, technology including data management and record-keeping; and other essential HR 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.: 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**

- In 2020, 8,171 applicants applied for 443 City openings, and the new offer to acceptance ratio, set at 90% higher than the competitive benchmark of 80%, was exceeded in all four quarters. Time to fill metrics continued to improve with the new centralized process established in January 2018. Year over year 90 to 66 Classified and 76 to 51 Contractual.
- To impact any potential systemic bias for candidates, we no longer ask for current salary information; compensation staff consults 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.



### **Offer 24.1: Human Resources (HR) Core Services - Funded**

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

- To ensure that the organization attracts, develops, and retains the most competitive talent and through a process of continual improvement, we added shift differentials to the organization's compensation portfolio. A shift differential is paid to employees whose regularly scheduled work hours are outside of normal business hours, including evening or overnight shifts due to 24/7 operations.
- Building on Job Architecture, we completed the content development and review of 450+ job descriptions in partnership with leaders and key business partners. Descriptions describe accountabilities, relationships, capability requirements, and working conditions. Employees and management will have access to all job descriptions, helpful in discussing performance expectations and career development.
- Reimagined and streamlined the Personnel Policies and Procedures Acknowledgement process. The policies have been migrated to the City's central Policy Hub SharePoint site; the acknowledgment process has been changed to annually rather than quarterly and deployed through the FC Career Connect technology platform – enabling acknowledgment from any device and location.
- Made technology improvements to reduce time, increase accuracy, and free up capacity for higher-value work that has not been addressed. The most significant and impactful improvement is the automation of the new hire process, and elimination of the paper New Hire Packet for all classified, contractual, and unclassified management hires, rehires, promotions and transfers.
- To ensure the City is selecting top talent and encouraging a diverse talent pool, the City developed an executive interviewing and onboarding toolkit. We are currently developing a hiring guide to further advance Diversity and Equity in our processes. The guide will provide a hiring framework while advancing equity in hiring.
- Human Resources designed and deployed HR Connect on the new internal SharePoint platform, a robust and modern user-interface. HR Connect provides a comprehensive set of resources for City employees, with equitable access for all employees from anywhere and any device.
- Worked with IT to provide fcgov.com emails for all hourly employees to allow access to all employment postings and benefits they are eligible for along with other important City information.
- Launched a complete revision of all job descriptions in 2020 which will allow us to write more informed employment postings, align performance to expectations and ongoing development for our employees.

#### **Performance Metrics**

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



## **Offer 24.1: Human Resources (HR) Core Services - Funded**

### **Offer Type: Ongoing**

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)

<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.

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

- Repurposed an HR Business Partner 1.0 FTE to a Communications Specialist 1.0 FTE.
- Addition of Executive Administrative Assistant 1.0 FTE was approved off-cycle outside of BFO.

### **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: RAskeland

Financial Lead: chmartinez

Lead Department: Human Resources





**24.1: Human Resources (HR) Core Services**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		15.75
<b>Hourly (FTE)</b>		0.35
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		1,403,372
512000 - Benefits		399,783
519000 - Other Personnel Costs		(53,365)
	<b>510000 - Personnel Services</b>	<b>1,749,790</b>
521000 - Professional & Technical		28,200
529000 - Other Prof & Tech Services		13,500
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>41,700</b>
533000 - Repair & Maintenance Services		222,500
534000 - Rental Services		7,100
	<b>530000 - Purchased Property Services</b>	<b>229,600</b>
542000 - Communication Services		12,900
543000 - Internal Admin Services		1,072
544000 - Employee Travel		17,450
549000 - Other Purchased Services		26,300
	<b>540000 - Other Purchased Services</b>	<b>57,722</b>
555000 - Office & Related Supplies		12,300
559000 - Other Supplies		8,526
	<b>550000 - Supplies</b>	<b>20,826</b>
	<b>Total Expenses</b>	<b>2,099,638</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	2,099,638
	<b>Funding Source Total</b>	<b>2,099,638</b>



## Offer 24.2: Talent Development - Funded

Offer Type: Ongoing

2022: \$372,030 and 2.00 FTE, 0.00 Hourly FTE

### Offer Summary

This offer funds the talent development personnel and programs, supporting the strategic services and programs utilized by the organization's workforce including:

- \*Strengthen world class-leadership by designing and supporting equity and inclusion curriculum and toolkits; equip managers with the essential knowledge of principles and processes; develop managerial capabilities to lead people, while optimizing City's leadership expectations; refine and operationalize competencies and integrate in all talent management solutions; coordinate and host virtual Manager Check In sessions and manage the Mentoring Program.
- \*Ensure a continuous supply of highly qualified talent by implementing programs, improving processes, and building individual and organizational capabilities from applicant to alumni such as 24 Welcome to the City sessions; developing and maintaining the Employee Essentials curriculum; and supporting New Leader Adaption process.
- \*Enable a high-performance workforce by aligning how work impacts performance such as designing and facilitating six Leadership Link and two All Managers meetings, supporting the formation of the Equity Office, coordinating and supporting all HR teams, and collaborating with four Employee Resource Groups and other departments.
- \*Support strategic City and service area initiatives by identifying major workforce implications and aligning HR initiatives and capacity to these plans such as Principles of Community, customer service and sexual harassment.
- \*Drive operational efficiencies and effectiveness by optimizing FC Career Connect to deliver intelligent, intuitive, and on-demand training and development opportunities and continuing to adapt talent development activities to new digital methods. The impact of funding this offer provides the continuation of Talent Development's collective work to attract, retain, engage, reward, and develop a competitive and diverse 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 7.2 - 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

- The City's unified, talent development system, FC Career Connect, enables, and integrates key organizational talent management processes, from recruitment, onboarding, performance evaluations, learning and policy acknowledgement. FC Career Connect is the learning management platform for all City-wide training, compliance, and regulatory courses.



### **Offer 24.2: Talent Development - Funded**

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

- Talent Development provides high quality workforce development programs for approximately 2,100 employees representing over 50 departments. The diverse, internal customers include: City Council, managers, all employees, interns, Poudre River Public Library, and Poudre Fire Authority.
- Talent Development has offered 47 Manager Check-In sessions, averaging 66 managers, or a total reach of 2,773 managers since April 2020. Managing @ the City graduated 71 managers in 2020. Post program survey data revealed that 95% of attendees valued or highly valued the program.

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

- <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.: Supports HPG 7.4 by supporting the strategic objectives and programs utilized by the organization's workforce including: developing and strengthening managers and leaders; ensuring a continuous supply of highly qualified talent; enabling a high performance workforce; supporting City initiatives; and driving operational efficiencies.
- 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.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Provide world-class municipal services through operational excellence and a culture of innovation. Human Resources drives efficiency and competitive, innovative practices.

#### **Improvements & Efficiencies**

- Talent Development (TD) Connect, a landing page of HR Connect, in partnership with Information Technology and the City's Communication and Public Involvement Office features a functional design, easily accessible 24/7 by all employees to access development and other resources from any device and location.
- Designed all programs to be taught virtually including Welcome to the City and Managing @ the City, as well as leveraged Teams and Zoom platforms to offer weekly Manager Check-In sessions since April 16, 2020. Leadership circles were facilitated for additional coaching and support during the pandemic. The virtual programs offered access to participate or watch the sessions archived on TD Connect.



## **Offer 24.2: Talent Development - Funded**

### **Offer Type: Ongoing**

- Made technology improvements to reduce time, increase accuracy, and free up capacity for higher-value work that has not been addressed. The most significant and impactful improvement is the automation of the new hire process, and elimination of the paper New Hire Packet for all classified, contractual, and unclassified management hires, rehires, promotions and transfers.
- Leveraged MS Teams and Zoom platforms to host development programs, courses, and Leadership Link and All Managers' meetings and to archive video recordings, materials, and resources for later viewing. This improved participation rates and reduced travel time for 250+ managers, eliminated venue rental costs, and increased expediency of manager's time and effort.

### **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.

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

- Leadership Development is not included in this offer, it is submitted as a restore enhancement offer for 2022.
- All programs have been designed to accommodate training and development in a remote, hybrid, onsite work environment.
- All dollars that were in the Consulting line item in the last offer have been moved to the Education and Training line item.

### **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: DKemp

Financial Lead: chmartinez

Lead Department: Human Resources



**24.2: Talent Development**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		2.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		169,605
512000 - Benefits		49,469
519000 - Other Personnel Costs		(6,572)
	<b>510000 - Personnel Services</b>	<b>212,502</b>
521000 - Professional & Technical		136,000
529000 - Other Prof & Tech Services		2,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>138,000</b>
534000 - Rental Services		7,290
	<b>530000 - Purchased Property Services</b>	<b>7,290</b>
542000 - Communication Services		1,860
544000 - Employee Travel		5,050
549000 - Other Purchased Services		1,378
	<b>540000 - Other Purchased Services</b>	<b>8,288</b>
555000 - Office & Related Supplies		500
559000 - Other Supplies		5,450
	<b>550000 - Supplies</b>	<b>5,950</b>
	<b>Total Expenses</b>	<b>372,030</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	372,030
	<b>Funding Source Total</b>	<b>372,030</b>



## Offer 24.3: Volunteer Services Program - Funded

**Offer Type: Ongoing**

2022: \$201,774 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. 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. Marketing campaigns highlight volunteers' stories and encourage others to volunteer, while demonstrating the impact volunteers have. Branding ensures consistent messaging and communication. Citywide recognition efforts exude gratitude, while continuing education builds capacity and capabilities for both volunteers and staff.

Engage is a Volunteer Management System (VMS) 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, etc. It is a resource for developing new programs, improving existing programs, and interagency collaboration.

In 2020, volunteers stepped in to help a community in crisis. Volunteer Services quickly refocused to meet the needs of isolated residents. Services were marketed in English and Spanish, and hand delivered. Volunteers rallied to sew masks and help their neighbors by delivering groceries, medication, and walking pets. A team of skilled volunteers convened to co create VirtuVisit, a program designed to connect isolated older adults to the community. Free technology was provided to those who could not access it. Bilingual volunteers were on hand to work with community members who needed services in Spanish.

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

### Additional Information



### **Offer 24.3: Volunteer Services Program - Funded**

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

- It is important to understand the return on the City's 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.
- Squarei Technologies is the contractor for Engage, the Volunteer Management database utilized by the FC Volunteer to administer the background check process, in conjunction with Sterling Volunteers, on all volunteers in positions of trust. Background checks can also be conducted manually for those who do not have the ability to do so electronically.
- 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, 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 towards 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/21-23143-2021-volunteer-infographic-v2.pdf?1619023860>

#### **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. Further recognition of the role volunteers play in supporting our workforce can improve service delivery.
- HPG 7.3 - Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.: Volunteer opportunities are open to all community members. Volunteer Services is currently designing an engagement framework that will lower barriers to entry and more clearly define paths to employment, while allowing access to more development opportunities. The framework will also provide avenues for new data collection methods that will allow us to develop new performance measures.



### **Offer 24.3: Volunteer Services Program - Funded**

**Offer Type: Ongoing**

#### **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, who 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.
- 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.
- Annual volunteer hours 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. In 2020, despite the global pandemic, 3, 897 volunteers donated 66,965 hours, the equivalent of 32 FTE and an economic impact of \$1.82 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. Lowering barriers to volunteering will build diversity and ensure the City volunteer demographics match 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 which increases their effectiveness and abilities to help others be more successful.





### **Offer 24.3: Volunteer Services Program - Funded**

**Offer Type: Ongoing**

- 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 in normal years annually exceed that of 73 FTE.

- HPG 25. Number of Citywide Volunteers

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=362223.html>

Performance Measure Reason: VSP has 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.

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

- Not applicable

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

- N/A

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

- Not applicable

#### **Offer Profile**

Offer Owner: sschafer

Financial Lead: chmartinez

Lead Department: Human Resources



**24.3: Volunteer Services Program**

**Ongoing Programs and Services**

	<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	1.00
<b>Hourly (FTE)</b>	-
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	80,926
512000 - Benefits	23,635
519000 - Other Personnel Costs	(3,137)
<b>510000 - Personnel Services</b>	<b>101,424</b>
521000 - Professional & Technical	26,750
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>26,750</b>
533000 - Repair & Maintenance Services	31,800
534000 - Rental Services	100
<b>530000 - Purchased Property Services</b>	<b>31,900</b>
542000 - Communication Services	1,210
543000 - Internal Admin Services	80
544000 - Employee Travel	2,100
549000 - Other Purchased Services	11,210
<b>540000 - Other Purchased Services</b>	<b>14,600</b>
555000 - Office & Related Supplies	350
556000 - Health & Safety Supplies	1,000
559000 - Other Supplies	25,750
<b>550000 - Supplies</b>	<b>27,100</b>
<b>Total Expenses</b>	<b>201,774</b>

**Funding Sources**

100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Restricted Ongoing Revenue	201,774
<b>Funding Source Total</b>	<b>201,774</b>



### **Offer 24.4: Wellness - Funded**

**Offer Type: Ongoing**

2022: \$339,325 and 2.00 FTE, 0.10 Hourly FTE

#### **Offer Summary**

The Wellness Program is a comprehensive program designed to improve the physical and emotional health and wellbeing 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, and reduce healthcare and workers' compensation costs. 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 six exercise rooms across the City
- Providing on-site flu shot clinics
- Providing on-site health screening events
- Administrating the annual Well Days Incentive Program
- Three to four mini-incentive programs, focusing on an aspect of well being, are offered annually.

Programs are 3-6 weeks long.

- Incentives to participate in programs, typically Downtown 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, mental 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 can focus on their own wellbeing and help to create an organizational culture where all employees are valued. It is a competitive differentiator to attract, engage and retain talent.



## Offer 24.4: Wellness - Funded

### 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:  
Objective 6.1. The City adopts policies that support and foster healthy and engaged employees.  
6.1.1. Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the current and future needs of the community.  
6.1.2. Support and foster life balance for all
- 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.
- This offer is supported by Utilities Offer 3.19 which supplements the core Wellness offer by providing additional Enterprise funding for support at the various Utility facilities, such as exercise equipment, wellness programming and an additional FTE.

### Links to Further Details:

- <https://citynet.fcgov.com/sustainability/files/2019MSAP.pdf> - Goal6, page 32
- 2017 Malcolm Baldrige National Quality Award Application:  
<https://citynet.fcgov.com/cmo/files/2017BaldrigeApplication.pdf> - Section 5.1b(1)
- <https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=91366.html>

### 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 wellbeing as a component of the City's talent 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.



## Offer 24.4: Wellness - Funded

Offer Type: Ongoing

### Improvements & Efficiencies

- Supporting the unique needs of employees during the pandemic. This includes employee check-in sessions held weekly for first year and then moving to monthly events.
- Improving communication channels to employees on all aspects of the Wellness Program. Migrating content from CityNet to Wellness Connect, moving two monthly newsletters from Send Studio, then to the City Newsletter system to SharePoint, using the Employee Check-in sessions to raise awareness around health and wellbeing resources available to employees.
- Moving most wellness educational opportunities to a virtual environment including live group exercise classes and daily stretch sessions during the pandemic allowed us to reimagine how we provide wellness programming to our population. This new format allowed greater access to classes and wellness opportunities. On-site live classes saw 10-20 participants while virtual events saw 30 or more.
- Access to Well Days points page was made available to employees without having to be on VPN or inside the City firewall. Working with IT to give "back-door" access to CityNet made the Well Days program accessible to all.
- Creating protocols for keeping the exercise rooms safe for employees to use during the pandemic. This included enhanced cleaning procedures and a registration process to limit capacity.
- Stream-lined the on-site health screening experience to keep participants safe during screening events and reduce costs.

### 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 the programs being offered are meeting the needs of employees so that they can focus on their own well-being. This metric considers overall percentage of employee participation as well.

### 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 24.4: Wellness - Funded***

***Offer Type: Ongoing***

A bullet was added under Additional Information to explain how this offer supports the Utilities Wellness offer. Edits were made to the Offer Summary in response to the BFO Team feedback.

**Offer Profile**

Offer Owner: LySanchez

Financial Lead: chmartinez

Lead Department: Human Resources



**24.4: Wellness**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		2.00
<b>Hourly (FTE)</b>		0.10
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		154,703
512000 - Benefits		47,040
519000 - Other Personnel Costs		(5,973)
	<b>510000 - Personnel Services</b>	<b>195,770</b>
521000 - Professional & Technical		26,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>26,000</b>
533000 - Repair & Maintenance Services		1,360
	<b>530000 - Purchased Property Services</b>	<b>1,360</b>
542000 - Communication Services		2,660
543000 - Internal Admin Services		93,910
544000 - Employee Travel		5,275
549000 - Other Purchased Services		1,250
	<b>540000 - Other Purchased Services</b>	<b>103,095</b>
555000 - Office & Related Supplies		150
556000 - Health & Safety Supplies		5,500
559000 - Other Supplies		7,450
	<b>550000 - Supplies</b>	<b>13,100</b>
	<b>Total Expenses</b>	<b>339,325</b>

**Funding Sources**

604-Benefits Fund: Ongoing Revenue	Ongoing Restricted	339,325
	<b>Funding Source Total</b>	<b>339,325</b>



## Offer 24.5: City Benefits and Retirement Administration - Funded

**Offer Type: Ongoing**

2022: \$37,069,441 and 6.75 FTE, 0.70 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 and 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 employees and their 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 the overall culture of wellbeing. As an employer of choice and industry leader, staff educates and engages 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 24.5: City Benefits and Retirement Administration - Funded**

#### **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. Fort Collins Police Services and Poudre Fire Authority takes considerable time as they have a collective bargaining unit.

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

- <https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=867336.html>

#### **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 wellbeing as a component of the City's talent 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 wellbeing, 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**

- 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 (10%).
- We introduced the SelectColorado network through UMR as a solution to avoid reducing benefits and increasing contributions. This change is estimated to provide overall savings of 17% on inpatient and outpatient facility claims (equivalent to 10% on overall medical claims costs). The benefits were the better option for the vast majority of our employees, even with the narrowing of the network.



## **Offer 24.5: City Benefits and Retirement Administration - Funded**

### **Offer Type: Ongoing**

- Benefits completed the retirement recordkeeper transition to Nationwide Retirement Solutions in September of 2020. This transition reduced overall costs for employees, provided increased education and engagement programs (high tech/high touch), interactive web and mobile platforms, a dedicated retirement specialist and a high investment into technology and cybersecurity.
- HUB was selected in 2016 and has contributed to the City's success. They identify and recommend innovative and strategic benefit solutions specific to our employees and their families. HUB played a major role in making recommendations specific to those impacted by the pandemic. They provide the stewardship of our budget in partnership with Finance allowing us to offer a competitive portfolio.
- With the intent of providing additional resources and support to our employees, the City launched a new family care benefit Care@Work by Care.com. Benefits include premium membership to the Care.com network, backup child and elder care.
- Implemented the Colorado Healthy Families and Workplaces Act (HFWA), which includes paid sick leave for all employees as well as public health emergency leave that is enacted when the State of Colorado declares a public health emergency. The City chose to be more generous than the requirements under HFWA to ensure equitable and sufficient access to public health emergency leave.

### **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.

### **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: CHMartinez

Financial Lead: chmartinez

Lead Department: Human Resources



**24.5: City Benefits and Retirement Administration**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		6.75
<b>Hourly (FTE)</b>		0.70
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		606,753
512000 - Benefits		470,209
519000 - Other Personnel Costs		57,534
	<b>510000 - Personnel Services</b>	<b>1,134,496</b>
521000 - Professional & Technical		1,155,578
529000 - Other Prof & Tech Services		2,500
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>1,158,078</b>
531000 - Utility Services		1,500
534000 - Rental Services		5,000
	<b>530000 - Purchased Property Services</b>	<b>6,500</b>
541000 - Insurance		34,750,167
542000 - Communication Services		6,500
543000 - Internal Admin Services		1,600
544000 - Employee Travel		6,250
549000 - Other Purchased Services		2,400
	<b>540000 - Other Purchased Services</b>	<b>34,766,917</b>
555000 - Office & Related Supplies		2,700
559000 - Other Supplies		750
	<b>550000 - Supplies</b>	<b>3,450</b>
	<b>Total Expenses</b>	<b>37,069,441</b>

**Funding Sources**

604-Benefits Fund: Ongoing Revenue	Ongoing Restricted	33,319,087
604-Benefits Fund: Reserves	Reserve	3,750,354
	<b>Funding Source Total</b>	<b>37,069,441</b>



### **Offer 24.7: Mentoring Program Software - MentorcliQ™ - Funded**

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

2022: \$18,000 and 0.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

This enhancement offer purchases an enterprise cloud based solution to coordinate and expand the City's Mentoring program. Most organizational learning takes place informally through social connections, and mentoring is one of the most compelling, cost effective, formal development strategies the City offers. Mentoring serves as an indispensable tool to build strong interpersonal relationships, and these relationships are considered a performance driver and an engagement driver. As drivers to the City's success, the mentor mentee matches enable knowledge transfer and knowledge absorption, the creation of a safe space for individuals to share experiences, exposure to new thinking, guidance on visibility and advancing careers, focusing on challenges, and building community. The mentoring program, as a component of WomenFoCus, has been in existence for six years. The impact of funding this offer enables Talent Development to undertake and feature mentoring as a strategic development component in the TD portfolio. To expand the mentoring program, a third party cloud based application is needed, as the current process requires at least three people, manually reading all mentor and mentee applications, and using an excel spreadsheet to perform the matches. MentorcliQ™ would enable Talent Development to create a comprehensive mentoring program. The elements of the comprehensive program include: the ability to launch a suite of different and customizable mentoring services such as career development, functional expertise/skill development, or diversity and inclusion connections; automated enrollment with profiles populated by JDE; learning/skill gap preferences; visual personality survey; mentor mentee configuration; collaboration tools that enable preset communications; goal tracker; relationship satisfaction surveys, and measurement tools to report and track impacts.

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**

- 2020 Post-Program survey results indicate that 71% reported a stronger sense of belonging to the City of Fort Collins organization.
- MentorcliQ is a plug-n-play application that does not require enterprise setup, single sign on or HRIS integration unless the enterprise license is funded. IT has been notified of this enhancement offer and if the offer is funded, discussion will ensue in Q1-2022 regarding project interdependencies between HR, IT and Finance.



## Offer 24.7: Mentoring Program Software - MentorcliQ™ - Funded

### Offer Type: Enhancement

- MentorcliQ's business model is priced to motivate clients to select enterprise licensing which is why the one-year Enterprise license for \$2,300 is cheaper than the one-year Plug-n-Play option for up to 250 users with the optional services for enterprise integration.

### Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$10,000

#### Ongoing Cost Description:

Includes license for up to 100 users; program set up and ongoing maintenance; assigned a success team, mentoring resource library, training support, 24/7 user and tech support and access to MentorCom Client Community. Additional one-time costs for optional services would be \$8,000 and includes HRIS integration, single sign on, native mobile app, and MentorLab Mentor training. Total cost \$18,000.

### Scalability and explanation

This offer is scalable as follows:

One-year, Plug-n-Play option for up to 100 users cost \$10,000 plus \$8,000 for all of the optional services for enterprise integration, total is \$18,000

One-year, Plug-n-Play option for up to 250 users is \$15,000 plus \$8,000 for all of the optional services for enterprise integration, total is \$23,000

One-year, Enterprise license for up to 2,300 users cost \$20,000

Two-year, Enterprise license for up to 2,300 users cost \$30,000

### Links to Further Details:

- [https://www.linkedin.com/smart-links/AQGgGh\\_Hua6qLg/86bcc7ad-7d62-436d-b6bc-b02dc607431c](https://www.linkedin.com/smart-links/AQGgGh_Hua6qLg/86bcc7ad-7d62-436d-b6bc-b02dc607431c)

### 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.: Features mentoring as a strategic development component by creating a comprehensive mentoring program. Mentoring is one of the most significant, cost-effective development strategies that we can offer for knowledge transfer/absorption, to identify skill and knowledge gaps, learn new tools/techniques, offer visibility to career mobility, and build community to serve the community.
- 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.



## **Offer 24.7: Mentoring Program Software - MentorcliQ™ - Funded**

### **Offer Type: Enhancement**

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

### **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.

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

- Not applicable

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

Two bullets were added under Additional Information and the Scalability section was revised in response to the BFO Team feedback.

### **Offer Profile**

Offer Owner: DKemp

Financial Lead: chmartinez

Lead Department: Human Resources



**24.7: Mentoring Program Software - MentorcliQ™**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid green;"/>		
<b>Expenses</b>		
533000 - Repair & Maintenance Services		18,000
	<b>530000 - Purchased Property Services</b>	<b>18,000</b>
	<b>Total Expenses</b>	<b>18,000</b>
<hr style="border: 2px solid green;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	18,000
	<b>Funding Source Total</b>	<b>18,000</b>



### **Offer 24.8: RESTORE: Leadership Development - Leading @ the City - Unfunded**

**Offer Type: Enhancement**

2022: \$170,000 and 0.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

Funding this offer will restore Leadership Development, specifically Leading @ the City, proposing two (2) cohorts for 2022, serving approximately 60 leaders or about 30 leaders in each cohort. This program is coordinated and managed by the Talent Development Team, supporting the strategic service of:

\*Strengthen world class leadership: Equip leaders with the essential knowledge of key philosophies, practices and processes and develop leadership capabilities to lead their people, while optimizing the City's leadership expectations illustrated by the City's competencies: cultural competence, learning, customer service, digital competence, leading others, self-awareness and regulation, systems thinking, and business acumen in the triple bottom line.

\*Ensure a continuous supply of highly qualified talent: enhance applicant, new hire and hiring manager experiences by implementing programs, services and improving processes while providing development to build individual and organizational capabilities focusing on the employee life cycle – from applicant to alumni.

\*Enable a high-performance workforce: a high achieving and diverse workforce with a clear understanding of how their work impacts performance and recognized for their contributions to the community.

The impact of funding this enhancement offer is the continuation of leadership development to equip and develop inclusive and self-aware leaders who can effectively lead and create conditions for employees to bring their authentic selves to the workplace; and perform at their highest-level delivering results while ensuring a talent pipeline capable of filling key positions with interim leaders.

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**

- The organization requires a talent pipeline that is strengthened, focused, aligned, self-aware, agile, and competent to serve and support a workforce that can meet the City's goals and objectives by leading our ability to provide world class municipal services.
- The leadership development program will accelerate leaders' capabilities by leveraging assessments; high-impact curriculum, including equity and inclusion; and coaching delivered by experienced faculty.





### **Offer 24.8: RESTORE: Leadership Development - Leading @ the City - Unfunded**

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

- As part of the leadership development program, managers receive legal training about City anti-discrimination, harassment and retaliation policies. Training managers about these policies likely results in a more equitable workplace.

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

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$170,000

##### Ongoing Cost Description:

This offer provides an extensive and intentional leadership development to accelerate 'leaders' capabilities by leveraging assessments i.e., Enneagram, 360's, Emotional Intelligence; high impact curriculum taught by experienced faculty, individual leadership coaching and learning circles to reflect on concepts deepen learning.

#### **Scalability and explanation**

Depending upon available funding, Leading @ the City is scalable at the estimated funding amount of \$87,500 for one (1) cohort serving approximately 30 leaders.

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

- <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.: Supports HPG 7.4 by restoring intentional leadership development to ensure the continuation of a talent pipeline capable of filling key positions with interim leaders while creating and sustaining conditions for employees to bring their authentic selves to the workplace and perform at their highest level of delivering results.
- 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.

#### **Performance Metrics**

- HPG 6. City Employee Cumulative Turnover Rate



## **Offer 24.8: RESTORE: Leadership Development - Leading @ the City - Unfunded**

### **Offer Type: Enhancement**

<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.

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

- Not applicable

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

A bullet was added under Additional Information in response to the BFO Team's question regarding equity and inclusion curriculum in future classes. It is part of the Leading @ the City curriculum. Another bullet was added under Additional Information to explain how the program contributes to a more equitable workplace.

### **Offer Profile**

Offer Owner: DKemp

Financial Lead: chmartinez

Lead Department: Human Resources



**24.8: RESTORE: Leadership Development - Leading @ the City**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid green;"/>		
<b>Expenses</b>		
521000 - Professional & Technical		170,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>170,000</b>
	<b>Total Expenses</b>	<b>170,000</b>
<hr style="border: 2px solid green;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	170,000
	<b>Funding Source Total</b>	<b>170,000</b>



## Offer 25.1: Purchasing and Procurement Services - Funded

**Offer Type: Ongoing**

2022: \$628,011 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 in negotiating pricing and contract terms, and provides 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 \$7,500. 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 2020 the average yearly dollar amount per buyer was \$34M averaging 281 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%. In addition to this, from the same time period including 2020, the proportion of bids that were processed increased to RFPs from 57% in 2014 to 77% in 2020. The level of effort and resources required to process an RFP is significantly more than a regular bid, which in turn adds to the procurement workload.

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 ✓*)



## **Offer 25.1: Purchasing and Procurement Services - Funded**

### **Offer Type: Ongoing**

- ✓ 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**

- 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, 2019, and 2020 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 17

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

- Not applicable

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

- Increase in Other Personnel for promotion of Buyer

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

- Not applicable

### **Offer Profile**

Offer Owner: GSPaul

Financial Lead: zmozer

Lead Department: Finance Administration



**25.1: Purchasing and Procurement Services**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		5.50
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		458,831
512000 - Benefits		131,747
519000 - Other Personnel Costs		(4,939)
	<b>510000 - Personnel Services</b>	<b>585,639</b>
521000 - Professional & Technical		8,040
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>8,040</b>
533000 - Repair & Maintenance Services		3,060
534000 - Rental Services		7,140
	<b>530000 - Purchased Property Services</b>	<b>10,200</b>
542000 - Communication Services		9,060
543000 - Internal Admin Services		510
544000 - Employee Travel		4,590
549000 - Other Purchased Services		2,000
	<b>540000 - Other Purchased Services</b>	<b>16,160</b>
555000 - Office & Related Supplies		5,972
	<b>550000 - Supplies</b>	<b>5,972</b>
579000 - Other		2,000
	<b>570000 - Other</b>	<b>2,000</b>
	<b>Total Expenses</b>	<b>628,011</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	628,011
	<b>Funding Source Total</b>	<b>628,011</b>



### **Offer 25.2: Accounting and Financial Transaction Services - Funded**

**Offer Type: Ongoing**

2022: \$1,673,794 and 15.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

This offer funds the ongoing budget for Accounting and Treasury, Payroll, Accounts Payable, and Business Intelligence (15 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. Accounting also publishes the Poudre Fire Authority Comprehensive Annual Financial Report. Treasury is responsible for City cash management, investments, and debt issuance. In 2020 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 (PFA), Poudre River Library District, and Downtown Development Authority (DDA). 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 former employees and Councilmembers paid.

**Accounts Payable (AP):** Responsible for processing all payments to vendors and non taxable employee reimbursements. AP handles the payments to vendors for the City, PFA, Library District, and DDA. In 2019 AP processed 75,000 vouchers for these various entities. The AP group is responsible for year-end 1099M, 1099NEC forms, and e filing to the IRS.

**Business Intelligence:** Designs, develops, tests, and supports ongoing administration of the Financial Services Information Systems including selection, ongoing maintenance and optimization, troubleshooting and business process design and improvement of software and hardware. Develops recurring or special reports as requested. Analyzes data and prepares reports to drive business decisions.

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 34th consecutive GFOA Certificate of Achievement in Financial Reporting in 2019.



### **Offer 25.2: Accounting and Financial Transaction Services - Funded**

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

- Accounts Payable and 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.
- In addition to the bi-weekly payroll processing, payroll is responsible for the following payments: biweekly tax payments to the IRS and State of Colorado; 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 W 2 and 1099R generation and mailing to employees.
- Payroll Improvements - 100% online/paperless backup as a result of remote work Nationwide retirement payroll contribution reporting – reduced a 1.5 day process into 90 minutes.

#### **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.
- Payroll:
  - 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 automate and simplify policies.





## **Offer 25.2: Accounting and Financial Transaction Services - Funded**

### **Offer Type: Ongoing**

- • Terminations process transformed a paper-based, multi step process to a single page, two-step process Developed multiple reports to eliminate and transform manual lookups into streamlined auditing  
Replaced paper mileage process with electronic records Implemented Shift Differentials in partnership with HR to ensure City's compensation package was competitive and comprehensive.
- Accounts Payable:
  - Reduced a 5 page Wireless Renewal application to a single, simplified page, resulting in 50% decreased processing time 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

### **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: bdunn

Financial Lead: zmozer

Lead Department: Finance Administration



**25.2: Accounting and Financial Transaction Services**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		15.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		1,154,131
512000 - Benefits		346,726
519000 - Other Personnel Costs		(45,026)
	<b>510000 - Personnel Services</b>	<b>1,455,831</b>
521000 - Professional & Technical		98,946
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>98,946</b>
533000 - Repair & Maintenance Services		66,810
	<b>530000 - Purchased Property Services</b>	<b>66,810</b>
542000 - Communication Services		11,790
543000 - Internal Admin Services		1,836
544000 - Employee Travel		3,442
549000 - Other Purchased Services		21,216
	<b>540000 - Other Purchased Services</b>	<b>38,284</b>
555000 - Office & Related Supplies		11,730
559000 - Other Supplies		2,193
	<b>550000 - Supplies</b>	<b>13,923</b>
	<b>Total Expenses</b>	<b>1,673,794</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	1,673,794
	<b>Funding Source Total</b>	<b>1,673,794</b>



## **Offer 25.3: Sales Tax Services - Funded**

**Offer Type: Ongoing**

2022: \$698,960 and 6.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Sales and use taxes are the key source of funding for core government functions like safety, roads, multi use path infrastructure and parks. 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.

The Sales Tax Department (6 FTE) 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 rebate program (Offer 26.1).

In 2020, annual revenue processed by the Sales Tax office was approximately \$135M being remitted by approximately 14,000 businesses. Sales and use tax license growth has increased 136% since 1996 while staffing has remained constant at 6 FTEs. The Sales Tax Department has an offer(25.9) in 2022 for a third Sales Tax Auditor.

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.

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

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

- Not applicable

### **Linkage to Strategic Objectives**

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



## Offer 25.3: Sales Tax Services - Funded

### Offer Type: Ongoing

- ✓ 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 tax returns.

### Improvements & Efficiencies

- In June of 2021 transitioning to a new new online tax collection and business licensing system. MUNIREvs will greatly improve the business taxpayer's experience by allowing businesses to file and pay taxes at any time on any day via an internet connected device. Businesses will also have on demand access to previously filed tax returns by accessing the system online.

### 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%.

### 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

Moved info in add'l info to summary

### Offer Profile

Offer Owner: JPoznanovic

Financial Lead: zmozer

Lead Department: Finance Administration



**25.3: Sales Tax Services**

**Ongoing Programs and Services**

	<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	6.00
<b>Hourly (FTE)</b>	-
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	429,761
512000 - Benefits	133,497
519000 - Other Personnel Costs	(16,898)
<b>510000 - Personnel Services</b>	<b>546,360</b>
521000 - Professional & Technical	38,976
529000 - Other Prof & Tech Services	2,600
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>41,576</b>
533000 - Repair & Maintenance Services	78,900
<b>530000 - Purchased Property Services</b>	<b>78,900</b>
542000 - Communication Services	5,400
543000 - Internal Admin Services	408
544000 - Employee Travel	4,539
549000 - Other Purchased Services	17,697
<b>540000 - Other Purchased Services</b>	<b>28,044</b>
555000 - Office & Related Supplies	3,570
559000 - Other Supplies	510
<b>550000 - Supplies</b>	<b>4,080</b>
<b>Total Expenses</b>	<b>698,960</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	698,960
<b>Funding Source Total</b>		<b>698,960</b>



## Offer 25.4: Strategic Financial and Budgeting Services - Funded

**Offer Type: Ongoing**

2022: \$1,086,318 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. These services are comprised of strategic financial activities and budget related processes. The primary functions 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 and is integrally linked to both strategy and budget, including the execution of the Community Dashboard and 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



### **Offer 25.4: Strategic Financial and Budgeting Services - Funded**

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

- Budget staff (3 FTE) are responsible for preparing and monitoring the City's Budget. The budget is created via the Budgeting for Outcomes (BFO) process and is normally prepared biennially. They are also responsible for individual appropriation ordinances, managing the City's performance measurement program, and performing research related to special projects.
- Finance Administration staff (4 FTE) 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 (for example, the potential annexation of the East Mulberry Corridor enclave).
- Strategic Finance also provides dotted line oversight of all Financial Planning & Analysis (FP&A) roles across the City organization. This role includes recruiting, analysis and tool utilization, mentoring and leadership development. Strategic Finance provides the centralized leadership to ensure consistent, high quality fiscal stewardship across all the decentralized finance staff citywide.
- This offer also provides funding for ClearPoint, the City's online repository for performance metrics. It is used by every City department for executive level organizational performance reviews called Strategy Maps. Metrics are also used within budget requests and to manage day-to-day operations. ClearPoint directly feeds the City's online Community Dashboard and Climate Dashboard.

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

- <https://www.fcgov.com/finance/>
- <https://www.fcgov.com/citymanager/budget.php>
- <http://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.



### **Offer 25.4: Strategic Financial and Budgeting Services - Funded**

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

- 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**

- 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, system/reporting enhancements & Council communications. Extensive education via numerous training sessions was conducted in Q1 this year (and in 2020), with very positive feedback.
- The organization's understanding of performance measures continues to improve, including more meaningful information included the analysis of the data. 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.
- The team continues to refine and utilize the Long-term Financial Plan, which helps inform the discussion and direction of the City's Strategic Plan.
- The City's first Budget in Brief documents were published for the 2021 Adopted Budget. These are intended to provide residents with more accessible budget information that is easier to read and understand, without technical jargon. These are available in hard copy format and are written in Spanish and English. An informational video library will also be available to help with budget information.

#### **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>





## ***Offer 25.4: Strategic Financial and Budgeting Services - Funded***

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

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 ensure that expenditures are properly managed to achieve budget targets or reduced to react to revenue shortfalls.

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

- Not applicable

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

- In Q2 2021 there was a position regrade from a Budget Analyst I to a Budget Analyst II. This action was completed after the last personnel data was loaded into the budget software and this is being used to capture those ongoing costs.

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

- Not applicable

### **Offer Profile**

Offer Owner: LPollack

Financial Lead: zmozer

Lead Department: Finance Administration



**25.4: Strategic Financial and Budgeting Services**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		7.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		713,131
512000 - Benefits		197,480
519000 - Other Personnel Costs		(21,319)
	<b>510000 - Personnel Services</b>	<b>889,292</b>
521000 - Professional & Technical		77,353
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>77,353</b>
532000 - Cleaning Services		612
533000 - Repair & Maintenance Services		74,800
	<b>530000 - Purchased Property Services</b>	<b>75,412</b>
542000 - Communication Services		14,744
543000 - Internal Admin Services		698
544000 - Employee Travel		8,386
549000 - Other Purchased Services		7,293
	<b>540000 - Other Purchased Services</b>	<b>31,121</b>
555000 - Office & Related Supplies		7,335
559000 - Other Supplies		5,805
	<b>550000 - Supplies</b>	<b>13,140</b>
	<b>Total Expenses</b>	<b>1,086,318</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	1,086,318
	<b>Funding Source Total</b>	<b>1,086,318</b>



### **Offer 25.5: Program Evaluation and FC Lean - Funded**

**Offer Type: Ongoing**

2022: \$312,989 and 3.00 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, which is an intensive, hands-on training that enables participants to take process improvement projects from conception through pilot implementation. The intent is for students to practice their skills in order to take on larger, more complex process improvements.

The second component, and primary focus, of the program is the results of the process improvement projects. 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 could 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 in 2017, P&PE has evaluated nine City programs to date. In Q1 2020, the team completed a comprehensive City Rebates / Reduced Fee Programs evaluation, which covered Utilities, Recreation and Finance programs. It also identified opportunities to better serve low-income populations and offset the increasing cost of living in Fort Collins.



### **Offer 25.5: Program Evaluation and FC Lean - Funded**

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

- P&PE staff assisted Citywide with project management and strategic planning for expense reductions necessitated by decreased revenue during the COVID-19 pandemic. Core Team members helped frame the City's COVID Recovery Plan, being developed in 2021.
- FC Lean was implemented in July 2017 and trained over 500 staff members on process improvement tools and techniques. Course satisfaction is 88% since summer 2019 and over 90 % in 2021.
- 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.
- Both the P&PE and FC Lean programs are focused on providing internal feedback to staff on how to improve program effectiveness and processes. The community directly benefits when improvements are made in areas like customer satisfaction, based on these reviews. Additionally, there are positive external impacts from error reductions that improve the quality of our services to our community.

#### **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 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 as documented in the evaluation reports
- P&PE - Initiation of project management training opportunities for all City employees



### **Offer 25.5: Program Evaluation and FC Lean - Funded**

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

- P&PE - Identification of successful City programs and documentation of the effective program methodologies employed. There is a Citywide opportunity to leverage these various learnings in other existing programs and projects.
- 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, especially with Lean Leaders. That program has substantially changed to become a foundation for staff to gain hands on experience with a project that is 1) important to their area, 2) supported by their manager and 3) has an identified project team.
- FC Lean - modified the standard Lean Basics course from 8 hours to a 4-hour workshop for a work team to collectively work on a common problem. This successful program was then modified to offer a virtual training opportunity for work teams who cannot be physically co-located. This allowed FC Lean to offer virtual classes as the standard means of course delivery when the pandemic hit last year.
- FC Lean - safety improvements are also a part of FC Lean coaching and mentoring. Through a product called '6S' work and 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.
- Improving the customer experience is an important focus of FC Lean. Products like Form Lab help departments evaluate the unintended impacts completing multiple intake forms has on City customers. Numerous examples of significantly improved forms have resulted from these FC Lean collaborations.

#### **Performance Metrics**

- HPG 172. Satisfaction of Lean Basics Class

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=774708.html>

Performance Measure Reason: The Lean Basics course satisfaction rate has met or exceeded our 90% satisfaction goal in 2021. The course satisfaction rate experienced a small dip in late 2020, which led to FC Lean fine tuning survey questions. As a result, one question was modified to better reflect what FC Lean can do to improve versus their work areas (to which FC Lean has no influence). Since then results are above target.

- HPG 163. \$ Saved through Process Improvement

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=531750.html>



## **Offer 25.5: Program Evaluation and FC Lean - Funded**

### **Offer Type: Ongoing**

Performance Measure Reason: This cumulative metric combines Just Do Its, Lean Leader projects & projects FC Lean facilitates. Most savings are realized by FC lean projects, lasting up to 12-18 months. The data in the chart is cumulative for each year; resetting the next. The majority of savings calculated is soft cost savings derived from hours of staff time saved; however, some hard cost savings are seen in certain projects

- 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. FC Lean is a Citywide, systematic methodology for process improvement and teaching City staff how to make and sustain those 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**

Updated Additional Info bullet on BFO Team requested information on how these internally focused programs benefit the community.

### **Offer Profile**

Offer Owner: LPollack

Financial Lead: zmozer

Lead Department: Finance Administration



**25.5: Program Evaluation and FC Lean**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		3.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		248,329
512000 - Benefits		71,732
519000 - Other Personnel Costs		(9,602)
	<b>510000 - Personnel Services</b>	<b>310,459</b>
521000 - Professional & Technical		1,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>1,000</b>
555000 - Office & Related Supplies		1,530
	<b>550000 - Supplies</b>	<b>1,530</b>
	<b>Total Expenses</b>	<b>312,989</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	312,989
	<b>Funding Source Total</b>	<b>312,989</b>



### **Offer 25.6: City Give Programs and Services - Funded**

**Offer Type: Ongoing**

2022: \$158,191 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 the City 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; establishing consistent standards and practices in fundraising activities; providing grantors, donors, and philanthropic partners with transparent accounting and reporting; serving as a platform for community driven philanthropic partnerships; and increasing the City's capacity for charitable contributions.

Based on the objectives of City Give, this contracted position will:

- Improve the current process of City fundraising by establishing and coordinating protocols and tools to ensure effective Citywide fundraising practices, financial governance, and donor and community relationship management.
- Establish transparent and accountable internal standards for philanthropic engagement and charitable gifts.
- Facilitate, support and provide fundraising resources to community and philanthropic partnerships.
- Strengthen the current fundraising process by prioritizing efforts with internal departments based on size, complexity and significance of the fundraising campaigns.
- Facilitate the identification and prioritization of City fundraising campaigns based on strategic priorities, alignment with City objectives, community landscape, and philanthropic feasibility.
- Provide training, support, and guidance 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.
- 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**

- 2020 City philanthropic revenue was approx. 2M in cash and \$400K in noncash (real estate, water and mineral rights). Pre City Give, charitable revenue wasn't reported due to varied departmental processes: 1) charitable gifts were cataloged via siloed methods—not always in full legal and fiduciary compliance; 2) gifts were declined because staff lacked the resources to process and manage gifts.





## Offer 25.6: City Give Programs and Services - Funded

### Offer Type: Ongoing

- Using revenue as City Give's performance measure is difficult given the work supports departments, partnerships and campaigns in various stages of fundraising. A current philanthropic partnership is a collaboration with Mujeres de Colores to community fund The Hand That Feeds, an art installation in Sugar Beet Park celebrating Hispanic and Mexican agricultural laborers. Fundraising Goal: \$250K.
- PHILANTHROPIC PARTNERSHIPS. E.g First United Methodist Church desired a community project to celebrate their 150th anniversary. Together, we identified Eastside Park as a neighborhood park in need of improvements. City Give provided fundraising strategy, materials and weekly fundraising meetings. FUMC raised \$225K which came to the City to fund a beautiful renovation of the park.
- COMMUNITY GIVING RESOURCE. City Give brokered \$200K (2 gifts at \$100K each) to support direct community Covid response. Our corporate donor, Broadcom, worked with City Give to distribute funds (in \$25K increments) to Neighbor to Neighbor, Poudre School District for wifi to low income families, Meals on Wheels, Utilities Payment Assistance Fund, and others.
- REAL PROPERTY. Recently, the City wasn't able to meet a seller's asking price for acreage to expand a natural area. City Give's role is to meet with sellers to discuss a bargain sale--the donation of the difference between the City's offer and asking price. The outcome was the acquisition of 23 acres as a very generous donation of real property (and, a robust tax benefit for the donor/seller).

### Links to Further Details:

- Not applicable

### Linkage to 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.: 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
- HPG 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.: 1. Strong oversight of philanthropic gifts is a priority, and the City Give has created multiple layers of accountability and transparency for donated funds and the projects receiving donated funds. City Give is subject to the City's policies and regulations, including the City's accounting and conflict of interest policies.

### Improvements & Efficiencies

- The continued development and stewardship system-wide initiative to develop and coordinate standards for philanthropic engagement--from financial governance of gifts to the orchestration of valued relationships.



## ***Offer 25.6: City Give Programs and Services - Funded***

***Offer Type: Ongoing***

### **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%.

### **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**

Additional information per the BFO team's feedback

### **Offer Profile**

Offer Owner: nbodenhamer

Financial Lead: zmozer

Lead Department: Finance Administration



**25.6: City Give Programs and Services**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid blue;"/>		
<b>Expenses</b>		
511000 - Salaries & Wages		139,050
512000 - Benefits		22,487
519000 - Other Personnel Costs		(4,846)
	<b>510000 - Personnel Services</b>	<b>156,691</b>
555000 - Office & Related Supplies		1,500
	<b>550000 - Supplies</b>	<b>1,500</b>
	<b>Total Expenses</b>	<b>158,191</b>
<hr style="border: 2px solid blue;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	130,887
100-General Fund: Reserves	Reserve	27,304
	<b>Funding Source Total</b>	<b>158,191</b>



## **Offer 25.7: 1.0 FTE - Utilities Purchasing Manager - Funded**

**Offer Type: Enhancement**

2022: \$119,234 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer provides the addition of one new FTE to create a new position for a Purchasing Supervisor to support Utilities, which is currently supported by 1.5 buyers and approximately one third of the Purchasing Director's work. This new position would be dedicated to supporting Utilities and would be embedded in Utilities with two direct reports.

The volume and complexity of work supporting Utilities continues to grow. In 2020, Utilities expenditures managed by Purchasing represented approximately 40% of the total dollar volume supported by Purchasing. During the same period Purchasing supported Utilities by managing approximately 67 bids and RFPs for an average of 33.5 per buyer. This is significantly higher than the average of 17 formal bids and RFPs supported by Purchasing Citywide.

The level of complexity of the projects managed by the Purchasing staff supporting Utilities continues to increase. In 2020 Purchasing successfully supported the competitive processes and resulting contracts for the design and construction of the Halligan Reservoir project. This project is anticipated to cost up to \$150 Million with a project duration exceeding five years. Purchasing also supported the competitive processes and resulting contracts for the Oak Street Stormwater Improvement Project (OSSP). OSSP is one of several stormwater projects planned for the Downtown Stormwater Improvement Program (DSIP). The OSSP is a multi year project and preliminary estimates range from \$22 25 Million. The Halligan Reservoir, OSSP, and other DSIP projects will all be approached with phased Work Order Agreements that will required continued Purchasing support.

Creation of this management position will also provide an expanded career ladder for Purchasing staff and reduce staffing risk by enhancing the succession plan to provide a potential future candidate for the role of Purchasing Director.

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



## Offer 25.7: 1.0 FTE - Utilities Purchasing Manager - Funded

Offer Type: Enhancement

### Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$119,416

Ongoing Cost Description:

The ongoing costs of this offer will be for the salary and benefits for this added FTE

### Scalability and explanation

This manager will help facilitate and streamline the added work load that Purchasing has been experiencing within the Utilities Service area over the recent years.

### 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.

### 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 17

### 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: GSPaul

Financial Lead: zmozer

Lead Department: Finance Administration



**25.7: 1.0 FTE - Utilities Purchasing Manager**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		96,907
512000 - Benefits		26,015
519000 - Other Personnel Costs		(3,688)
	<b>510000 - Personnel Services</b>	<b>119,234</b>
	<b>Total Expenses</b>	<b>119,234</b>
<hr/>		
<b>Funding Sources</b>		
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	119,234
	<b>Funding Source Total</b>	<b>119,234</b>



## Offer 25.8: 1.0 FTE - Payroll Coordinator - Funded

**Offer Type: Ongoing**

2022: \$67,568 and 1.00 FTE, 0.00 Hourly FTE

### Offer Summary

Funding this offer continues an additional Payroll Coordinator within Financial Services added in the 2021 Budget cycle. Payroll staff provide high quality services to a diverse customer base. Internal customers include City staff, Council 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 volume 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, and 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 7.2 - Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

### Additional Information

- The reason this position was added 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 2020:
  - 25% increase in average employee headcount
  - 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. Excluding this new position.



## **Offer 25.8: 1.0 FTE - Payroll Coordinator - Funded**

### **Offer Type: Ongoing**

- 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.

### **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.: Payroll is the backbone of the City's operations in order to process the compensation for its employees, including PFA, Library and DDA which continue providing the services to the residents of Fort Collins.

### **Improvements & Efficiencies**

- The addition of 1 FTE to the City Payroll team will result in many efficiencies, including decreased overtime, improved work-life balance by the ability to use earned vacation leave, error reductions, and the ability to more fully engage in process improvements and HR Initiatives for the City, Library, PFA and DDA for which there was not previous capacity.

### **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: Showing expected decrease in overtime hours & cost with the addition of this FTE.

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

- Not applicable

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

- N/A

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

- Not applicable

### **Offer Profile**

Offer Owner: bdunn

Financial Lead: zmozer

Lead Department: Finance Administration





**25.8: 1.0 FTE - Payroll Coordinator**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid blue;"/>		
<b>Expenses</b>		
511000 - Salaries & Wages		50,549
512000 - Benefits		19,109
519000 - Other Personnel Costs		(2,090)
	<b>510000 - Personnel Services</b>	<b>67,568</b>
	<b>Total Expenses</b>	<b>67,568</b>
<hr style="border: 2px solid blue;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	67,568
	<b>Funding Source Total</b>	<b>67,568</b>



**Offer 25.9: 1.0 FTE - Sales Tax Auditor - Funded**

**Offer Type: Enhancement**

2022: \$90,531 and 1.00 FTE, 0.00 Hourly FTE

**Offer Summary**

This offer proposes to fund a 1.0 FTE Sales Tax Auditor position in Financial Services. The audit function of the Sales Tax department is a vital function of a high performing government and an economically vital community (see offer 25.3). This position would be responsible for planning, scheduling, and conducting sales, use and lodging tax audits. In addition, this position educates taxpayers concerning sales and use tax; lodging tax; licensing, audit, and collection procedures; and tax return preparation.

In 2020, annual revenue processed by the Sales Tax office was approximately \$135M, remitted by approximately 14,300 businesses.

Sales tax license growth has increased 136% since 1996 while staffing is currently at the same level as 1996. Until late 2018, the Sales Tax Department had a budgeted staff of 3.0 FTE Sales Tax Auditors. In late 2018, the department had an open Sales Tax Auditor position that was not filled due to budget constraints across the City. As a result, two Sales Tax Auditors are responsible for an audit program of over 14,000 businesses across the City. Not only do Sales Tax Auditors conduct audits, but they also provide a high level of business support with taxpayer education along with refunds and construction project cost reports. In addition, compliance and business support from the recent marketplace and economic nexus ordinances will be needed from the Audit team. Due to workload constraints, the City also works with a third-party auditor to support audit work.

Annual audit revenue over the past three years has been approximately \$1M. Over the past 19 years, annual audit revenue has been approximately \$1.2M averaging \$470k annually per Sales Tax Auditor. Due to a lean audit staff, the City is missing opportunities to collect tax due to 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**

- Compared to the largest cities in Colorado, Fort Collins has the leanest department:

City	# Licenses	Auditor Positions	Licenses/ Auditor	Total Staff
Aurora	22,000	13	1,692	28
Fort Collins	14,000	2	7,000	5.5
Boulder	13,500	6	2,250	10
Lakewood	10,400	6	1,733	12.5
Arvada	7,700	3	2,567	7
Thornton	6,700	5	1,340	9



## Offer 25.9: 1.0 FTE - Sales Tax Auditor - Funded

### Offer Type: Enhancement

- Fort Collins has the significantly more business licenses per Auditor at 7,000 per Auditor, whereas other front range cities are in the 1,000 to 2,000 range per Auditor.

The annual budget for third-party audit support is approximately \$30k and they city to date has always had a positive ROI on these audits.

### Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$90,000

#### Ongoing Cost Description:

Annual audit revenue over the past three years has been approximately \$1M. Over the past 19 years, annual audit revenue has been approximately \$1.2M averaging \$470k annually per Sales Tax Auditor. This position is net-neutral at worst as it is revenue generating position.

### Scalability and explanation

A third Sales Tax Auditor will allow our audit team the bandwidth to deliver a high-quality audit program and tax education for our over 14,000 businesses in the City. It will also take steps to better align our staffing with other cities across the front range.

### 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 sales tax department's mission is to enhance the quality of life in the City by effectively collecting City tax and fees while providing exceptional customer service to our over 14,000 businesses.

### Performance Metrics

- 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%.

### 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 25.9: 1.0 FTE - Sales Tax Auditor - Funded***

***Offer Type: Enhancement***

Added additional info

**Offer Profile**

Offer Owner: JPoznanovic

Financial Lead: zmozer

Lead Department: Finance Administration



**25.9: 1.0 FTE - Sales Tax Auditor**

**Enhancement to Programs and Services**

	2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>	1.00
<b>Hourly (FTE)</b>	-

**Expenses**

511000 - Salaries & Wages	71,152
512000 - Benefits	22,179
519000 - Other Personnel Costs	(2,800)
<b>510000 - Personnel Services</b>	<b>90,531</b>
<b>Total Expenses</b>	<b>90,531</b>

**Funding Sources**

100-General Fund: Sales & Use Tax Audits	Ongoing Restricted	90,531
	<b>Funding Source Total</b>	<b>90,531</b>



## Offer 27.1: Safety & Risk Management Programs & Services - Funded

**Offer Type: Ongoing**

2022: \$6,942,093 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 Personal Protective Equipment (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 (protection against claims resulting from injuries and damage to other people or property), property (damage to buildings and equipment), auto, arts (damage to City art pieces), equipment breakdown, excess workers' compensation (for claims over \$500K), volunteer accident (protects City volunteers), fiduciary liability (covers financial mismanagement), cyber insurance, crime insurance (if City employees/officials commit a crime), flood and flood coverage for properties located in specifically designated flood zones (the City has 2 covered properties), special coverage for law enforcement work. 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. Compliance allows the City to avoid cumulative fines that range from \$1,000-\$5,000/day.

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 27.1: Safety & Risk Management Programs & Services - Funded**

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

- Process/investigate/manage approximately 300 Workers Compensation (WC) claims and approximately 470 non-WC related claims. In 2020, the Risk Management office paid out \$1.1M in workers compensation claims. We also recovered \$200,000 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.
- The break out of insurance costs are as follows:
  - WC Premium - \$285K
  - Liability Premium - \$765K
  - Property Premium - \$2M
  - General Liability Settlement - \$1M
  - Auto Liability Settlement - \$265K
  - WC Settlement - \$1.1M
  - Insurance Claim Admin Fees - \$233K

#### **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.



## **Offer 27.1: Safety & Risk Management Programs & Services - Funded**

**Offer Type: Ongoing**

### **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

<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.

- HPG 150. Cumulative Total Cost of Workers Comp Claims

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=687147.html>

Performance Measure Reason: The cost of claims can be used as one possible tool to assess program success as well as evaluate severity of injury.

### **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 high level breakout of Insurance budget

Added in some insurance policy descriptors into the offer summary to help improve clarity on what the various policy types cover for the many types of work done at the City.

### **Offer Profile**

Offer Owner: CGoodwin

Financial Lead: zmozer

Lead Department: Safety & Risk Management





**27.1: Safety & Risk Management Programs & Services**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		9.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		729,036
512000 - Benefits		211,373
519000 - Other Personnel Costs		(26,864)
	<b>510000 - Personnel Services</b>	<b>913,545</b>
521000 - Professional & Technical		147,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>147,000</b>
532000 - Cleaning Services		4,000
533000 - Repair & Maintenance Services		55,175
	<b>530000 - Purchased Property Services</b>	<b>59,175</b>
541000 - Insurance		5,681,673
542000 - Communication Services		16,000
543000 - Internal Admin Services		800
544000 - Employee Travel		15,500
549000 - Other Purchased Services		17,900
	<b>540000 - Other Purchased Services</b>	<b>5,731,873</b>
555000 - Office & Related Supplies		19,500
556000 - Health & Safety Supplies		58,000
559000 - Other Supplies		13,000
	<b>550000 - Supplies</b>	<b>90,500</b>
	<b>Total Expenses</b>	<b>6,942,093</b>

**Funding Sources**

602-Self Insurance Fund: Ongoing Revenue	Ongoing Restricted	6,942,093
	<b>Funding Source Total</b>	<b>6,942,093</b>



## **Offer 27.2: RESTORE: Safety & Risk Management Supplies, Consulting and Medical Services - Funded**

**Offer Type: Enhancement**

2022: \$122,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This restore offer will allow Safety & Risk Management (SRM) to resume its full range of work for the City. SRM will have full staff, providing a safety partner for groups that had been supported by the Sr. Manager during the freeze, will be able to provide safety supplies for new work and newly identified hazards, and can work with consultants on technical and specialized safety work.

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**

- Resorting this offer gives the needed support to fund the City Safe program, Safety glasses and boots to our work crews and additional consulting support for outside medical and safety training. It also allows SRM to help funded need safety projects for departments who need help funding those projects.
- If this is not funded, City Safe will have to be scaled back as well as the safety glasses and safety boot reimbursement program (among others). In addition, outside medical and safety expertise will have to be significantly curtailed which can lead to added risk for the safety of city employees.
- Consulting - \$27,000.00  
Medical Services - \$35,000  
Health & Safety Supplies - \$60,000

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$122,000  
Ongoing Cost Description:  
The ongoing costs associated with this offer will be for testing, medical and safety supplies

### **Scalability and explanation**

This offer can be scaled

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

- Not applicable



## **Offer 27.2: RESTORE: Safety & Risk Management Supplies, Consulting and Medical Services - Funded**

**Offer Type: Enhancement**

### **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 fully funded Safety & Risk Management program is essential to creating a safe working environment for City employees, allowing them the opportunity to provide world-class municipal services.

### **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:

<https://fortcollins.clearpointstrategy.com/high-performing-government/city-employee-safety-trir/>

- HPG 5. City Employee Safety - Days Away Restricted or Transferred (DART) Rate YTD

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91471.html>

Performance Measure Reason:

<https://fortcollins.clearpointstrategy.com/high-performing-government/city-employee-safety-dart/>

### **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 in summary of costs

Added information on why this needs to be restored

### **Offer Profile**

Offer Owner: CGoodwin

Financial Lead: zmozer

Lead Department: Safety & Risk Management



**27.2: RESTORE: Safety & Risk Management Supplies, Consulting and Medical Services**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
521000 - Professional & Technical		62,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>62,000</b>
556000 - Health & Safety Supplies		60,000
	<b>550000 - Supplies</b>	<b>60,000</b>
	<b>Total Expenses</b>	<b>122,000</b>
<hr/>		
<b>Funding Sources</b>		
602-Self Insurance Fund: Ongoing Revenue	Ongoing Restricted	122,000
	<b>Funding Source Total</b>	<b>122,000</b>



## **Offer 27.3: 0.75 FTE Hourly Conversion and Increase to 1.0 FTE Classified - Sr. Coordinator, Risk Management - Funded**

**Offer Type: Enhancement**

2022: \$28,260 and 1.00 FTE, -0.72 Hourly FTE

### **Offer Summary**

This offer will change the part-time hourly Risk Management Technician, referred to as Workers Compensation (WC) Technician, from an hourly (29 hours/week) position to a full-time FTE. The position will become a Senior Coordinator, Risk Management. The increase in hours will allow the Sr. Coordinator to better serve injured employees and their managers, manage WC costs, decrease injured employee time away from work, and reduce litigation costs.

On average, the City saw 300 WC claims a year from 2017-2020. These cases, along with historical claims, averaged a total of \$1,114,112 a year. The position is responsible for working with injured employees, City policy, State law, and employee rights; answering questions relating to treatment coverage; and coordinating with outside insurance companies, if applicable. The WC hourly needs to coordinate with the multiple medical practices of the City's designated medical providers, work with the City's Third Party Administrator, consult with City and outside legal counsel, help managers support and return employees to work, and occasionally employee family members. This position requires excellent communication skills, detailed knowledge of State WC law and regulation, and current knowledge of various treatment options. This position remaining as an hourly, unbenefited position will make it difficult to attract and maintain qualified staff.

The objective of this enhancement is to provide the City with a greater bank of time to meet the current needs of the work. Additionally, a full time position will be able to create process improvements and identify projects to enhance & support the WC process. This includes updating the City's Risk Information Management System as well as creating an up to date bank of physical demands assessments (PDA) that accurately reflect the physical work performed in all jobs at the City. This will allow for better treatment, quicker return to work, & a strong Post Offer Employment Testing program.

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**

- Additional hours provided by a full-time position will decrease the number of WC injuries presenting at Urgent Care (UC) by helping the employee see a WC designated provider as their first point of care. Urgent Care visits are approximately \$300, and we anticipate a reduction of 10-15% unneeded UC visits. On average, the City has approximately 60 Urgent Care visits a year.



## **Offer 27.3: 0.75 FTE Hourly Conversion and Increase to 1.0 FTE Classified - Sr. Coordinator, Risk Management - Funded**

### **Offer Type: Enhancement**

- The offer connects to HPG7.5 in that it will improve the resilience of the City's Workers Compensation program. By being able to attract and retain qualified staff, the City will have the opportunity to improve existing processes, create new ones as needed (change in work, change in State law), and also be able to provide much needed support to other areas of the City's Risk Management work.
- An experienced and knowledgeable Workers Compensation (WC) coordinator can help injured employees through the WC process. By developing trust through skill and empathy, the WC coordinator can help employees get the best care for their injury. If the case needs to be reopened, which does happen, the employee already trusts the coordinator and the City to help them.
- Historically, City employees who have retained a lawyer to assist with their claim (litigated claim) stated that they did so because they felt that they did not have a trusted person at the City to help them. Retaining a trusted WC coordinator provides them with someone they can trust to give them accurate information reduces the likelihood of litigated claims.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$28,413

#### Ongoing Cost Description:

The ongoing expense associated with this offer is for the salary and benefits for a full time employee

### **Scalability and explanation**

The offer can be scaled

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

- Not applicable

### **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: A sustainable workforce is dependent on a healthy workforce. The position supports the recovery and return to work of valued City employees to their team. It creates trust in employees that they will be supported should they become injured, which encourages injury reporting, which allows injuries to be treated as soon as possible.

### **Performance Metrics**

- HPG 5. City Employee Safety - Days Away Restricted or Transferred (DART) Rate YTD



**Offer 27.3: 0.75 FTE Hourly Conversion and Increase to 1.0 FTE Classified - Sr. Coordinator, Risk Management - Funded**

**Offer Type: Enhancement**

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91471.html>

Performance Measure Reason:

<https://fortcollins.clearpointstrategy.com/high-performing-government/city-employee-safety-dart/>

- 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:

<https://fortcollins.clearpointstrategy.com/high-performing-government/city-employee-safety-trir/>

- HPG 150. Cumulative Total Cost of Workers Comp Claims

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=687147.html>

Performance Measure Reason: This metric tracks the amount spent on Workers Compensation claims, both new claims and historical claims.

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

- Not Applicable

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

Changes Made:

Additional information on:

- Connecting offer to HPG 7.5 in stating conversion from hourly to full will help retain staff, improving resiliency in City operations.

- Information on how retaining qualified staff creates a environment of trust and credibility that benefits employees, providing them with a coordinator who is a trusted partner.

- information on how the lack of a trusted WC position has led employees in the past to retain legal council for their claim. Having a coordinator who they feel is on their side will help reduce the number of litigated claims. At the end of 2019, we had 7 litigated claims. Since the start of our current WC technician in 4/2020, we have had 0 additional litigated claims.

**Offer Profile**

Offer Owner: CGoodwin

Financial Lead: zmozer

Lead Department: Safety & Risk Management



**27.3: 0.75 FTE Hourly Conversion and Increase to 1.0 FTE Classified - Sr. Coordinator, Risk Management**

**Enhancement to Programs and Services**

	2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>	1.00
<b>Hourly (FTE)</b>	-0.72

**Expenses**

511000 - Salaries & Wages	14,803
512000 - Benefits	15,721
519000 - Other Personnel Costs	(2,264)
<b>510000 - Personnel Services</b>	<b>28,260</b>
<b>Total Expenses</b>	<b>28,260</b>

**Funding Sources**

602-Self Insurance Fund: Ongoing Revenue	Ongoing Restricted	28,260
	<b>Funding Source Total</b>	<b>28,260</b>





### ***Offer 28.1: IT Applications - Enterprise Resource Planning Services - Funded***

***Offer Type: Ongoing***

2022: \$1,125,044 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 technological advances.



## **Offer 28.1: IT Applications - Enterprise Resource Planning Services - Funded**

### **Offer Type: Ongoing**

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 and major change requests to applications annually. 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 supports core business functions, such as elections, which span multiple departments and a variety of software applications. We assist in communication and coordination within IT, as we are the primary application support team for elections and have insight into many of the technical functions.
- 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

### **Linkage to Strategic Objectives**

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



### **Offer 28.1: IT Applications - Enterprise Resource Planning Services - Funded**

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

- ✓ 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.
- The development and maintenance of the BART budgeting application was previously transitioned from outside vendor to internal staff, providing a savings of approximately \$50,000+ per year, across multiple departments (Budget, HR, and IT), and is still functioning as anticipated, maintaining the same cost savings.
- The maintenance of the OpenData portal has been distributed to a team of 4 and the contractual OpenData analyst position has been temporarily suspended. Distributing the workload across multiple people to maintain the software allows for the contractual position to be closed indefinitely, resulting in a cost savings of 1.0 FTE at \$80,000+ plus benefits, which is still in effect.
- Development of applications leveraging existing O365 licensing (PowerApps, PowerAutomate, MS Forms) allows increasing 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.
- Collaborated with multiple vendors and internal customers to ensure JDE was updated for the W-4 regulations, per federal and state requirements.



### **Offer 28.1: IT Applications - Enterprise Resource Planning Services - Funded**

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

- Working closely with the LEAN team to improve operational efficiencies, while standardizing and clarifying our documentation, which has been traditionally scattered and has gone without updates.
- Created an online form and reporting portal for the Criminal Investigation Division in Police Services. This process significantly reduced the amount of administrative effort needed to collect, merge, and report on for quarterly and annual statistics used for allocating resources effectively to handle prioritized criminal activity.
- Collaborated with Human Resources to reduce the amount of administrative overhead for employee hires, transfers, and promotions by integrating systems (Cornerstone and JD Edwards) to automatically update information in a single location. The time reduction is across all departments and within Human Resources.
- Currently engaged in process improvement efforts with the City Clerk's Office on multiple fronts (Liquor and Marijuana Licensing, Elections). The outcome of these efforts will streamline our processes and reduce the overhead required to maintain current 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: 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.

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

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



***Offer 28.1: IT Applications - Enterprise Resource Planning Services - Funded***

***Offer Type: Ongoing***

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

- Not applicable

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

- Not applicable

**Offer Profile**

Offer Owner: CCaudle

Financial Lead: chmartinez

Lead Department: Information Technology



**28.1: IT Applications - Enterprise Resource Planning Services**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		5.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		501,866
512000 - Benefits		144,153
519000 - Other Personnel Costs		(19,155)
	<b>510000 - Personnel Services</b>	<b>626,864</b>
521000 - Professional & Technical		96,500
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>96,500</b>
533000 - Repair & Maintenance Services		392,780
	<b>530000 - Purchased Property Services</b>	<b>392,780</b>
542000 - Communication Services		6,800
543000 - Internal Admin Services		350
544000 - Employee Travel		100
549000 - Other Purchased Services		1,500
	<b>540000 - Other Purchased Services</b>	<b>8,750</b>
559000 - Other Supplies		150
	<b>550000 - Supplies</b>	<b>150</b>
	<b>Total Expenses</b>	<b>1,125,044</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	738,729
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	386,315
	<b>Funding Source Total</b>	<b>1,125,044</b>



### **Offer 28.2: IT Applications - E-Government Services - Funded**

**Offer Type: Ongoing**

2022: \$419,901 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 migration to Sharepoint Online
- 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**

- Election support
- 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 28.2: IT Applications - E-Government Services - Funded**

#### **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

- 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.
- EGovernment develops custom content management solutions for several City websites including, FCGov.com, Connexion, The Gardens, and more. FCGov.com is a critical communications and outreach tool which averages over 300,000 monthly visitors and 50,000 file downloads.
- EGovernment 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, a website search, financial tools, E-commerce payments, and more.
- EGovernment 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-use pricing with the service "If This Then That" (Govtech: 2019 “Smart Phone Remote Management of Customer Utilities”)





### **Offer 28.2: IT Applications - E-Government Services - Funded**

#### **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 site-impaired users and across multiple languages. The team also guides departments to ensure vendors comply with City standards and community expectations, and partners with the compliance team to identify areas of improvement.

#### **Improvements & Efficiencies**

- The team continues to enhance the web application that monitors the power grid in real-time, a critical need for 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 saves Utilities and customers over \$75K 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 28.2: IT Applications - E-Government Services - Funded**

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

- The Utilities Water Resource Division manages the sale of excess water rights to the local community by using a custom web application created by EGov. This system provides customizable data exports and saved hundreds of hours of staff time in processing requests and reporting. The application also helps to avoid errors in billing and improves efficiency throughout the process.
- The search engine used to index fcgov.com is a "software as a service" and is a low-cost alternative to on-premise solutions. It also allows the EGov team to build self-service tools so content providers and boost page relevance and create custom banners without technical support.
- EGov manages several web servers in the environment and for a variety of reasons had to use different operating systems. Through a collaboration with the server team, a standard operating system has been adopted to make patching, testing, and support simpler and more effective. This change has saved licensing costs while improving security and support.
- The EGov team continues to support City Give, the donation program run by Finance. With custom integrations with Stripe, donations to automatically go into the correct fund, inventory of donation items are automatically reduced, receipts get emailed, and payments are processed immediately.
- EGovernment created a custom notification system to allow departments to better manage the communication of facility closures to the public. Previously the pages had to be updated manually and now the pages can be scheduled in blocks and timed to coordinate with staff business needs.
- When Utilities implemented "time of day" pricing they desired a way to notify customers when that pricing goes into effect each day. EGovernment 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. EGov 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 EGov team has built a suite of self service tools to allow content providers to a search banners, create custom URLs, review analytics, provide reports on pages, users, and subsites. These tools reduce support tickets and enable departments to become more efficient in communicating online.

#### **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 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.



## ***Offer 28.2: IT Applications - E-Government Services - Funded***

### **Offer Type: Ongoing**

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

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

- N/A

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

- Not applicable

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

Removed CityNet and ClimateWise from supported applications.

### **Offer Profile**

Offer Owner: Jthome

Financial Lead: chmartinez

Lead Department: Information Technology



**28.2: IT Applications - E-Government Services**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		3.00
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid blue;"/>		
<b>Expenses</b>		
511000 - Salaries & Wages		290,865
512000 - Benefits		79,244
519000 - Other Personnel Costs		(11,103)
	<b>510000 - Personnel Services</b>	<b>359,006</b>
533000 - Repair & Maintenance Services		41,635
	<b>530000 - Purchased Property Services</b>	<b>41,635</b>
542000 - Communication Services		2,700
543000 - Internal Admin Services		275
	<b>540000 - Other Purchased Services</b>	<b>2,975</b>
555000 - Office & Related Supplies		16,285
	<b>550000 - Supplies</b>	<b>16,285</b>
	<b>Total Expenses</b>	<b>419,901</b>
<hr style="border: 2px solid blue;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	308,934
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	110,967
	<b>Funding Source Total</b>	<b>419,901</b>



## Offer 28.3: IT Applications - Geographic Information Services - Funded

Offer Type: Ongoing

2022: \$629,738 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 District, Larimer Emergency Telephone Authority, Larimer County Sheriff's Office, and others. GIS is supported by 1 GIS Manager, 2 Analysts, and a Technician. This staff provides ongoing support for existing programs such as the regional call center (911) and the land base 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 860 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 28.3: IT Applications - Geographic Information Services - Funded**

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

- ESRI Software training. GIS staff develops training programs and offers them 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 (CPIO) office 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 ✓)*

- ✓ HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: 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 work order system and both the Utilities Maximo and ArcFM implementations.



### **Offer 28.3: IT Applications - Geographic Information Services - Funded**

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

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

- The COVID Pandemic had an impact on GIS users as they moved to a work-from-home model. IT Expanded the usage and number of services on the ArcGIS Portal environment while also implementing self-provisioning on the Portal. This Increased performance on accessing GIS Data and saved hours of research needed for creating an account in the Portal. CARES Act was used to purchase more portal licenses.
- 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, 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.
- In support of Connexion, Set up and configured Wavepoint. This is a website that allows technicians to view the infrastructure and trace the fiber strands to help them troubleshoot problems such as cut lines.
- 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.



### **Offer 28.3: IT Applications - Geographic Information Services - Funded**

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

- 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>
- 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 perform 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.

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

Performance Measure Reason: Funding this offer provides the software and staff that directly manage and maintain the GIS mapping websites and tools that are part of the city's Internet presence.

- SAFE 83. Ongoing training to internal and external customers in the area of emergency preparedness  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=9523&object=measure&objectId=136330.html>

Performance Measure Reason: Funding this offer provides the software and staff that directly support the mapping and analytical needs within the Emergency Operations Center (EOC).

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

- 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.





***Offer 28.3: IT Applications - Geographic Information Services - Funded***

***Offer Type: Ongoing***

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

- Added expenses to cover 2021 approved changes to classified salaries

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

Added expenses to cover 2021 approved changes to classified salaries

**Offer Profile**

Offer Owner: Mbodig

Financial Lead: chmartinez

Lead Department: Information Technology



**28.3: IT Applications - Geographic Information Services**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		3.80
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		319,966
512000 - Benefits		93,531
519000 - Other Personnel Costs		2,595
	<b>510000 - Personnel Services</b>	<b>416,092</b>
533000 - Repair & Maintenance Services		206,550
	<b>530000 - Purchased Property Services</b>	<b>206,550</b>
542000 - Communication Services		3,705
543000 - Internal Admin Services		320
544000 - Employee Travel		100
549000 - Other Purchased Services		571
	<b>540000 - Other Purchased Services</b>	<b>4,696</b>
555000 - Office & Related Supplies		2,400
	<b>550000 - Supplies</b>	<b>2,400</b>
	<b>Total Expenses</b>	<b>629,738</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	328,712
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	286,026
603-Data and Communications Fund: Reserves	Reserve	15,000
	<b>Funding Source Total</b>	<b>629,738</b>



### **Offer 28.4: IT Applications - Document Management Services - Funded**

**Offer Type: Ongoing**

2022: \$402,205 and 1.75 FTE, 0.00 Hourly FTE

#### **Offer Summary**

This offer includes the maintenance of the City's Enterprise Content Management (ECM) system software for a stable, supported, and enhanced system that is aligned with the organization's 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 700 users of the systems. More than 70% of City departments are utilizing the ECM systems, which is key to many department operations in the management of 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 DA'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 also provides funding for one full time Application Technician II and 75% funding for an Applications Manager that supports and maintains the ECM system for 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.
- 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 website 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.



### **Offer 28.4: IT Applications - Document Management Services - Funded**

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

- The Larimer County District Attorney'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.
- 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 (Lexis Nexis) 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.



### **Offer 28.4: IT Applications - Document Management Services - Funded**

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

- Enhanced security management possibilities with Windows-based integration were deployed in January 2021. User access to specific documents and presenting customized views dependent on organizational structure and 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.
- 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.



***Offer 28.4: IT Applications - Document Management Services - Funded***

***Offer Type: Ongoing***

**Differences from Prior Budget Cycles**

- N/A

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

- Added expenses to cover 2021 approved changes to classified salaries

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

Added expenses to cover 2021 approved changes to classified salaries

**Offer Profile**

Offer Owner: Bmorgan

Financial Lead: chmartinez

Lead Department: Information Technology



**28.4: IT Applications - Document Management Services**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		1.75
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		131,056
512000 - Benefits		39,791
519000 - Other Personnel Costs		8,875
	<b>510000 - Personnel Services</b>	<b>179,722</b>
533000 - Repair & Maintenance Services		195,723
	<b>530000 - Purchased Property Services</b>	<b>195,723</b>
542000 - Communication Services		2,020
543000 - Internal Admin Services		140
	<b>540000 - Other Purchased Services</b>	<b>2,160</b>
555000 - Office & Related Supplies		24,600
	<b>550000 - Supplies</b>	<b>24,600</b>
	<b>Total Expenses</b>	<b>402,205</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	285,669
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	102,536
603-Data and Communications Fund: Reserves	Reserve	14,000
	<b>Funding Source Total</b>	<b>402,205</b>



### **Offer 28.5: IT Applications - Development Tracking Services - Funded**

**Offer Type: Ongoing**

2022: \$541,284 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 utilizing DTS include building permits, code compliance, housing standards, zoning licenses and permits, encroachment, and excavation permits.

This offer covers database support, hardware and software maintenance, and other operating expenses. It includes funding for three full time Application Analysts and 25% funding for an Applications Manager to support the DTS system. 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. Efforts to replace Adobe Acrobat are underway with the assistance of the team.





### **Offer 28.5: IT Applications - Development Tracking Services - Funded**

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

- The DTS team also receives 300+ help desk 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 standardized customizations and centralized 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 the 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.
- By use of CARES funding, implemented self-service online building permit application and online payments for the majority of over-the-counter permits and ability to allow customers to pay fees online through a secure portal without having to come into the office and take care of in person.



### **Offer 28.5: IT Applications - Development Tracking Services - Funded**

#### **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.
- Accela Version Upgrade: upgraded from ver 7.3 to ver 9.3; necessary for enhanced functionality in Accela and compatibility with current OS, Oracle database, and other various third-party software products.
- 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.
- 281 Kiosk Setup: allow customers to work with employees while in City building 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.
- Implemented an IVR system and SMS solution for Building inspection scheduling. Eliminated manual inspection entries by City staff.
- Integrated with GIS to provide Public access to permit data.  
<https://gisweb.fcgov.com/HTML5Viewer/Index.html?Viewer=permits>

#### **Performance Metrics**

- NLSH 107. Development Review Customer Survey Results - Overall Experience Good or Very Good  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=1066979.html>

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

- ECON 86. Final Development Plans: Average Days from Application to Recording  
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=867544.html>

Performance Measure Reason: This offer provides for the software and staff to streamline and enhance processes including the intake of electronic documents for review that increases the efficiency and turnaround times for initial development review plans. This process greatly supports the City's goal of reducing overall time from submittal to final plan review.



***Offer 28.5: IT Applications - Development Tracking Services - Funded***

***Offer Type: Ongoing***

**Differences from Prior Budget Cycles**

- N/A

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

- Not applicable

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

- Not applicable

**Offer Profile**

Offer Owner: Bmorgan

Financial Lead: chmartinez

Lead Department: Information Technology



**28.5: IT Applications - Development Tracking Services**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		3.25
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid blue;"/>		
<b>Expenses</b>		
511000 - Salaries & Wages		301,101
512000 - Benefits		83,460
519000 - Other Personnel Costs		(11,538)
	<b>510000 - Personnel Services</b>	<b>373,023</b>
533000 - Repair & Maintenance Services		163,221
	<b>530000 - Purchased Property Services</b>	<b>163,221</b>
542000 - Communication Services		3,540
543000 - Internal Admin Services		250
	<b>540000 - Other Purchased Services</b>	<b>3,790</b>
555000 - Office & Related Supplies		1,250
	<b>550000 - Supplies</b>	<b>1,250</b>
	<b>Total Expenses</b>	<b>541,284</b>
<hr style="border: 2px solid blue;"/>		
<b>Funding Sources</b>		
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	541,284
	<b>Funding Source Total</b>	<b>541,284</b>



## Offer 28.6: IT Applications - Open Data Program - Funded

**Offer Type: Ongoing**

2022: \$205,352 and 1.00 FTE, 0.00 Hourly FTE

### Offer Summary

This offer provides funding for ongoing development and maintenance operations 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 are 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 the community.

This offer will fund a contractual 1.0 FTE Systems Analyst that will function as the organization's Open Data Officer and as a 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 and a dashboard of City CARES Act funding distribution.



### **Offer 28.6: IT Applications - Open Data Program - Funded**

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

- The Open Data Officer has worked with internal and public stakeholders as well as ten community volunteers to release 146 datasets, storyboards, and visualizations since joining the City in May 2018 (a 232% increase). These new releases have increased Fort Collins' community engagement with City operations as shown by weekly public views increasing 774% in the same period.
- The Open Data Portal Program supports cross-departmental tools, including the City's expenditures transparency tool (Open Book), several internal databases for Utilities data analyst, 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. These events will resume when it's safe to do so.
- 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.
- 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.



### **Offer 28.6: IT Applications - Open Data Program - Funded**

**Offer Type: Ongoing**

#### **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>

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>



## **Offer 28.6: IT Applications - Open Data Program - Funded**

### **Offer Type: Ongoing**

Performance Measure Reason: By having free access to review and analyze the City's operational data, citizens 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.

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

- N/A

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

- Not applicable

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

Update per feedback from HPG BFO Team

### **Offer Profile**

Offer Owner: CCaudle

Financial Lead: chmartinez

Lead Department: Information Technology





**28.6: IT Applications - Open Data Program**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid blue;"/>		
<b>Expenses</b>		
511000 - Salaries & Wages		86,172
512000 - Benefits		18,338
519000 - Other Personnel Costs		(3,135)
	<b>510000 - Personnel Services</b>	<b>101,375</b>
533000 - Repair & Maintenance Services		102,500
	<b>530000 - Purchased Property Services</b>	<b>102,500</b>
542000 - Communication Services		1,120
543000 - Internal Admin Services		80
549000 - Other Purchased Services		277
	<b>540000 - Other Purchased Services</b>	<b>1,477</b>
	<b>Total Expenses</b>	<b>205,352</b>
<hr style="border: 2px solid blue;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	151,109
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	54,243
	<b>Funding Source Total</b>	<b>205,352</b>



## **Offer 28.7: 1.0 FTE - IT Analyst, Apps Software - Application, Process, and Governance Analyst - Unfunded**

**Offer Type: Enhancement**

2022: \$91,271 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will fund an Analyst II to create a technological foundation that supports the organization's expanding needs for data integration and modernization of software applications. As the City's software landscape has grown more complex, there is a need to change how data is accessed and integrations occur. Currently there is a high need for doing this work in support of replacing some aging systems, while ensuring future efforts are aligned to reduce overlap.

This technological foundation will be used in conjunction with several other ongoing initiatives to create a continuous roadmap of technology. This roadmap, being a living product, is intended to create and maintain the information necessary to provide better customer service, reduce costs from overlapping efforts, properly identify the impacts of system changes, and to create and enforce data and application governance standards.

The Analyst II's duties will include regular phases of:

Discovery

Capability Mapping/Review

Standards/Policy Development and Enforcement

Future Goals Identification

Gap Analysis

Updating Roadmap

Implementation (Change Management)

Total Cost of Ownership (Licensing/Storage/Administration/Updates/Support/Training/Lifecycle)

Usability & Visibility (Integrations/User Experience/Future Compatibility/Reporting and

Analytics/Data & Application Sharing)

Security (Privacy/Risk Management)

The Analyst II will manage service and application alignment data, which is integral to application lifecycle management, system integration, impact analysis, LEAN processes, and more.

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.



### **Offer 28.7: 1.0 FTE - IT Analyst, Apps Software - Application, Process, and Governance Analyst - Unfunded**

**Offer Type: Enhancement**

#### **Additional Information**

- The main impact to citizens can be seen through future cost savings. Multiple related efforts and an Analyst II will manage and coordinate departmental efforts to ensure we identify redundant processes, allowing the City to leverage LEAN principles to reduce waste through process improvement. The goal is to solidify how the City approaches the procurement and management of software.
- In order to become better stewards of City funds, it is necessary to compile, align, and manage the information related to procuring and managing software. This effort will result in cost savings through the alignment of software efforts, including application consolidation and alignment of strategies, rather than trying to align applications after they are procured.
- This offer will create a catalog of departmental services which can be mapped to current and future technology solutions. The infrastructure supporting these capabilities will also be cataloged to contribute to the enterprise architecture efforts. There is no current mapping and governance related to ERP service data, making impact analysis nearly impossible. This effort will resolve that gap.
- The IT Data Management strategy intends to use the process developed for Utilities (Offer 3.8) and expand, mature and scale it to the city enterprise. It will formalize/centralize all efforts around Data Management/Governance, including Processes, Policies/Procedures, and training. The goal is to treat data as an asset that is trustworthy, accessible, and used to make informed decisions.
- The City's main ERP application, Oracle JD Edwards (JDE) released it's last major version of software in 2015 and has announced an end of life. There is a potential for increased costs for extended support, and our timeline for a replacement must be completed prior to JDE decommissioning, which includes an assessment, vendor selection, planning, implementing, and decommissioning.

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

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$110,000

Ongoing Cost Description:

This offer funds an Analyst II position to maintain an ecosystem of information, starting with the information collected in an ERP assessment. This includes maintaining information related to application and departmental capabilities, contributing to City policies for data governance and security, and producing a continuous roadmap for applications to ensure for the purpose of cost savings.

#### **Scalability and explanation**



### **Offer 28.7: 1.0 FTE - IT Analyst, Apps Software - Application, Process, and Governance Analyst - Unfunded**

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

This offer only funds an Analyst II (\$110,000) to properly coordinate efforts for cost control and savings.

#### **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 focuses on the collection and administration of information related to applications and their data to inform stakeholders through reporting and enable better business decisions, such as removing redundant processes/applications and to reduce costs. New City standards will also enforce a security and data governance strategy to ensure prevent uncontrolled data and application sprawl.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The Analyst II will expose system and initiative gaps. By maintaining a proper catalog of applications and data, the City will be able to align our digital strategy with departmental capabilities and needs to meet innovative City goals. This will help future efforts reduce costs and redundancies more effective and efficient, including public facing efforts.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: The Analyst II will maintain information related to applications, data, and costs to help identify areas of improvement. This means future infrastructure assessments can be done easily with little impact to stakeholders, operational efforts that may be redundant can be identified earlier, and a centralized resource can be used for organizational analytics.

#### **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: This offer will contribute to other measures for measuring the cost savings associated with application procurement and consolidation. The future measure will report of the amount of costs saved through the efforts of the Analyst II.

- HPG 163. \$ Saved through Process Improvement

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=531750.html>



***Offer 28.7: 1.0 FTE - IT Analyst, Apps Software - Application, Process, and Governance Analyst - Unfunded***

***Offer Type: Enhancement***

Performance Measure Reason: In the absence of new performance measures, the Analyst II will be required to report on application cost saving potential and actual savings through the consolidation of applications, the decommissioning of legacy and redundant platforms, and improved processes that result from aligning modern software with business capabilities. ROI is to be calculated for efforts this position would administer

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

- Not applicable

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

New offer created to be presented to HPG in Round #2

**Offer Profile**

Offer Owner: CCaudle

Financial Lead: chmartinez

Lead Department: Information Technology



**28.7: 1.0 FTE - IT Analyst, Apps Software - Application, Process, and Governance Analyst**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		71,810
512000 - Benefits		20,351
519000 - Other Personnel Costs		(2,765)
	<b>510000 - Personnel Services</b>	<b>89,396</b>
542000 - Communication Services		500
543000 - Internal Admin Services		75
	<b>540000 - Other Purchased Services</b>	<b>575</b>
555000 - Office & Related Supplies		1,300
	<b>550000 - Supplies</b>	<b>1,300</b>
	<b>Total Expenses</b>	<b>91,271</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	65,783
603-Data and Communications Fund: Reserves	Reserve	25,488
	<b>Funding Source Total</b>	<b>91,271</b>



## Offer 29.1: IT Infrastructure - Network Services - Funded

**Offer Type: Ongoing**

2022: \$1,302,089 and 1.00 FTE, 0.00 Hourly FTE

### Offer Summary

This offer funds the City's IT networks that provide every City employee, Fort Collins first responder, community member, and City Council member the ability to use a City phone, share video, submit open records request, conduct City Council meetings via Zoom, and access email, shared files, and critical information on internally and externally facing servers and websites. These networks, which are foundational to a productive City and its workforce, must function superbly, or else the City's business cannot be conducted and loss of productivity is consequential. Without continued investment, the City networks become increasingly vulnerable to disruptions from within and without.

Specifically, this offer funds network operations which include the physical devices and personnel required to guarantee high availability and smooth operation of the City business network and 10 unique secure networks, and comprises of the following components:

Hardware maintenance upgrading City network equipment covering switches, routers, security and licensing appliances, wireless access points and related wireless infrastructure, and Internet access.

Software maintenance – upgrading/patching of switch and router firmware and devices that provide accurate monitoring, accounting and alerting, and reduces cybersecurity risks.

Professional services augments the City's capacity to innovate on existing solutions when City personnel lacks either expertise or bandwidth to perform necessary upgrades or expansions of network services.

One Asset Manager who collaborates with the Chief Information Officer and Connexion team on network infrastructure needs and spearheads the budgeting and procurement process of replacements and upgrades.

A team of network engineers (NetOps) who report into Connexion, but support all the networks. This support is paid via a scheduled transfer of \$789,000 to Connexion.

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 29.1: IT Infrastructure - Network Services - Funded**

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

- The City's network is continually improved to securely meet the needs of the City and our citizens. 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
- Since all the voice traffic runs over the City network, the following call services are supported by this offer: advanced telephone systems, Interactive Voice Response (IVR) and voice mail, and call center operations such as Utilities Customer Care & Technology, the SCO, and Connexion Network Operations Center.
- 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 and other O365 tools, and some FCPS applications.
- City personnel utilizes the networks to conduct City business. This includes all our financial & HR functions, City Council sessions, City Clerk's office and therefore boards and commissions, Municipal Court, recreation registrations, Housing Catalyst, Museum of Discovery, PFA, DDA, and the Library District.
- Critical infrastructure is dependent on the secure networks. Departments dependent on secure networks include Traffic Operations, MAX buses & Transit, Fort Collins Police, and PFA first responders who depend on the Metropolitan Optical Ethernet, Verizon Wireless and other networks, water and electric utilities for a variety of needs.

#### **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 internet or be able to communicate with one another.





## Offer 29.1: IT Infrastructure - Network Services - Funded

### Offer Type: Ongoing

- ✓ 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 and Fort Collins Police Services 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 is 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

- Because the networks are managed by the engineers who also support Connexion ISP, the support personnel for Connexion provided updated services that included planning for and updating the software on the equipment as well as hardware replacements.

### 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.

### Differences from Prior Budget Cycles

- An additional NetOps Security Engineer was added to support the Network and Connexion requiring additional funding from City IT that increased from \$722k to \$789k.

### 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 29.1: IT Infrastructure - Network Services - Funded***

***Offer Type: Ongoing***

Offer Owner: Ayusnukis

Financial Lead: chmartinez

Lead Department: Information Technology



**29.1: IT Infrastructure - Network Services**

**Ongoing Programs and Services**

	<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	1.00
<b>Hourly (FTE)</b>	-
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	109,318
512000 - Benefits	36,458
519000 - Other Personnel Costs	(4,148)
<b>510000 - Personnel Services</b>	<b>141,628</b>
521000 - Professional & Technical	45,000
529000 - Other Prof & Tech Services	16,000
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>61,000</b>
533000 - Repair & Maintenance Services	283,500
<b>530000 - Purchased Property Services</b>	<b>283,500</b>
542000 - Communication Services	19,100
543000 - Internal Admin Services	75
544000 - Employee Travel	250
549000 - Other Purchased Services	1,530
<b>540000 - Other Purchased Services</b>	<b>20,955</b>
555000 - Office & Related Supplies	4,945
559000 - Other Supplies	200
<b>550000 - Supplies</b>	<b>5,145</b>
591000 - Transfers to Funds	789,861
<b>590000 - Transfers Out</b>	<b>789,861</b>
<b>Total Expenses</b>	<b>1,302,089</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	425,743
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	876,346
<b>Funding Source Total</b>		<b>1,302,089</b>



### **Offer 29.2: IT Infrastructure - Email & Voice Services - Funded**

**Offer Type: Ongoing**

2022: \$508,739 and 0.50 FTE, 0.00 Hourly FTE

#### **Offer Summary**

This offer funds two vital City services: voice and email communications technology required to maintain and operate an enterprise email and voice system of about 2,200 accounts. Voice services and email enable a productive City, supporting both inbound and outbound communications and providing City departments communication options. Email is the mainstay of the City's communication toolkit, supporting daily business activities, processes, and workflows. Voice services are important for Police, Broadband Network Operations Center, Utilities Customer Care, Light&Power operations center, and IT HelpDesk. Both email and voice communications provide key mechanisms for community contact with all City departments.

This offer covers the back-end security tools that make email productive and not overwhelming. This includes Cisco Email Security, the 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 24/7/365 end user support. It does not cover the end user component of email, neither email clients running on a user's device nor a web based client on the web portal. Licensing for O365 is included in a separate IT offer 29.4.

Voice communications include operation and maintenance of the City's voice-over-IP telephone communication system servicing individual users and call center and critical teams mentioned above. Support for voice comes from Connexion with the requisite data center infrastructure supported by IT data management services. This offer covers voicemail, paging, call recording, desk phones, local and long distance calling, telephony integrations, an alerting system for the voice infrastructure, and other crucial communications for emergency services.

This offer also funds 0.5 FTE of HelpDesk staff correlating to the identified percentage of HelpDesk service tickets received for voice and email assistance.

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 29.2: IT Infrastructure - Email & Voice Services - Funded**

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

- The City receives an average of 6 million email messages/month. Only about 11% were delivered to recipients. The email filtering by Cisco Email Security software secures the City and blocks malicious message delivery to end-users. On average, the City sends about 378,000 messages. Only a small percentage are blocked due to malicious content, preventing the City from spreading malicious emails.
- Email security tool supports Data Loss Prevention - compliant with State Data Privacy law. It forces encryption when personally identifiable information (PII) is sent out of the City. It also supports purposeful encryption whenever the sender deems the contents should be especially secure. Additional features like the [EXTERNAL] flag draw attention to potentially malicious or suspicious 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 end-point protection blocks thousands of threats per year from impacting both servers and clients. The recent upgrade in our subscription has allowed the City to take advantage of more real-time threat analysis from McAfee and made management of the tool and its operation more efficient.

#### **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, lost productivity over a 24 hour period would approach \$0.5 million and 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.



## **Offer 29.2: IT Infrastructure - Email & Voice Services - Funded**

### **Offer Type: Ongoing**

- 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**

- A small project was completed in 2020 that added redundancy to both the personnel and server infrastructure for voice services increased the resiliency of the service.
- The data management team used CARES Act money to update the connection between the City email and voice services and Microsoft O365 Azure AD services in the cloud. This increased security because we are now able to take advantage of modern authentication protocols which are more secure. It also reduced one aspect of the ongoing cost to run O365.
- IT consolidated 135 telephone circuits supported by multiple vendors to one vendor and performed an administrative update of listings along with other telephone system updates and operational maintenance to increase efficiency and lower ongoing costs of the telephone system.
- Updated public directory listings and removed obsolete and redundant listings allowing for cleaner data and more efficient phone management.
- Negotiated State pricing discounts for circuit access and long-distance ongoing costs.

### **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.

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

- N/A

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

- Not applicable

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



***Offer 29.2: IT Infrastructure - Email & Voice Services - Funded***

***Offer Type: Ongoing***

removed acronyms in the summary as requested by the budget team.

**Offer Profile**

Offer Owner: Ayusnukis

Financial Lead: chmartinez

Lead Department: Information Technology



**29.2: IT Infrastructure - Email & Voice Services**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		0.50
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid blue;"/>		
<b>Expenses</b>		
511000 - Salaries & Wages		28,404
512000 - Benefits		10,025
519000 - Other Personnel Costs		(1,153)
	<b>510000 - Personnel Services</b>	<b>37,276</b>
521000 - Professional & Technical		17,500
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>17,500</b>
533000 - Repair & Maintenance Services		107,538
	<b>530000 - Purchased Property Services</b>	<b>107,538</b>
542000 - Communication Services		346,000
543000 - Internal Admin Services		425
	<b>540000 - Other Purchased Services</b>	<b>346,425</b>
	<b>Total Expenses</b>	<b>508,739</b>
<hr style="border: 2px solid blue;"/>		
<b>Funding Sources</b>		
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	508,739
	<b>Funding Source Total</b>	<b>508,739</b>





## Offer 29.3: IT Infrastructure - Data Management - Funded

Offer Type: Ongoing

2022: \$1,274,775 and 6.00 FTE, 0.00 Hourly FTE

### Offer Summary

This ongoing budget offer supports the staffing, tools, hardware, software, and maintenance contracts for the City's private cloud infrastructure and the City's connection to public cloud based offerings. The private cloud lives in the City's data center and is made up of physical servers, virtualization tools, power management, storage, backup, and other monitoring and management tools. From this pool of resources, the team creates virtual servers on which many of the City's key applications and databases run. The team and tools they support are an integral part of the City's cyber risk management strategy, which establishes barriers to outside threats and builds resilience for unexpected events including disaster recovery strategies. They design, update, support, and maintain the City's data centers, including those used by Connexion, and administer the City's O365 tenant which includes Teams, PowerApps, SharePoint Online, and other O365 applications. 24/7/365, this team of skilled personnel monitor and update every aspect of the infrastructure to ensure secure, repeatable, performant operations exceeding the City's expectations of excellence. They also maintain a co-located data center, which serves as a disaster recovery location.

The team are responsive to City requests spanning topics including but not limited to making sure the City planners can do their job in Accela, the City website is accessible, applications needed by electric and water utilities are secure and available, retrieving lost files, restoring a database, or ensuring City Council has information they need. The City funds a growing number of digital projects. With each new server depending on secure compute, storage, backup and recovery, and/or connections to MS O365 applications, the workload increases.

The data management staff consists of a manager, four system engineers, one database administrator, and one dotted line engineer that is funded by Utilities.

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

- Data management is primarily responsible for highly available, secure data center services. The team also responds to an average of 240 service requests/month, including cybersecurity ones. This has grown at a rate of 5% per year for the past 7 years while the number of staff has remained constant. The complexity of the projects has increased. Demand for services, project support has expanded.



### **Offer 29.3: IT Infrastructure - Data Management - Funded**

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

- In the course of managing cybersecurity risk, the team constantly improves by adding in new processes like user audits, improving existing processes like monthly system patching. The Linux patching process was completely revamped in 2020, enabling more complete and automated patching of the ADMS and OASIS environments.
- The team has been the first responder to cyber incidents across the City. Phishing remains the main attack vector. Each successful phishing attack requires approx. 2-person weeks of time to resolve. Meanwhile, the team responds nearly instantly to vulnerabilities in the wild like the SolarWinds, Accellion, and Microsoft on-premise exchange server breaches.
- This offer supports the work of City departments like the Emergency Operations Center, Connexion, social & economic sustainability, first responders, FCPS, and critical infrastructure with equal dedication, discretion, and sensitivity. It also supports City IGA partner agencies including Poudre Fire Authority, Housing Catalyst, Fort Collins Museum of Discovery, DDA, Poudre River Library District.
- This offer funds foundational technology that makes accessing the City network work. This not only includes IP Address Management but also external access to internal resources such as recreation and GIS applications, appliances that prevent access to internal servers, and balance the load across servers so citizens have good performance when looking up the snowplow status (for example).

#### **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.: Continually evaluating technology and assessing its applicability to business requirements enables Data Management to partner effectively with a wide variety of teams throughout the City. When brought to the table up front, the team offers innovative, creative, cost-effective, and secure options to enable City partners to implement new tools, applications.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: The risk management, hardware, software, and creativity of the data management team are the backbone of the City's success as a progressive, world-class organization. Leveraging the resources funded by this offer, departments can innovate and improve their business processes and support their expenditures by accessing data to analyze, justify, innovate and improve their specific operations.
- ECON 3.6 - Deploy and deliver reliable, high-speed internet services throughout the community.: Data management staff monitors and maintains the data centers that run applications that monitor and manage Connexion Internet.



### **Offer 29.3: IT Infrastructure - Data Management - Funded**

**Offer Type: Ongoing**

#### **Improvements & Efficiencies**

- Using CARES Act dollars, the team set up multiple remote access tools like Citrix desktop and RDS that enable productive WFH for individuals who need to use graphics-intensive tools in their jobs (e.g. AutoCAD). This saves the City the expense and maintenance cost of purchasing a system for home use while maintaining a computer in the office that the remote worker connects to.
- Data management improved our ability to validate the resilience of the data center infrastructure by partnering with Ops Services to validate the performance of electrical and fire alarm systems in City Hall West. The first-ever test of the electrical system failover-to-generator was conducted and completed successfully.
- Many of the newer projects departments are deploying require Linux servers. A replacement engineer on the team was hired specifically to address these needs. He has automated the Linux patching procedures using standard tools and has partnered with the vendors of the products being deployed to increase patch coverage and frequency to ensure a more secure Linux environment.
- Data management continues to partner with departments to upgrade older versions of applications running on unsupported operating systems to minimize cybersecurity risk and reduce the cost of patching those outdated systems.
- Cybersecurity is the top priority for the data management team, and we continually improve those procedures and processes. The team has implemented annual audits of a variety of user access lists to ensure only valid users have access to the tools, servers, and applications they need to perform their job and no more.
- The City lacks a true system of record for employee information which results in a large number of "helper" processes and manual work done to maintain the accurate list of City employees and users of IT services. The team partnered with HR and other IT teams to automate and improve the IT portion of the new hire and termination processes. The saved time was spent improving other processes.

#### **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.

- 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>



***Offer 29.3: IT Infrastructure - Data Management - Funded***

***Offer Type: Ongoing***

Performance Measure Reason: IT is finalizing a metric that will measure storage utilization and growth across the organization as an indicator of the overall data storage requirements by the City.

**Differences from Prior Budget Cycles**

- N/A

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

- Not applicable

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

- Not applicable

**Offer Profile**

Offer Owner: Ayusnukis

Financial Lead: chmartinez

Lead Department: Information Technology



**29.3: IT Infrastructure - Data Management**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		6.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		640,715
512000 - Benefits		170,929
519000 - Other Personnel Costs		(24,169)
	<b>510000 - Personnel Services</b>	<b>787,475</b>
533000 - Repair & Maintenance Services		439,750
	<b>530000 - Purchased Property Services</b>	<b>439,750</b>
542000 - Communication Services		7,950
543000 - Internal Admin Services		400
	<b>540000 - Other Purchased Services</b>	<b>8,350</b>
555000 - Office & Related Supplies		38,900
559000 - Other Supplies		300
	<b>550000 - Supplies</b>	<b>39,200</b>
	<b>Total Expenses</b>	<b>1,274,775</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	825,329
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	352,446
603-Data and Communications Fund: Reserves	Reserve	97,000
	<b>Funding Source Total</b>	<b>1,274,775</b>



### **Offer 29.4: IT Infrastructure - Client Services - Funded**

**Offer Type: Ongoing**

2022: \$2,147,417 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. Client Services 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 Manager, two Supervisors, three Technicians, five Senior Technicians, three Application Analysts, and one Systems Administrator.

Programs and services offered by Client Services:

- 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, IT Asset Management, 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.



### **Offer 29.4: IT Infrastructure - Client Services - Funded**

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

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

#### **Additional Information**

- Annually over the last four years this team deployed on average 690 computer replacements/new builds as well as reimaged 110 systems each year. The city's PC replacement cycle is ongoing to support user productivity and cybersecurity.
- 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 Client Services completes continues to grow. 2018 (11,435 tickets) saw a 23% growth over 2017 (9,314 tickets). 2019 (12,574 tickets) saw a 10% increase. 2020 (16,545 tickets) had a 32% increase 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. I 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.



### **Offer 29.4: IT Infrastructure - Client Services - Funded**

#### **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 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.
- 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 six 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 six years 2015-2020. 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 a process to vet computer usage that has reduced support footprint and financial responsibility by removing over 160 unneeded computers in 2019-2020. 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 200 computers Windows 7 to Windows 10 in 2019-2020. At an average cost of \$1,000 each this has saved \$200,000 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 in response to the increased need for work from home and the COVID crisis. On-Demand options include 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 we have.
- 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.





## **Offer 29.4: IT Infrastructure - Client Services - Funded**

### **Offer Type: Ongoing**

- 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 2,224 devices enrolled, of those 1,737 are City-owned (435 are CS-supported iPads), the remainder belongs to employees.
- Continue reduction of the 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 over the last two years through the progression from Windows 7 to Windows 10, the City standard.
- Expand and continue the partnership with teams within IT to increase cybersecurity 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 cybersecurity 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.

- 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: IT is in the process of creating a new metric that measures the number of Sysaid tickets, the efficiency of resolving those tickets, and measuring "Emergency" vs. "Non-Emergency" tickets.

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

- There was an increase in

### **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 29.4: IT Infrastructure - Client Services - Funded***

***Offer Type: Ongoing***

- Not applicable

**Offer Profile**

Offer Owner: Kschroeder

Financial Lead: chmartinez

Lead Department: Information Technology



**29.4: IT Infrastructure - Client Services**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		12.50
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		924,614
512000 - Benefits		288,482
519000 - Other Personnel Costs		(36,215)
	<b>510000 - Personnel Services</b>	<b>1,176,881</b>
533000 - Repair & Maintenance Services		905,200
	<b>530000 - Purchased Property Services</b>	<b>905,200</b>
542000 - Communication Services		14,500
543000 - Internal Admin Services		936
544000 - Employee Travel		300
549000 - Other Purchased Services		300
	<b>540000 - Other Purchased Services</b>	<b>16,036</b>
555000 - Office & Related Supplies		47,900
559000 - Other Supplies		1,400
	<b>550000 - Supplies</b>	<b>49,300</b>
	<b>Total Expenses</b>	<b>2,147,417</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	1,479,043
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	668,374
	<b>Funding Source Total</b>	<b>2,147,417</b>



## **Offer 29.5: IT Infrastructure - Asset Equipment Replacement - Ongoing - Funded**

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

2022: \$1,235,956 and 0.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

This offer funds 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. All infrastructure replacements are scheduled and budgeted based on an approved capital plan that recognizes a specific replacement cycle for each type of equipment based on useful life, warranty, replace on fail requirements, end-user application, and any necessary hardware changes/upgrades based on end of support notifications.

PC and Laptop Replacements: Based on the City's PC replacement plan, this offer will fund the replacement of approximately 225 laptops and desktops in 2022 across the organization.

This offer also funds the replacement of desktop phones, network/voice switches, gateways, wireless access points, 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 necessary security patches, and provides for technological transition in support of the City's ongoing business needs.

This offer covers the replacement of Data Management assets that constitute the City's private cloud. This includes server blades, chassis, storage devices that contain more than 1600 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. 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 29.5: IT Infrastructure - Asset Equipment Replacement - Ongoing - Funded**

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

- 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.
- The funding breakdown for planned replacements for 2022 are as follows: \$339k for Network Equipment, \$527k for Data Management equipment, and \$370k for Laptop/Desktop/Monitor replacements.

### **Impact to Ongoing Expenses**

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

\$0

Ongoing Cost Description:

N/A for Asset Management Ongoing offers

### **Scalability and explanation**

This offer can be scaled at various levels if necessary. However, delaying scheduled IT equipment can lead to untimely equipment failure resulting in work time loss, unscheduled IT triage to address any failures, and potential production loss due to outdated and unsupported equipment.

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

- Not applicable

### **Linkage to Strategic Objectives**

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



## **Offer 29.5: IT Infrastructure - Asset Equipment Replacement - Ongoing - Funded**

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

- ✓ 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.

### **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.

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

- Not applicable

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

- Not applicable



***Offer 29.5: IT Infrastructure - Asset Equipment Replacement - Ongoing - Funded***

***Offer Type: Asset Management***

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

- Not applicable

**Offer Profile**

Offer Owner: CHMartinez

Financial Lead: chmartinez

Lead Department: Information Technology



**29.5: IT Infrastructure - Asset Equipment Replacement - Ongoing**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
521000 - Professional & Technical		7,500
529000 - Other Prof & Tech Services		70,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>77,500</b>
533000 - Repair & Maintenance Services		55,000
	<b>530000 - Purchased Property Services</b>	<b>55,000</b>
555000 - Office & Related Supplies		631,456
	<b>550000 - Supplies</b>	<b>631,456</b>
565000 - Vehicles & Equipment		472,000
	<b>560000 - Capital Outlay</b>	<b>472,000</b>
	<b>Total Expenses</b>	<b>1,235,956</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	347,531
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	414,592
603-Data and Communications Fund: Reserves	Reserve	473,833
	<b>Funding Source Total</b>	<b>1,235,956</b>





## **Offer 29.6: Citywide Softphone Integration for Mobile Workforce - Funded**

**Offer Type: 1-Time Enhancement**

2022: \$13,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer funds additional functionality on the City of Fort Collins voice network, allowing mobile workers the use of Jabber Softphones from off City locations, without the need for a VPN (Virtual Private Network) connection while maintaining the security of the City VoIP services. This will allow remote teleworkers across the City to use the Jabber application without the need for a VPN login, providing a more efficient method to access City voice services. Additionally, City voice users may utilize their mobile devices and tablets for accessing the Jabber application, further enabling a more productive mobile workforce.

The City's Network Operations proposes the deployment of a free virtual server resource along with professional services from a City approved vendor to deploy the servers. City voice users would be able to use the Jabber Softphone client on a Mac, PC, iPhone, and/or Android device. This will enable a remote workforce to be much more resilient and able to place and receive calls with their City number across a variety of technology platforms. There are no costs for the servers themselves; this offer is for the one time costs associated with technical professional services and project management services involved with integrating the Virtual Machines (VM's) into the City's existing voice platform. The City has the required hardware infrastructure available today to deploy the applications for this solution. Network Operations proposes to leverage external vendor expertise for the City's current voice solutions to ensure a successful and efficient implementation.

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

### **Additional Information**

- This enhancement will enable to voice platform for Jabber softphone, to scale for any users interested where the City currently has 1500 voice users. In theory, these voice users would be capable of leveraging the new Softphone app, with licensing costs to be considered.

### **Impact to Ongoing Expenses**

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

\$0

Ongoing Cost Description:

N/A



**Offer 29.6: Citywide Softphone Integration for Mobile Workforce - Funded**

**Offer Type: 1-Time Enhancement**

**Scalability and explanation**

None

**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.: Improved customer experience is realized with this proposed offer by providing voice users a more streamlined way to use their City phone number remotely, without the need to log into a VPN.
- HPG 7.6 - Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.: City voice users may utilize their mobile devices and tablets for accessing the Jabber application, further enabling a more productive mobile workforce.

**Performance Metrics**

- HPG 26. Internet availability

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91415.html>

Performance Measure Reason: The Network Operations team monitors and provides operational support for City voice networks, including servers, routers, switches and telephony equipment. The voice network provides critical business functionality across the City, including Utilities, Police Services, City Clerk’s Office, Natural Areas, Recreation, Finance, Human Resources, among other 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**

- Not applicable

**Offer Profile**

Offer Owner: JRobbins

Financial Lead: chmartinez

Lead Department: Information Technology



**29.6: Citywide Softphone Integration for Mobile Workforce**

**Enhancement to Programs and Services**

		<b>2022 Projected Budget</b>
		<b>Budget</b>
<hr/>		
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
529000 - Other Prof & Tech Services		13,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>13,000</b>
	<b>Total Expenses</b>	<b>13,000</b>
<hr/>		
<b>Funding Sources</b>		
603-Data and Communications Fund: Reserves	Reserve	13,000
	<b>Funding Source Total</b>	<b>13,000</b>



## Offer 29.7: Session Initiated Protocol (SIP) Migration - Funded

**Offer Type: 1-Time Enhancement**

2022: \$54,000 and 0.00 FTE, 0.00 Hourly FTE

### Offer Summary

This offer funds additional network protection on the City's voice system, including Police Services (non E911), brings the voice platform up to today's technology standards, and lowers monthly recurring operational costs. The City voice platform currently has a single point of failure due to the limits of available technology at the time of initial installation, more than a decade ago. With the increased availability of Voice over IP (VoIP) technology, the Network Operations team proposes migration to SIP (Session Initiated Protocol), a based VoIP trunk solution, providing lower cost of ownership, enhanced reliability, and protection with the removal of the single point of failure.

Today, all the City's inbound voice services use a legacy trunk solution, a leased DS3 (digital signal 3) circuit, with a higher monthly cost than SIP leased trunks. This offer is to lease two redundant SIP trunks, one for integration at the Primary City Data Center, and one at a City Disaster Recovery (DR) site. The proposed SIP trunks would be geo diverse between the two sites, providing redundancy and network protection from single trunk failures that does not exist today in the City voice network. This offer not only reduces costs for the City but also provides an updated, diverse architecture based on widely accepted VoIP technology that protects the City from a potential outage on leased voice trunks. Once established, SIP circuits on the City voice platform would provide a future opportunity to add additional resiliency in a third (tertiary) SIP circuit for City and Police 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

- Estimated cost savings moving from TDM to SIP:
  - Current TDM cost @ \$3,599.17/month vs SIP @ \$3,293/month
  - o SIP cost includes 3 locations.(CHW, FRIL, Police Services)
  - o Savings = \$306/month or \$3,672/year
  - 8 PRIs associated with TDM (CHW) @ \$295/month each
  - o SIP does not require PRIs
  - o Savings = \$2,360/month or \$28,320/year
  - These estimated savings and costs are subject to change
- The cost for professional services of TDM to SIP conversion is \$29,175. This includes professional project management and a technical resource to assist the Network Operations team in completing this migration. This would be a one-time cost for assistance in PM and implementing the changes described above.



## **Offer 29.7: Session Initiated Protocol (SIP) Migration - Funded**

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

- With the migration to SIP, the City can retire a large 48 volt DC power system, recouping cost savings (power) benefits for the City
- A change to redundant SIP trunking architecture helps City Network Operations with Maintenance of our Voice equipment, such as Routers. Network Operations are able to perform software upgrades on the equipment safely without risking a voice outage for the City.
- Having redundant SIP trunking will also help the City with Operations and Maintenance of our Voice Routers. Network Operations may then perform software upgrades on the equipment safely without risking a voice outage for the City. Adding SIP technology to the City voice network, positions Police Services to further strengthen business continuity in the event of a failure on the voice network.

### **Impact to Ongoing Expenses**

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

\$0

Ongoing Cost Description:

None

### **Scalability and explanation**

None

### **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.: Updating the City Voice Network to VoIP/SIP technology provides critical network failure protection that does not exist today, along with lowering the operational cost for the City.

### **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 Network Operations team monitors and provides operational support for City voice networks, including servers, routers, switches and telephony equipment. The voice network provides critical business functionality across the City, including Utilities, Police Services, City Clerk's Office, Natural Areas, Recreation, Finance, Human Resources, among other services.



***Offer 29.7: Session Initiated Protocol (SIP) Migration - Funded***

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

**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: JRobbins

Financial Lead: chmartinez

Lead Department: Information Technology



**29.7: Session Initiated Protocol (SIP) Migration**

**Enhancement to Programs and Services**

		<b>2022 Projected Budget</b>
<hr/>		
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid green;"/>		
<b>Expenses</b>		
529000 - Other Prof & Tech Services		54,000
<b>520000 - Purchased Prof &amp; Tech Services</b>		<b>54,000</b>
	<b>Total Expenses</b>	<b>54,000</b>
<hr style="border: 2px solid green;"/>		
<b>Funding Sources</b>		
603-Data and Communications Fund: Reserves	Reserve	54,000
	<b>Funding Source Total</b>	<b>54,000</b>



## Offer 29.9: Print Management and Auditing Software - Unfunded

**Offer Type: Enhancement**

2022: \$24,300 and 0.00 FTE, 0.00 Hourly FTE

### Offer Summary

This offer is for \$24,000 per year to purchase a subscription for a print management platform to assist IT in managing the fleet of printers and copiers. The primary goal for the policies delivered by this tool would be to reduce consumption, CO2 emissions, and costs.

During the COVID-19 crisis (2020) the City continued to print in excess of 3.8 million pages of paper. As the City works toward a more sustainable future IT has an opportunity to communicate with staff the amount of paper they are consuming and help them change their behaviors to reduce CO2 impact; paper, electricity, and supplies consumption; and costs. In order to do this, IT would need to install the software in the network at a monthly cost of \$2,000. This software would allow IT to set global policies, provide input to users based on criteria (e.g., please print documents larger than 3 pages in duplex; please print documents over 20 pages on high volume, more efficient printers; please print emails, web pages, etc., in black and white), and enable staff to understand the impact of their choices on the environment, City sustainability goals, and budgets. The Sustainability department has given their full support to this offer. It is estimated that the City will see a significant reduction in printing costs in a sufficient amount to have the software pay for itself.

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

### Additional Information

- Through the use of this software, it would be possible to require that sustainable printing practices are followed. Things like having web pages default to black and white, certain sized documents are printed on both sides of the paper, etc. If we were to increase our duplex printing to 10% it would reduce CO2 emissions by 3,800 Kg, power consumption by 5,000 Kwh, and our costs by \$18,000.
- This offer aligns with the Municipal Sustainability and Adaptation Plan 5.3.5 "Engage staff to use, operate and maintain buildings sustainably" or 4.2.2."Educate employees on how to sustainably utilize products and services."
- Calculated Yearly Kg Co2 - 55,958.60
  - This is the amount of CO2 that City's printers generated during 2020. This does not include paper consumption and its impacts.

Total Direct Cost - \$264,576.53

- This is the total cost spent on printer operations during 2020. This does not include paper costs.





## **Offer 29.9: Print Management and Auditing Software - Unfunded**

### **Offer Type: Enhancement**

- Calculated Monthly Power Kw - 74,134.77
- This is the amount of power that City's printers consumed during 2020.

Total Volume - 3,905,424 is the total number of pages that were printed during 2020.

- Percent Duplex Use - 3% - Duplexing (printing on both sides of a piece of paper) can reduce paper, supplies, and power usage by about 40%

Devices Turned Off At Night - Powering the devices every night will reduce power consumption by a significant amount.

### **Impact to Ongoing Expenses**

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

\$24,300

Ongoing Cost Description:

\$24,300 per year to purchase a subscription for a print management platform to assist us in managing our fleet of printers and copiers.

### **Scalability and explanation**

None

### **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 would provide the means to improve cost-effectiveness and efficiency across our fleet of printers and copiers.
- HPG 7.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization: This offer directly links to addressing sustainability across the organization. The use of a global policy allows for system-wide application to reduce waste (paper and electricity) and use innovation for process improvements. This is a triple bottom line offer which addresses saving taxpayer dollars, reducing environmental impact, and fostering a culture of sustainability.

### **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>



## ***Offer 29.9: Print Management and Auditing Software - Unfunded***

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

Performance Measure Reason: A measurement of the change in the percentage of pages printed in duplex or in black and white.

### **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: Kschroeder

Financial Lead: chmartinez

Lead Department: Information Technology



**29.9: Print Management and Auditing Software**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 1px solid green;"/>		
<b>Expenses</b>		
533000 - Repair & Maintenance Services		24,300
	<b>530000 - Purchased Property Services</b>	<b>24,300</b>
	<b>Total Expenses</b>	<b>24,300</b>
<hr style="border: 1px solid green;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	17,280
603-Data and Communications Fund: Reserves	Reserve	7,020
	<b>Funding Source Total</b>	<b>24,300</b>



## **Offer 29.10: 1.0 FTE - IT Analyst, Apps Software - Operation Services and City Hall - Unfunded**

**Offer Type: Enhancement**

2022: \$90,851 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer would fund a 1.0 FTE Applications Analyst that would provide systems, application, and technical support for departments located within City Hall West and East. This was a position that previously existed where support is requesting this position be reinstated.

This offer would propose a full time analyst to provide technical support for the departments in City Hall West and East. These departments have key business applications associated with them. City Hall West is home to the City Clerk's Office, City Manager's Office, City Attorney's Office, and City Council. Operation Services, located in City Hall East, includes departments such as fleet services, facility services, capital project management and real estate services. These departments have a variety of unique and critical business applications associated with them that have a major impact on the City's decision-making processes, organizational management, records and records management, elections, internal operations and mission critical communications with the public. These applications require servers to support those applications, streaming video services, project management software, mobile applications, and much more.

The intent behind this offer is to address the support gap faced by departments when implementing new technology and with ongoing maintenance duties for these new technologies. It also addresses the strain felt by the IT teams currently shifting resources to provide support, often pulling staff from other critical areas of work. This position would also provide key election project management and systems support during election periods.

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

### **Additional Information**

- Currently, the departments located at City Hall West/East are not effectively supported. They have surpassed the point where basic IT support is sufficient for their needs. These departments require technical support with a deeper understanding of the wide variety of technology that the departments in City Hall utilize. An example is the election systems support where dedicated support is needed.



## **Offer 29.10: 1.0 FTE - IT Analyst, Apps Software - Operation Services and City Hall - Unfunded**

### **Offer Type: Enhancement**

- This position would support,
  - Operation Services upgrades to building automation, fleet and facility maintenance, diagnostic, and utility tracking software.
  - City Attorney's Office - Global Relay City Council Email Transparency System and Litigation Hold Mgmt, along with, prospectively, evaluation, selection, and implementation of legal records and matter management systems.
- This position would also support City Clerk's Office with Colorado Open Records Act searches and possible integration with JustFOIA - a software tool to support responses to records requests, systems for boards and commissions, elections, Council agenda preparation and publishing, liquor and marijuana licensing, and enforcement.
- An analyst position to support these departments would provide a more efficient approach to support than each of these departments obtaining technical experts internally to provide necessary integration and coordination with IT regarding City systems and software. The limited support available is a barrier to these departments addressing their needs.
- In 2020, quick work was done to provide remote access to City Council and public meetings. Regardless of the legal requirements, technology was used and community access fully supported. While Cares Act funded technology, it did not fund the increase in the work needed to maintain new systems.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$107,000

#### Ongoing Cost Description:

Costs associated for total compensation for 1.0 FTE with necessarily ancillary costs such as email, phone, and other support.

### **Scalability and explanation**

No scalability. If there is not a dedicated position, support will be provided as resources are available. When key upgrades are needed, they may not happen in a timely fashion, requiring these departments to find vendors to support their systems.

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

- Not applicable

### **Linkage to Strategic Objectives**

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



## **Offer 29.10: 1.0 FTE - IT Analyst, Apps Software - Operation Services and City Hall - Unfunded**

### **Offer Type: Enhancement**

- ✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Optimize the use of technology to drive efficiency and productivity, and to improve services. This position would provide hands-on systems support; ensuring future technology implemented at City Hall West/East will be used effectively, keep pace with changing requirements and standards, and increase productivity.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas.: This position will increase the speed at which new technology is rolled out to the various departments within Operation Services and City Hall.

### **Performance Metrics**

- 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: The Community's perception of the work their local government does before them and on their behalf ranks very highly. Providing easy access to resources, data, and services is at the forefront of what is most important to them. Providing the technical support these departments need is critical to their ability to serve our community.

- HPG 96. Information Technology Internal Service Survey

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html>

Performance Measure Reason: The City's Public Engagement Strategic Plan focuses on fostering an engaged community, equipping staff to successfully lead public engagement projects, prioritizing inclusivity, and ensuring accountability and excellence in community engagement. Ensuring we are able to support the technology and staff for the technology and services needed for an engaged community is critical.

- HPG 217. City Clerk Internal Service Survey

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=645807.html>

Performance Measure Reason: While Covid kept IT from completing the internal services survey this year, it has been a prominent measure for internal services. It has been a way to measure the support and services provided across the organization are relevant, timely, and critical to the success of each department.

### **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 offer owner to M. Johnson

Summary and additional information updated

### **Offer Profile**



***Offer 29.10: 1.0 FTE - IT Analyst, Apps Software - Operation Services and City Hall - Unfunded***

***Offer Type: Enhancement***

Offer Owner: mijohnson

Financial Lead: chmartinez

Lead Department: Information Technology



**29.10: 1.0 FTE - IT Analyst, Apps Software - Operation Services and City Hall**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		71,810
512000 - Benefits		20,351
519000 - Other Personnel Costs		(2,765)
	<b>510000 - Personnel Services</b>	<b>89,396</b>
542000 - Communication Services		130
543000 - Internal Admin Services		75
	<b>540000 - Other Purchased Services</b>	<b>205</b>
555000 - Office & Related Supplies		1,250
	<b>550000 - Supplies</b>	<b>1,250</b>
	<b>Total Expenses</b>	<b>90,851</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	67,500
603-Data and Communications Fund: Reserves	Reserve	23,351
	<b>Funding Source Total</b>	<b>90,851</b>





## **Offer 29.11: 1.0 FTE - IT Analyst, Apps - FCTV and Media Support - Unfunded**

**Offer Type: Enhancement**

2022: \$90,851 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer proposes a 1.0 FTE IT Analyst to provide support for Fort Collins TV (FCTV) systems as well as Citywide AV media. This position was funded, but cut in 2018 and had been in combination with a position supporting Operation Services and City Hall West. With increased uses of technology in meeting access for the community and broadcasting, the need is higher than ever, so it has been separated from the other position and a new request.

FCTV is the City's own full service video production team that provides high end video services for all City departments. Services include Filming and Video Production, 360 Degree Video, Live Streaming, Aerial Drone Videography, as well as Citywide media service support.

FCTV has a variety of unique and highly technical IT needs. This offer would propose a full time analyst to provide technical support for FCTV, FC Public Media, and AV media support Citywide for departments. FCTV has key business applications associated with them. These applications require servers to support applications, systems and streaming video services. Server support includes server installation, patches, upgrades and maintenance. Technology support in the past has included project management, video streaming, workflow systems, software support, and audio and visual support.

Several meeting rooms throughout the City have very high sophisticated audio and video systems with no current support. With the move to hybrid meetings, this FTE would provide the support needed for the technology in meeting rooms, coordinate technology throughout the City, and work with vendors on the best solutions Citywide.

Additionally, this offer works to address the support gap faced by internal customers in the City when in need of sophisticated media and AV support as well as the ongoing maintenance duties for these new technologies. Support is also provided to FC Public Media.

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 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

### **Additional Information**



## **Offer 29.11: 1.0 FTE - IT Analyst, Apps - FCTV and Media Support - Unfunded**

### **Offer Type: Enhancement**

- Through the use of IT support in other areas of the organization that were closed due to Covid, new equipment was purchased through 2020 Cares Act funding. Through the use of staffing from other departments, support provided was able to install and set up equipment in a timely manner, allowing full use of these services.
- FCTV was instrumental in the accessibility of remote City Council and other public meetings. Previously meetings were always held in person. With the Covid pandemic, all meetings were moved to remote access. FCTV made live meetings and participation available to the community.
- 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.
- In 2021, FCTV migrated to a new video on demand and archival platform, Tightrope, which has improved the user experience for watching live and archived programming, downloading videos, and allowed the FCTV channel to be added to Apple TV and ROKU.
- Improvements and efficiencies completed have used a combination of technical support from staff whose workload was impacted during Covid. The resources used will return to supporting their assigned departments as the City returns to an open status.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$107,000

#### Ongoing Cost Description:

Costs associated for total compensation for 1.0 FTE with necessarily ancillary costs such as email, phone, and other support.

### **Scalability and explanation**

Impact: support for citywide AV services provided as staff is available.

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

- Not applicable

### **Linkage to Strategic Objectives**

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



## Offer 29.11: 1.0 FTE - IT Analyst, Apps - FCTV and Media Support - Unfunded

### Offer Type: Enhancement

- ✓ HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: Delivering world-class services provides a platform for cocreation that enables community members to help enhance Fort Collins and solve challenging community issues. As the organization has increased service delivery to the community, internal support services are strained to keep pace.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Virtual assets, such as software licensure and data, are also critical to delivering City services and require consistent cycles of replacement and maintenance.
- NLSH 1.3 - Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.: Providing access to public meetings or events that cannot be safely held in person, ensures equity in access available to all members of our community. The City's Public Engagement Strategic Plan focuses on fostering an engaged community, equipping staff to successfully lead public engagement projects, prioritizing inclusivity, and ensuring accountability and excellence in community engagement.

### 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: Access to public meetings supports the community's expectation of transparency and availability.

- 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 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.

### 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 offer owner to M. Johnson

Offer summary updated with additional information

### Offer Profile



***Offer 29.11: 1.0 FTE - IT Analyst, Apps - FCTV and Media Support - Unfunded***

***Offer Type: Enhancement***

Offer Owner: mijohnson

Financial Lead: chmartinez

Lead Department: Information Technology



**29.11: 1.0 FTE - IT Analyst, Apps - FCTV and Media Support**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		71,810
512000 - Benefits		20,351
519000 - Other Personnel Costs		(2,765)
	<b>510000 - Personnel Services</b>	<b>89,396</b>
542000 - Communication Services		130
543000 - Internal Admin Services		75
	<b>540000 - Other Purchased Services</b>	<b>205</b>
555000 - Office & Related Supplies		1,250
	<b>550000 - Supplies</b>	<b>1,250</b>
	<b>Total Expenses</b>	<b>90,851</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	65,520
603-Data and Communications Fund: Reserves	Reserve	25,331
	<b>Funding Source Total</b>	<b>90,851</b>



## **Offer 29.12: 1.0 FTE - IT Analyst, Client Services Mobile Device Management Support - Unfunded**

**Offer Type: Enhancement**

2022: \$81,245 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer is to request 1 FTE to fill the role of Mobile Device Management (MDM) Lead Technician to create, implement, and automate policies, security, and support for the City's mobile device fleet including iPhones, iPads, Android devices, and more.

Previously, existing IT staff was able to manage and secure these devices on an ad-hoc basis. The demands on existing staff has increased as our yearly ticket volume has doubled from where it was 5 years ago without any additional staff. This has resulted in less time and attention being given to this critical element of our services.

Cybersecurity is another primary responsibility of this role. Municipal governments and infrastructure are under increasing attack and one of the approaches is to exploit the devices that go with us wherever we are. This role would be integral to the City's continued investment in protecting our critical infrastructure, citizen services, and crucial information.

These smart phones, tablets, and other mobile devices are important productivity tools. The City uses them to increase the flexibility of our staff, improve response times, and quickly get information into the hands of those on the front lines of our services.

As device growth continues, we need a dedicated resource to deliver consistent and comprehensive device oversight to enable City staff to continue to deliver services in a timely, safe, and secure manner. Our reliance on these devices has reached the point where we need a dedicated individual to manage the more than 2000 iPhones, iPads, and various Android devices enrolled in our management tools.

This person will be responsible for:

- \* Writing and enforcing policy to keep devices safe and secure
- \* Managing implementation of device policy
- \* Overseeing tools necessary to support devices

The individual in this role will be critical in elevating City services to the next level of mobility and responsiveness while maintaining and improving our existing services.

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



## **Offer 29.12: 1.0 FTE - IT Analyst, Client Services Mobile Device Management Support - Unfunded**

**Offer Type: Enhancement**

### **Additional Information**

- The importance of mobile devices to our Fort Collins Police Services officers has grown significantly. They make up nearly a quarter of all of our enrolled devices. Our officers and support staff rely on these devices for swift, reliable access to information on the go; communications and coordination; and access to data that can help inform their decision making process.
- Fort Collins Utilities Field Crews are on the front lines of making certain that our critical infrastructure is delivering services to our citizens. These folks are always on the go, but they need access to services ranging from scheduling, to maps and infrastructure diagrams, and to communication and coordination. For these things they rely on their mobile devices.
- There are currently over 2,000 devices enrolled in our mobile device management tool with a rate of growth averaging 360/devices per year, while the growth is likely to flatten over time, it has become increasingly difficult for the IT Client Services team to keep pace with compliance, security, and support.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$95,000

Ongoing Cost Description:

Costs associated for total compensation for 1.0 FTE with necessarily ancillary costs such as email, phone, and other support.

### **Scalability and explanation**

None, the time and attention that are required by a role this critical to City operations and cybersecurity should no longer be a secondary consideration or as part of another set of responsibilities. It must be a primary responsibility. This role may be able to provide secondary support for other operations in IT, but should be focused on their role around mobile device administration.

### **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.: Optimize the use of technology to drive efficiency and productivity, and to improve services. This position would deliver improvements in service and cybersecurity for all of the mobile devices that many City staff rely on for their daily operations.



**Offer 29.12: 1.0 FTE - IT Analyst, Client Services Mobile Device Management Support - Unfunded**

**Offer Type: Enhancement**

- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Implement leading-edge and innovative practices that drive performance excellence and quality improvements across all Service Areas: This position would be responsible for delivering improvements in daily experience for City staff who use mobile devices.

**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: While Covid kept IT from completing the internal services survey this year, it has been a prominent measure for internal services. It has been a way to measure the support and services provided across the organization are relevant, timely, and critical to the success of each department.

**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 offer owner to M. Johnson

Updated offer in response to feedback from HPG team - KRS

**Offer Profile**

Offer Owner: Kschroeder

Financial Lead: chmartinez

Lead Department: Information Technology





**29.12: 1.0 FTE - IT Analyst, Client Services Mobile Device Management Support**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		63,193
512000 - Benefits		19,065
519000 - Other Personnel Costs		(2,468)
	<b>510000 - Personnel Services</b>	<b>79,790</b>
542000 - Communication Services		130
543000 - Internal Admin Services		75
	<b>540000 - Other Purchased Services</b>	<b>205</b>
555000 - Office & Related Supplies		1,250
	<b>550000 - Supplies</b>	<b>1,250</b>
	<b>Total Expenses</b>	<b>81,245</b>
<hr/>		
<b>Funding Sources</b>		
603-Data and Communications Fund: Reserves	Reserve	81,245
	<b>Funding Source Total</b>	<b>81,245</b>



## **Offer 30.1: IT Administration Services - Funded**

**Offer Type: Ongoing**

2022: \$893,491 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, IT Applications Operations Manager, IT Infrastructure Manager, Financial Coordinator, 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). This includes funding for continued education and training for the entire IT staff to keep abreast of all the technology changes, updates, trends, certifications, cybersecurity best practices, architecture, and applications that is constantly evolving and changing.

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.



### **Offer 30.1: IT Administration Services - Funded**

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

- 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.
- 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.
- IT Administration provides communication services and resources to facilitate activities in the organization not generally associated with IT. These include Shared Facilitation, communications training, financial project support, and a coordinated, shared resource that ensures consistent information and messaging to the organization for technology-related issues.
- IT Administration staff are responsible for leading special projects, including the: Sunset and transition of legacy network drives to OneDrive, enabling remote and shared access of personnel documents, and reducing future expansion costs; introduction of new Citywide content management system using SharePoint Online; and rollout of new business analytics capabilities in Power BI.

#### **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.



## **Offer 30.1: IT Administration Services - Funded**

**Offer Type: Ongoing**

### **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.
- The Administration team was able to implement a mandatory cybersecurity educational video viewership that's measured and reported to ensure the stability and education of City staff as it relates to the importance of cybersecurity awareness.
- Created various Power Business Intelligence (BI) dashboards and reports that supported CARES funding status and Human Resource employee vacancy and exception statuses. This includes the creation of a City report hub and foundational work to provide a future implementation of Power BI as a primary reporting application for the City.

### **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 cybersecurity educational video 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 viewership goals to promote safe, secure online practices.

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

- The Business Administration Support III has been converted to a Financial Coordinator position.

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

- The \$1,921 costs under 519999 reflect the total compensation differential for the approved job exception from the Business Admin Support III to a Financial Coordinator position. Also added expenses to cover 2021 approved changes to classified salaries



## ***Offer 30.1: IT Administration Services - Funded***

***Offer Type: Ongoing***

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

Updated per feedback from HPG BFO Team.

### **Offer Profile**

Offer Owner: kwilkins

Financial Lead: chmartinez

Lead Department: Information Technology



**30.1: IT Administration Services**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		5.50
<b>Hourly (FTE)</b>		0.63
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		625,206
512000 - Benefits		164,559
519000 - Other Personnel Costs		(7,932)
	<b>510000 - Personnel Services</b>	<b>781,833</b>
533000 - Repair & Maintenance Services		2,500
	<b>530000 - Purchased Property Services</b>	<b>2,500</b>
542000 - Communication Services		5,000
543000 - Internal Admin Services		310
544000 - Employee Travel		84,650
549000 - Other Purchased Services		4,598
	<b>540000 - Other Purchased Services</b>	<b>94,558</b>
555000 - Office & Related Supplies		8,000
559000 - Other Supplies		6,600
	<b>550000 - Supplies</b>	<b>14,600</b>
	<b>Total Expenses</b>	<b>893,491</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	624,943
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	252,224
603-Data and Communications Fund: Reserves	Reserve	16,324
	<b>Funding Source Total</b>	<b>893,491</b>



## **Offer 30.2: 1.0 FTE - Analyst Apps, Microsoft Systems and SharePoint Services Administrator/Developer - Funded**

**Offer Type: Enhancement**

2022: \$121,821 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer provides funding for a 1.0 FTE Microsoft administrator/developer to support the City's Microsoft infrastructure to include Microsoft Teams, OneDrive, and SharePoint—the foundation of the Microsoft O365 environment. This work is currently being provided through temporary staff services as these services are critical to the ongoing success of the Citywide approach to access to resources for all and self-service excellence.

Microsoft Office 365 was implemented in phases as funded in 2017, these tools have become critical in 2021. Access to resources was a success factor for the City of Fort Collins in providing the ability to allow employees to continue working safely and remotely during the pandemic. The addition of SharePoint to the City's portfolio of tools allows us to ensure equitable access to information for all employees. While this position supports the administration of services, it is also critical to the ongoing development of Sharepoint sites, workflow, and self-service capabilities.

The use of the Microsoft suite leverages tools the City owns and allows the creation of a platform by which employees will have direct access to the City's data and services through a variety of means, devices, and formats. Significantly increasing access for all employees, these tools generate opportunities for collaboration and co-creation within our engaged employee base. Employees are empowered to access City resources easily in almost any manner they choose. An exciting aspect of the platform is the ability to share files across the organization and with consultants and vendors, create sites, and access other City information, extending the usefulness and access of the City's resources.

Funding will enable us to continue forward on plans for self-service access, by funding a classified position that will function as the Microsoft administrator/developer and assist in the overall management and further development 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 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

### **Additional Information**



### **Offer 30.2: 1.0 FTE - Analyst Apps, Microsoft Systems and SharePoint Services Administrator/Developer - Funded**

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

- Microsoft Teams was critical to the success of the City when the pandemic took hold. We reported a 212% increase in use between March 2020-December 2020. This also increased the need for the ongoing support of the tools. That has taken resources from two teams Client Services and System Engineering. Adding a temporary employee allowed for the additional support needed.
- As Covid took hold in March 2020, the IT Department deployed SharePoint sites online that provided immediate access to resources, files, data, and other tools. In collaboration with Human Resources, a site was set up to provide Covid resources to employees, communication, and connection with the organization. Access was provided to our partners at Poudre Fire Authority and the Poudre Library.
- Through the use of SharePoint, we have provided tools useful to City Council such as the Council Resource Hub <https://coftc.sharepoint.com/sites/CouncilResourceHub>. This allows our City Attorney and others secure access for the distribution of confidential memos and other information critical to the City Council, City leadership, and staff.
- The use of SharePoint has allowed complete access for all City employees without the need for a Virtual Private Network (VPN) account. The City owns VPN licenses for 1,000 employees to access internal resources. SharePoint allows access for all. Increase in security without additional levels of complexity. All access is via the Microsoft account, it does not require additional licensing costs.
- The City has been able to eliminate the use of network file storage used by City employees. Storage is a tremendous expense requiring ongoing management by the system engineering team. Moving files to the cloud simplifies the process, provides access to all as needed, and eliminates an ongoing, increasing expense. This work has been possible through the use of OneDrive, Teams, and SharePoint.

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

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$124,000  
Ongoing Cost Description:  
Costs associated with total compensation for 1.0 FTE with necessarily ancillary costs such as email, phone, and other support.

#### **Scalability and explanation**

Given the City's use of Microsoft Office 365 as the standard suite of tools, it is not feasible to scale this position beyond the continuation of a temporary employee to administer the environment.

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

- Not applicable





## **Offer 30.2: 1.0 FTE - Analyst Apps, Microsoft Systems and SharePoint Services Administrator/Developer - Funded**

**Offer Type: Enhancement**

### **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.: As the organization has increased service delivery to the community, internal support services are strained to keep pace. SharePoint has allowed people to become more self-sufficient, with the ability to access information and documents, including restoration of documents they have deleted. This frees up significant resources throughout the organization.
- HPG 7.1 - Provide world-class municipal services through operational excellence and a culture of innovation.: SharePoint has been a tool within the organization for over a decade. As Microsoft tools evolved, so has the use of dynamic tools such as SharePoint Online. As the organization has increased service delivery to the community, internal support services are strained to keep pace.
- HPG 7.8 - Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.: Developing a systematic approach on how to best utilize tools, develop self-service capabilities, and ready access to data can produce better outcomes for employees and community members. Optimizing the use of technology to drive efficiency and productivity, and to improve services.

### **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: The use of City Microsoft tools including SharePoint/OneDrive/MS Teams tools allows employees to better respond to the community needs whether that is sharing files or gaining access to internal resources in support of the community. Community members do not need to be sophisticated technologists to connect with our employees.

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

Performance Measure Reason: The use of our Microsoft tools, including SharePoint, provides employees the tools and education to ensure our employees understand the value of CyberSecurity awareness. Additionally, using Microsoft technology supports our cybersecurity efforts with integrated tools.

### **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 30.2: 1.0 FTE - Analyst Apps, Microsoft Systems and SharePoint Services Administrator/Developer - Funded***

***Offer Type: Enhancement***

Changed offer owner to M. Johnson

Updated summary and additional information

**Offer Profile**

Offer Owner: mijohnson

Financial Lead: chmartinez

Lead Department: Information Technology



**30.2: 1.0 FTE - Analyst Apps, Microsoft Systems and SharePoint Services Administrator/Developer**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		97,922
512000 - Benefits		26,167
519000 - Other Personnel Costs		(3,723)
	<b>510000 - Personnel Services</b>	<b>120,366</b>
542000 - Communication Services		130
543000 - Internal Admin Services		75
	<b>540000 - Other Purchased Services</b>	<b>205</b>
555000 - Office & Related Supplies		1,250
	<b>550000 - Supplies</b>	<b>1,250</b>
	<b>Total Expenses</b>	<b>121,821</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	87,850
603-Data and Communications Fund: Reserves	Reserve	33,971
	<b>Funding Source Total</b>	<b>121,821</b>



## **Offer 32.1: FCTV Video Services - Funded**

**Offer Type: Ongoing**

2022: \$506,589 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 City staff and 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, other streaming services, and on the City's YouTube channel. Primary services include: Council and other board and commission broadcasts/recordings; field shooting; studio production; video production and editing; live broadcast, streaming and 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, post-production and distribution
- Live recording, streaming and broadcasting of City and County meetings and events
- Specialized video services including drone aerial videography, augmented/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 video products and 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 7.3 - 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.



## Offer 32.1: FCTV Video Services - Funded

Offer Type: Ongoing

### Additional Information

- Enables basic FCTV content, including live stream/broadcasts of City Council Meetings and Work Sessions, Planning & Zoning Board deliberations, a variety of studio-based television programs, and the annual State of the City address. 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, 2021 – March 31, 2021: 71 meetings (3 months)
  - Average of 24 meetings/month YTD in 2021 (7 City & 17.5 County)
  - Average 90 hours of staff time/month YTD in 2021 (2020 average of 23 meetings/month)

YouTube Statistics: (Jan 1 - Apr 19, 2021) 3.5 months

- 84,780 videos watched
- 16,900 hours watched
- over 424 new subscribers
- During the COVID-19 pandemic, FCTV was essential in televising/streaming remote Council and Board & Commission 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://reflect-vod-fcgov.cablecast.tv/CablecastPublicSite/?channel=1>

### 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 includes management, development and distribution of a variety of innovative 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 32.1: FCTV Video Services - Funded**

### **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. This system can be expanded with future funding to include Spanish language captions.
- 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.
- 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.
- Through CARES Act funding, FCTV was able to update essential infrastructure to enable continued remote/hybrid meetings and events. This included enhancements to City Council Chambers, the FCTV control room and studio, and key staff and community meeting rooms.
- In 2021, FCTV migrated to a new video on demand and archival platform, Tigtrope, which has improved the user experience for watching live and archived programming, downloading videos and allowed the FCTV channel to be added to Apple TV and ROKU.

### **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>



### ***Offer 32.1: FCTV Video Services - Funded***

**Offer Type: Ongoing**

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.

**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: chamlin

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement



**32.1: FCTV Video Services**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		5.00
<b>Hourly (FTE)</b>		1.04
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		366,245
512000 - Benefits		112,426
519000 - Other Personnel Costs		(13,118)
	<b>510000 - Personnel Services</b>	<b>465,553</b>
521000 - Professional & Technical		125
529000 - Other Prof & Tech Services		17,973
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>18,098</b>
533000 - Repair & Maintenance Services		2,000
	<b>530000 - Purchased Property Services</b>	<b>2,000</b>
542000 - Communication Services		4,970
543000 - Internal Admin Services		318
544000 - Employee Travel		5,000
549000 - Other Purchased Services		5,550
	<b>540000 - Other Purchased Services</b>	<b>15,838</b>
551000 - Vehicle & Equipment Supplies		250
555000 - Office & Related Supplies		3,100
559000 - Other Supplies		1,750
	<b>550000 - Supplies</b>	<b>5,100</b>
	<b>Total Expenses</b>	<b>506,589</b>

**Funding Sources**

100-General Fund: Communications Fees	Ongoing Restricted	56,000
100-General Fund: Ongoing	Ongoing	450,589
	<b>Funding Source Total</b>	<b>506,589</b>





## Offer 32.2: Communications and Public Involvement Central Communications - Funded

Offer Type: Ongoing

2022: \$989,897 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 and the 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 including Executive & Legal Services; Financial Services; Information & Employee Services; Sustainability Services; and Planning, Development & Transportation; and provides centralized branding, communications strategy, alignment and graphic design for the entire organization.

Primary services include strategic communication planning & implementation; graphic design; photography; public outreach; media relations; presentations & special events; marketing & advertising; website content creation and management; copywriting & editing; employee communication, recognition & events; social media strategy, management & metrics; brand management; and emergency & crisis communications.

The offer enables the delivery of key 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 and the broader community.

The offer includes:

- Public and employee communications strategy & implementation
- Print & digital media services, including content creation, design & distribution
- Media relations and 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

This offers supports the City's essential communication and public outreach capabilities. It enables transparency and civic engagement ensuring all members of the community are well informed and have a voice.

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.

### Additional Information



## **Offer 32.2: Communications and Public Involvement Central Communications - Funded**

### **Offer Type: Ongoing**

- 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, SharePoint/CityHub, 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 policies, strategy and guidelines; content management; and metrics for a combined audience of over 242,000.
- 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.
- 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.



### **Offer 32.2: Communications and Public Involvement Central Communications - Funded**

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

- 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 2020, the Communications Toolkit was updated and shared to the City's SharePoint site. 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 completed 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. Despite COVID-19 impacts, progress was made across several objectives.
- An organizational assessment is planned for 2021 to ensure centralized communication efforts are being supported effectively. The assessment will review the current team structure, culture organizational alignment and support, and identify gaps and opportunities for enhancements or improved service delivery, career development, and succession planning.
- The Communications and Graphics Request Forms were re-engineered to streamline job requests and ensure information needed to begin work is included. 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 refresh was completed in 2021 including an updated online Brand Guide, 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>

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.



## ***Offer 32.2: Communications and Public Involvement Central Communications - Funded***

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

- 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 50 accredited social media sites across the organization. This metric measures the combined audience of all of the platforms and cumulative reach within the community.

### **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**

Modified the narrative to include language from strategic linkage section (How does this offer benefit the community?) based on BFO team input. Minimal edits to accommodate character count and a modified final paragraph in the offer summary.

### **Offer Profile**

Offer Owner: aking

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement



**32.2: Communications and Public Involvement Central Communications**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		9.50
<b>Hourly (FTE)</b>		0.73
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		689,235
512000 - Benefits		216,359
519000 - Other Personnel Costs		(26,142)
	<b>510000 - Personnel Services</b>	<b>879,452</b>
521000 - Professional & Technical		3,500
529000 - Other Prof & Tech Services		28,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>31,500</b>
533000 - Repair & Maintenance Services		4,075
	<b>530000 - Purchased Property Services</b>	<b>4,075</b>
542000 - Communication Services		11,420
543000 - Internal Admin Services		650
544000 - Employee Travel		5,000
549000 - Other Purchased Services		9,200
	<b>540000 - Other Purchased Services</b>	<b>26,270</b>
555000 - Office & Related Supplies		9,950
559000 - Other Supplies		36,400
	<b>550000 - Supplies</b>	<b>46,350</b>
574000 - Grants		2,250
	<b>570000 - Other</b>	<b>2,250</b>
	<b>Total Expenses</b>	<b>989,897</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	989,897
	<b>Funding Source Total</b>	<b>989,897</b>



### **Offer 32.3: Inclusive Public Engagement - Funded**

**Offer Type: Ongoing**

2022: \$200,285 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 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 strategies. 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 32.3: Inclusive Public Engagement - Funded**

**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 have been trained in the IAP2 model ensuring 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 & tours from dozens of City staff & opportunities to interact with elected leaders. This offer also enables the Summer in the City short-term summer camp and service-learning program designed for high school students in partnership with PSD.
- Also included in this offer is the annual Community Survey, a statistically valid survey that serves as a consumer report card for the City. Residents rate the quality of life, their satisfaction with community amenities and local government. Residents also provide feedback on what is working well and what is not, and identify priorities for community planning and resource allocation.
- 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 32.3: Inclusive Public Engagement - Funded**

#### **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 176,000 visits since it launched and has over 6,000 registered users.
- With the addition of remote/hybrid meetings during the COVID-19 pandemic, live interpretation opportunities have been more easily incorporated into meetings and events, and 2020 and 2021 saw a significant increase in opportunities for simultaneous interpretation at City Council meetings and public engagement forums.
- Improvements are being implemented to mitigate engagement fatigue and further shift engagement activities from a transactional approach to a relational approach. A recent example was a partner engagement preview event that provided key partners an overview of coming engagement opportunities and solicited feedback about what outcomes each partner is most interested in.

#### **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 or social media platforms.

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

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





### **Offer 32.3: Inclusive Public Engagement - Funded**

**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**

- Not applicable

**Offer Profile**

Offer Owner: aking

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement



**32.3: Inclusive Public Engagement**

**Ongoing Programs and Services**

	<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	1.00
<b>Hourly (FTE)</b>	-
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	64,921
512000 - Benefits	21,249
519000 - Other Personnel Costs	(2,585)
<b>510000 - Personnel Services</b>	<b>83,585</b>
521000 - Professional & Technical	42,650
529000 - Other Prof & Tech Services	3,300
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>45,950</b>
533000 - Repair & Maintenance Services	21,300
<b>530000 - Purchased Property Services</b>	<b>21,300</b>
549000 - Other Purchased Services	36,650
<b>540000 - Other Purchased Services</b>	<b>36,650</b>
555000 - Office & Related Supplies	200
559000 - Other Supplies	12,600
<b>550000 - Supplies</b>	<b>12,800</b>
<b>Total Expenses</b>	<b>200,285</b>
<hr/>	
<b>Funding Sources</b>	
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Restricted Ongoing Revenue	200,285
<b>Funding Source Total</b>	<b>200,285</b>



## **Offer 32.4: Public, Educational and Governmental Programming (PEG) - Funded**

**Offer Type: Ongoing**

2022: \$215,750 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 2021, 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 32.4: Public, Educational and Governmental Programming (PEG) - Funded***

***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.

**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: chamlin

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement



**32.4: Public, Educational and Governmental Programming (PEG)**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 1px solid blue;"/>		
<b>Expenses</b>		
565000 - Vehicles & Equipment		215,750
	<b>560000 - Capital Outlay</b>	<b>215,750</b>
	<b>Total Expenses</b>	<b>215,750</b>
<hr style="border: 1px solid blue;"/>		
<b>Funding Sources</b>		
100-General Fund: Cable PEG Fees	Ongoing Restricted	215,750
	<b>Funding Source Total</b>	<b>215,750</b>



## **Offer 32.5: Hourly Support for Connexion Marketing, Design, and Branding - Funded**

**Offer Type: Continuing Enhancement**

2022: \$35,000 and 0.00 FTE, 0.72 Hourly FTE

### **Offer Summary**

This offer will support the implementation of Fort Collins Connexion's marketing and community branding efforts through the Communications and Public Involvement Office (CPIO) by providing part-time hourly or freelance support managed by CPIO. 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 additional support necessary to allow CPIO to continue to support Connexion's growing and ongoing communication and marketing needs.

A Strategic Marketing Plan and new website are in development. This offer will support the implementation and ongoing deployment of both.

Specific support may include:

- Graphic design for print and digital promotional materials and advertisements
- Social media campaigns and content
- Website content management

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 & implementation 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.



### **Offer 32.5: Hourly Support for Connexion Marketing, Design, and Branding - Funded**

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

- 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. Marketing strategies will evolve through build-out. Current support includes digital/print materials like ads, door hangers, info sheets, monthly reports, vehicle wraps, swag items, website and social media content.
- 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 or freelance equivalent as needed by Connexion and their marketing team.

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

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

\$35,000

Ongoing Cost Description:

Costs represent hourly costs and associated compensation for the part-time hourly support to CPIO for work provided.

#### **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://www.facebook.com/FCCnexion/>
- <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.



## **Offer 32.5: Hourly Support for Connexion Marketing, Design, and Branding - Funded**

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

- 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.

### **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**

Based on BFO team feedback, more details about current examples of how CPIO supported Connexion added to additional information. The summary was updated to include more detail about what this offer will do/provide exactly and the need for ongoing support as the marketing strategy is implemented.

### **Offer Profile**

Offer Owner: aking

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement





**32.5: Hourly Support for Connexion Marketing, Design, and Branding**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		0.72
<hr style="border: 2px solid green;"/>		
<b>Expenses</b>		
511000 - Salaries & Wages		31,775
512000 - Benefits		3,225
	<b>510000 - Personnel Services</b>	<u>35,000</u>
	<b>Total Expenses</b>	<u><u>35,000</u></u>
<hr style="border: 2px solid green;"/>		
<b>Funding Sources</b>		
505-Broadband Fund: Reserves	Reserve	35,000
	<b>Funding Source Total</b>	<u><u>35,000</u></u>



## **Offer 32.6: Expanded Community Outreach and Engagement - ARPA Funded - Funded**

**Offer Type: Enhancement**

2022: \$55,000 and 0.00 FTE, 0.44 Hourly FTE

### **Offer Summary**

Funding this offer will enable City staff to partner with the Communications and Public Involvement Office (CPIO) to expand, systematize and enhance engagement with a changing Fort Collins community. Tools and Techniques for more effective engagement include:

- \$20,000 - hourly/intern support to develop a Citywide, systematic process for utilization of engagement tools and techniques (language access, cultural brokers, community compensation, etc.)
- \$20,000 - Language access
  - Meeting Interpretation @ \$100/hour
  - Materials Translation
- \$10,000 – Cultural Brokers and Community Ambassadors - intended to support Citywide engagement efforts, including the Equity Office
- \$5,000 - funding specific methods to better listen to the community

This offer would be used to support Citywide engagement efforts with significant community interest and impact (e.g., Strategic Plan and Budgeting For Outcomes) as well as Council priorities (e.g., Reimagine Boards and Commissions and Reimagining Community Engagement). Historically, many different departments and staff reach out to the same community partners without coordination. This offer will help City departments better align and coordinate outreach efforts for more streamlined and consistent engagement. It will also expand access for non-English speaking community members through increased interpretation and translation capacity.

This offer will help foster a broader sense of community by supporting engagement opportunities and events co-created by the community using City funds, matching funds, promotional partnerships and other shared opportunities. It will also support and create standard operating procedures for potential options to compensate community members and partners for their valued time, leadership, input and lived experience through targeted engagement opportunities, cultural brokerings/partners and community ambassadors who help the City better connect with historically marginalized communities.

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 32.6: Expanded Community Outreach and Engagement - ARPA Funded - Funded**

**Offer Type: Enhancement**

### **Additional Information**

- This is a collaborative offer submitted by the Communications Department in partnership with the following City departments: Economic Health Office, Social Sustainability, Budget, City Manager's Office and the City's new Office of Equity and Inclusion.
- Based on feedback during 2021 budget engagement and beyond, it was suggested that the City expand capacity and efforts to support more diverse and accessible engagement for key initiatives like the budget and strategic plan. This offer is in response to this feedback.
- Translation and interpretation services expanded greatly in 2020-2021, and the City is in need of a more systematic approach to guide staff on when they must, should and can incorporate language access into their project. This offer will provide that guidance, connect staff to translation and interpretation resources, and help cover the costs for citywide priority engagement efforts.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$55,000

Ongoing Cost Description:

This offer is intended for eventual inclusion in the related ongoing Inclusive Public Engagement offer after results from this offer has been demonstrated.

### **Scalability and explanation**

Yes, all aspects of this offer are scalable.

### **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.: 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's 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 32.6: Expanded Community Outreach and Engagement - ARPA Funded - Funded**

### **Offer Type: Enhancement**

- 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 historically marginalized or underserved.

### **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 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: Ensuring information is accessible and easy to understand helps the community be informed. This annual metric measures how well the City is keeping the community informed.

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

- Not applicable

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

Clarity added to offer summary based on feedback from BLT

### **Offer Profile**

Offer Owner: aking

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement



**32.6: Expanded Community Outreach and Engagement - ARPA Funded**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		0.44
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		18,400
512000 - Benefits		1,600
	<b>510000 - Personnel Services</b>	<b>20,000</b>
521000 - Professional & Technical		35,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>35,000</b>
	<b>Total Expenses</b>	<b>55,000</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: American Recovery Plan Act (ARPA)	Reserve	55,000
	<b>Funding Source Total</b>	<b>55,000</b>



## **Offer 32.7: 1.0 FTE - Communications Manager - Unfunded**

**Offer Type: Enhancement**

2022: \$100,920 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer proposes a 1.0 FTE Communications Manager to provide additional communication capacity, project management, strategic direction/implementation and team development in the Communications and Public Involvement Office (CPIO). The Communications Manager will also serve as Deputy Director and co-lead emergency and crisis communication efforts.

CPIO currently supports internal and external communications and engagement for 24 City departments within several service areas including Executive & Legal Services; Financial Services; Information & Employee Services; Sustainability Services (SSA); Planning, Development & Transportation (PDT); and Emergency Preparedness and Security. The need for additional emergency and crisis communications has grown significantly with several emergencies occurring in 2020/2021 - a trend that is expected to continue. The CPIO team has demonstrated capacity constraints, with both SSA and PDT partners communicating a need for more support. Recently, CPIO has been asked to take a more active role in the marketing and communications strategy for Connexion broadband services. That, coupled with the addition of a new Equity Office in 2021, will require additional staffing resources.

CPIO currently has a Video Services Manager who oversees the FCTV team and a Creative Director who oversees the graphics team. No such position exists for the communications team, so the remaining ten team members report directly to the department head. The new Communications Manager would take over the management of the communications team. Additionally, the Communications Manager will help streamline incoming requests, prioritize and manage project assignments, and assist with implementing communication strategies and best practices to improve effective communications across the organization.

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.

### **Additional Information**

- An organizational assessment is planned for 2021 to ensure centralized communication efforts are being supported effectively. The assessment will review the current team structure, culture, organizational alignment and support, and identify gaps and opportunities for enhancements or improved service delivery, career development, and succession planning.



## Offer 32.7: 1.0 FTE - Communications Manager - Unfunded

### Offer Type: Enhancement

- Department directors across the organization have on average 5-8 direct reports. The CPIO director currently has 10 direct reports, making it difficult to fully engage and support each team member while also attending to the ongoing requirements of the position and leadership duties of the department as a whole. This offer will enable more hands-on team growth & development and improve retention.
- The addition of a Communications Manager will shift team management time demands (10 direct reports to 6) from the Director allowing for the development of broader City communication, public engagement and branding strategies helping the CPIO team be more of a proactive partner providing timely guidance and value to its clients.
- This offer supports offer 32.2 and will improve CPIO's ability to provide more timely and effective communications and engagement opportunities to the community through increased communications capacity and an improved team structure. A designated deputy director will also enable more redundancy and support for emergency communications.
- CPIO has been asked to co-lead the creation and implementation of a Strategic Marketing Plan and website for Connexion. Both efforts will require significant ongoing support to ensure success and organizational alignment.

### Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$120,000  
Ongoing Cost Description:  
These are costs associated with annual total compensation and ancillary support for this 1.0 FTE manager position.

### Scalability and explanation

This offer is not scalable.

### 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.: This offer 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 32.7: 1.0 FTE - Communications Manager - Unfunded**

### **Offer Type: Enhancement**

- 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 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.

### **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>

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 reflect 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: The City manages over 50 accredited social media sites across the organization. This metric measures the combined audience of all of the platforms and cumulative reach within the community.

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

- Not applicable

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

Per BFO team feedback, I expanded upon extra needs from Connexion and shared how this offer supports Offer 32.2, and what the community gets from this offer in the narrative and in additional information bullets.

### **Offer Profile**





***Offer 32.7: 1.0 FTE - Communications Manager - Unfunded***

***Offer Type: Enhancement***

Offer Owner: aking

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement



**32.7: 1.0 FTE - Communications Manager**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		80,756
512000 - Benefits		21,682
519000 - Other Personnel Costs		(3,073)
	<b>510000 - Personnel Services</b>	<b>99,365</b>
542000 - Communication Services		130
543000 - Internal Admin Services		75
	<b>540000 - Other Purchased Services</b>	<b>205</b>
555000 - Office & Related Supplies		1,350
	<b>550000 - Supplies</b>	<b>1,350</b>
	<b>Total Expenses</b>	<b>100,920</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	100,920
	<b>Funding Source Total</b>	<b>100,920</b>



## **Offer 32.8: RESTORE - Operational Costs for Communications & Public Involvement - Funded**

**Offer Type: Enhancement**

2022: \$15,943 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This enhancement restores 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.

Impact: Communications, graphic design and video production are always evolving. This restore offer supports the continued growth and development of the CPIO team through conferences, webinars, online trainings, or specialized tools/equipment to ensure the most current and effective communication tools and techniques are being leveraged to share information and engage the community in a meaningful way. It enables the CPIO team to implement best practices in integrated marketing and communication strategies to reach and engage diverse audiences more effectively.

This restore offer also helps ensure the City retains top talent in this specialized field by providing the team opportunities to learn and grow from industry experts and by ensuring the team has access to tools and technology that enhance communications and engagement efforts across the community.

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.

### **Additional Information**

- Not applicable

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$15,943

Ongoing Cost Description:

The ongoing costs are a restoration of funding for conferences, office supplies, equipment, and dues/subscriptions that was paused in 2021 due to reduced funding.



## Offer 32.8: RESTORE - Operational Costs for Communications & Public Involvement - Funded

Offer Type: Enhancement

### Scalability and explanation

This enhancement has been scaled from its original state, requesting only item #1 below:

1. Supportive and operational costs (conferences and travel, training, dues & subscriptions, other supplies and equipment) - \$15,943
2. Supplemental advertising - \$4,500
3. Meltwater media monitoring subscription - \$9,000

### 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.: This offer 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.
- 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 the 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.

### 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>

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>



## **Offer 32.8: RESTORE - Operational Costs for Communications & Public Involvement - Funded**

### **Offer Type: Enhancement**

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 50 accredited social media sites across the organization. This metric measures the combined audience of all of the platforms and cumulative reach within the community.

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

- Not applicable

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

Based on BFO team feedback, the summary includes additional info about the impact to the community if each part of this restore offer was or was not funded.

### **Offer Profile**

Offer Owner: aking

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement



**32.8: RESTORE - Operational Costs for Communications & Public Involvement**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
529000 - Other Prof & Tech Services		4,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>4,000</b>
533000 - Repair & Maintenance Services		1,563
	<b>530000 - Purchased Property Services</b>	<b>1,563</b>
544000 - Employee Travel		4,030
549000 - Other Purchased Services		3,600
	<b>540000 - Other Purchased Services</b>	<b>7,630</b>
555000 - Office & Related Supplies		2,000
559000 - Other Supplies		750
	<b>550000 - Supplies</b>	<b>2,750</b>
	<b>Total Expenses</b>	<b>15,943</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Reserves	Reserve	15,943
	<b>Funding Source Total</b>	<b>15,943</b>



## **Offer 44.1: City Council - Funded**

**Offer Type: Ongoing**

2022: \$195,076 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 44.1: City Council - Funded

**Offer Type: Ongoing**

### Additional Information

- \$16,000 for Council training and engagement from the .25 Other Community Priorities funding source for 2022.
- 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 44.1: City Council - Funded**

### **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.

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

- NLC membership dues of 9,674 previously funded in the City Manager's Ongoing offer have been moved to the Council Ongoing 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: tmarr

Financial Lead: wbricher

Lead Department: City Manager's Office



**44.1: City Council**

**Ongoing Programs and Services**

		<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		7.00
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		81,451
512000 - Benefits		8,267
	<b>510000 - Personnel Services</b>	<b>89,718</b>
529000 - Other Prof & Tech Services		3,624
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>3,624</b>
533000 - Repair & Maintenance Services		200
	<b>530000 - Purchased Property Services</b>	<b>200</b>
542000 - Communication Services		9,810
544000 - Employee Travel		45,500
549000 - Other Purchased Services		10,724
	<b>540000 - Other Purchased Services</b>	<b>66,034</b>
555000 - Office & Related Supplies		3,800
559000 - Other Supplies		31,700
	<b>550000 - Supplies</b>	<b>35,500</b>
	<b>Total Expenses</b>	<b>195,076</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	179,076
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Restricted		16,000
Ongoing Revenue		
	<b>Funding Source Total</b>	<b>195,076</b>



### ***Offer 44.2: City Manager's Office - Executive Staff, Administrative & Financial Support - Funded***

***Offer Type: Ongoing***

2022: \$1,879,595 and 11.50 FTE, 0.00 Hourly FTE

#### **Offer Summary**

This offer provides senior executive management, administrative support, and a financial analyst. It includes the work of the City Manager, Deputy and Assistant 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 to ensure that the City organization is functioning at a high level and providing expected levels of service to the community.

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. The Assistant City Manager oversees the Information and Employee Services area department heads, in addition to having responsibilities for the legislative, policy, and project staff and functions in the City Manager's Office.

Administrative staff 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 customer contacts.

The Graduate Management Assistant (GMA) program attracts and develops talented individuals with an interest in a local government management career and has a long track record of success. While with the City, the GMA helps on and manages a variety of projects across the organization, including the budget and strategic plan.

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.



## **Offer 44.2: City Manager's Office - Executive Staff, Administrative & Financial Support - Funded**

**Offer Type: Ongoing**

### **Additional Information**

- 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**

- Created an updated Council Onboarding Guide for newly elected councilmembers in 2021 and developed a council resource hub, creating efficiencies in the redundancy of document locations and also in the reduction of paper copies.
- Administrative staff has emphasized digital documents and packets for Council members rather than hard copies, which created efficiency of time and staff savings in the creation of semi-weekly packets.
- Additionally, emails sent to City Leaders are now responded to using templated emails that either create a Service Area Request or acknowledge and thank the resident for their opinion. This practice reduces customized responses and saves staff and Council time, while ensuring timely and robust information to residents.



## **Offer 44.2: City Manager's Office - Executive Staff, Administrative & Financial Support - Funded**

**Offer Type: Ongoing**

### **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>

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.

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

- \$68,000 was reduced in 2020 for the Blessing White Core 34 Platform, Offer 24.4 and has not been reinstated.

- NLC membership dues of 9,674 previously funded in the City Manager's Ongoing offer have been moved to the Council Ongoing offer.

- This offer includes a new Assistant City Manager position approved in July 2021 to oversee the Information & Employee Services service area.

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

- Added 925.00 for GMA position to bring up to current market value plus 3%.  
Added 2,970 for in range adjustment approved in May 2021.

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



***Offer 44.2: City Manager's Office - Executive Staff, Administrative & Financial Support - Funded***

***Offer Type: Ongoing***

Added 2,970 for in range adjustment approved in May 2021.

The following statement was also sent to the BFO team per their inquiry. Thank you!

44.2. In this offer, the community is getting a high performing organization through things like legal compliance with ADA and Title VI, legislative advocacy for our organization and the community's home rule authority, and efficiencies and improved performance through the performance excellence program. Additionally, the policy components provide assistance in implementing the community's elected official's priorities through cross-functional leadership and policy development.

**Offer Profile**

Offer Owner: tmarr

Financial Lead: wbricher

Lead Department: City Manager's Office



**44.2: City Manager's Office - Executive Staff, Administrative & Financial Support**

**Ongoing Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		11.50
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		1,298,644
512000 - Benefits		359,345
519000 - Other Personnel Costs		(35,694)
	<b>510000 - Personnel Services</b>	<b>1,622,295</b>
521000 - Professional & Technical		2,000
529000 - Other Prof & Tech Services		19,903
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>21,903</b>
533000 - Repair & Maintenance Services		12,476
534000 - Rental Services		1,500
	<b>530000 - Purchased Property Services</b>	<b>13,976</b>
542000 - Communication Services		19,381
543000 - Internal Admin Services		832
544000 - Employee Travel		40,628
549000 - Other Purchased Services		102,525
	<b>540000 - Other Purchased Services</b>	<b>163,366</b>
555000 - Office & Related Supplies		10,580
559000 - Other Supplies		38,975
	<b>550000 - Supplies</b>	<b>49,555</b>
574000 - Grants		8,500
	<b>570000 - Other</b>	<b>8,500</b>
	<b>Total Expenses</b>	<b>1,879,595</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	1,711,039
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	112,371
502-Water Fund: Ongoing Revenue	Ongoing Restricted	56,185
	<b>Funding Source Total</b>	<b>1,879,595</b>



### **Offer 44.3: City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division - Funded**

**Offer Type: Ongoing**

2022: \$560,636 and 4.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

This offer includes Policy & Performance Excellence staff comprised of three senior project managers, and an Equal Opportunity & Compliance Manager.

The Policy & Project Managers 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 and these team members provide primary staffing for the Legislative Review Committee in addition to coordinating efforts with other elected officials.

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 conduct this work.

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





### **Offer 44.3: City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division - Funded**

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

- <https://www.fcgov.com/excellence/files/2017-application.pdf?1535469381>
- <https://www.fcgov.com/citymanager/legislative.php>
- <https://www.fcgov.com/legal/non-discrimination>

#### **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**

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services



## ***Offer 44.3: City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division - Funded***

### **Offer Type: Ongoing**

<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.

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

- \$12,500 was reduced in 2020 for the All Manager's Meetings, Offer 24.4 and has not been reinstated.

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

- Additional funds loaded to position P095-003 per return of staff from interim role. Brings vacant load up to actual plus 3% for 2022.

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

Three efficiency statements were added per the HPG Team feedback.

An explanation regarding offer decoupling was sent to the Team via email by Tyler Marr.

### **Offer Profile**

Offer Owner: tmarr

Financial Lead: wbricher

Lead Department: City Manager's Office



**44.3: City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division**

**Ongoing Programs and Services**

	<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	4.00
<b>Hourly (FTE)</b>	-
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	357,855
512000 - Benefits	100,619
519000 - Other Personnel Costs	9,464
<b>510000 - Personnel Services</b>	<b>467,938</b>
521000 - Professional & Technical	16,055
529000 - Other Prof & Tech Services	14,814
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>30,869</b>
533000 - Repair & Maintenance Services	1,484
<b>530000 - Purchased Property Services</b>	<b>1,484</b>
542000 - Communication Services	3,600
543000 - Internal Admin Services	306
544000 - Employee Travel	27,756
549000 - Other Purchased Services	10,789
<b>540000 - Other Purchased Services</b>	<b>42,451</b>
555000 - Office & Related Supplies	2,575
559000 - Other Supplies	15,319
<b>550000 - Supplies</b>	<b>17,894</b>
<b>Total Expenses</b>	<b>560,636</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	560,636
<b>Funding Source Total</b>		<b>560,636</b>



## **Offer 44.4: Diversity, Equity & Inclusion (DEI) Office - Professional Services Increase - ARPA Funded - Funded**

**Offer Type: Enhancement**

2022: \$25,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

The creation of a centralized resource to support Diversity, Equity and Inclusion (DEI) Office efforts provides an opportunity for additional partnership with Service Areas who are revising and deploying new outreach and training approaches with an equity lens. Funding for traditional services exist within discrete budget offers, and many of these offers have been updated to support greater equity. Despite these efforts, the added knowledge and experience of the DEI Officer will likely reveal adjustments to these plans. Funding sought through this offer is intended to support value-added resources and support identified by the new role.

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

### **Additional Information**

- The GARE model for inclusive design, found within the organization's racial equity toolkit, builds upon the collection of data supported by the Equity Indicators project, to further analyze data and develop strategies and implement solutions.
- While the initial step of creating equity indicators was completed, the DEI Officer will support the organization in the development of strategies with a racial equity lens.
- Implementation of these strategies will likely require additional resources or support in terms of external resources and new outreach strategies and delivery techniques.
- Community engagement is a critical component of each step of implementing racial equity tools. Funding will enable the DEI Office to support additional outreach that is not currently available in existing budgets.

### **Impact to Ongoing Expenses**

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

Ongoing Cost Description:

This offer is intended to enhance ongoing efforts in training, development, and outreach with an equity lens.



## **Offer 44.4: Diversity, Equity & Inclusion (DEI) Office - Professional Services Increase - ARPA Funded - Funded**

**Offer Type: Enhancement**

### **Scalability and explanation**

Funding provided by this offer is not scalable at this time. This base amount helps establish baseline programmatic needs not funded in any other offers at this time. An addition, the DEI Officer will have the opportunity to review and assess future needs in the 2023-24 BFO process to determine scope of the overall program and additional ongoing funding requests.

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

- <https://www.fcgov.com/socialsustainability/equity-indicators-project>
- [https://racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial\\_Equity\\_Toolkit.pdf](https://racialequityalliance.org/wp-content/uploads/2015/10/GARE-Racial_Equity_Toolkit.pdf)

### **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.: Diversity, Equity and Inclusion (DEI) Office work will support enhancement of existing services to strengthen equitable outcomes for all.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.: The Diversity, Equity and Inclusion (DEI) Office serves as a team of subject matter experts to lead the efforts to grow city internal and external efforts with an equity lens, leading with race.

### **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: Upon hire, the DEI Officer will assess existing performance measures to identify gaps and propose changes.

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

- n/a

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



***Offer 44.4: Diversity, Equity & Inclusion (DEI) Office - Professional Services Increase - ARPA Funded - Funded***

***Offer Type: Enhancement***

Scalability narrative and DEI references updated per request from the BFO Team.

Community Impact Statement - Community listening sessions were held to inform the scope of the DEI Officer position. The feedback received from the 224 participants indicated several opportunities for the DEI Office to support within the organization and in the community. While it is presumed that the initial focus of the office will involve a focus on internal support in consultation and review of city policies, programs and practices, a significant theme from the listening sessions was the importance of building relationships with formal and informal networks in the community. Both approaches will have an end result in focusing on how the City of Fort Collins can best support all of our residents through an equity lens.

**Offer Profile**

Offer Owner: kstannert

Financial Lead: wbricher

Lead Department: City Manager's Office



**44.4: Diversity, Equity & Inclusion (DEI) Office - Professional Services Increase - ARPA Funded**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 1px solid green;"/>		
<b>Expenses</b>		
521000 - Professional & Technical		10,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>10,000</b>
559000 - Other Supplies		15,000
	<b>550000 - Supplies</b>	<b>15,000</b>
	<b>Total Expenses</b>	<b>25,000</b>
<hr style="border: 1px solid green;"/>		
<b>Funding Sources</b>		
100-General Fund: American Recovery Plan Act (ARPA)	Reserve	25,000
	<b>Funding Source Total</b>	<b>25,000</b>



## **Offer 44.5: Diversity, Equity & Inclusion (DEI) Office - Funded**

**Offer Type: Continuing Enhancement**

2022: \$194,455 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer supports the creation of a Diversity, Equity & Inclusion (DEI) Office for the City of Fort Collins, including the position of DEI Officer. Funded for 2021, the DEI Officer is responsible for leading the City's Diversity, Equity & Inclusion efforts. The role of the newly created office includes establishment of a framework to build organizational capacity to advance equity for all, leading with race, a strategic objective in the City Council-adopted City Strategic Plan.

Housed in the City Manager's Office, the DEI Office will be spearheading the Citywide effort to adapt and be more proactive in meeting the opportunities and supporting changes throughout the organization to further the City's DEI journey. In addition to assisting with organizational change, staff will partner with community stakeholders to create, promote, and implement opportunities for all residents to connect and learn from each other through civic engagement opportunities to enhance and facilitate community respect, trust and understanding.

The organization is committed to incorporating an equity lens in its services, operational and community aspects.

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

### **Additional Information**

- The creation of the Equity Office supports strengthening the city's commitment to advance equitable outcomes for all, leading with race. The primary focus of the DEI Officer during the budgeted year will include:
  - Drive the vision and structure to meet the goals of Equity, Diversity, and Inclusion.
  - Lead systems, programs, teams, and initiatives to advance the Equity, Diversity, and Inclusion efforts.
  - Collaborate, engage, and foster relationships throughout the community.
- As a member of the City's Executive Leadership Team, the DEI Officer will lead and efforts to create strategic, operational, and organizational culture DEI objectives.





## Offer 44.5: Diversity, Equity & Inclusion (DEI) Office - Funded

### Offer Type: Continuing Enhancement

- Hired mid-2021, the DEI Officer will be working with staff to identify staffing and resources most needed to support further expansion of the Equity Office. Once determined, budget associated with these transfers will be reflected through an administrative transfer of funds. It is anticipated that 2 – 3 additional FTE will transfer to the Equity Office.

Additional resources may be requested dur

### Impact to Ongoing Expenses

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

\$194,761

Ongoing Cost Description:

Includes Equity & Inclusion Officer personnel expenses plus standard incidentals for an Executive level position.

### Scalability and explanation

Offer is not scalable.

### Links to Further Details:

- <https://www.fcgov.com/socialsustainability/equity-indicators-project>

### 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 DEI Office will support existing efforts and identify new opportunities to support a diverse and competitive workforce.
- NLSH 1.4 - Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes.: The DEI Office will recommend policies and practices to support equity for all.

### 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: Upon hire, the DEI Officer will assess existing performance measures to identify gaps and propose changes.

- NLSH 99. % of residents responding very good/good - Creating a welcoming, inclusive community where all community members feel a sense of belonging



## **Offer 44.5: Diversity, Equity & Inclusion (DEI) Office - Funded**

**Offer Type: Continuing Enhancement**

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6343&object=measure&objectId=803221.html>

Performance Measure Reason: DEI staff will work in partnership with others within the organization and community to support inclusion.

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

- Not applicable

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

- n/a

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

Response and changes made on 6/2/21 per below. Thank you!

The scalability language would be better suited in Additional information vs. Scalability. Please edit.

### **Offer Profile**

Offer Owner: kstannert

Financial Lead: wbricher

Lead Department: City Manager's Office



**44.5: Diversity, Equity & Inclusion (DEI) Office**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		150,031
512000 - Benefits		42,964
519000 - Other Personnel Costs		(5,790)
	<b>510000 - Personnel Services</b>	<b>187,205</b>
544000 - Employee Travel		4,000
549000 - Other Purchased Services		750
	<b>540000 - Other Purchased Services</b>	<b>4,750</b>
555000 - Office & Related Supplies		2,500
	<b>550000 - Supplies</b>	<b>2,500</b>
	<b>Total Expenses</b>	<b>194,455</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	194,455
	<b>Funding Source Total</b>	<b>194,455</b>



### **Offer 44.6: Language Access Services for City Council Meetings and High Priority Civic Engagement Events - ARPA Funded - Funded**

**Offer Type: Enhancement**

2022: \$34,560 and 0.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

The City is federally mandated to provide language access services upon request so individuals with limited English proficiency can participate and enjoy the benefits of City services and programs. The City provides these services at no cost to community members, as required.

Per federal requirement minimums, the City currently provides interpretation upon request for specific Council agenda items, not necessarily the entire meeting. This also places the onus on community members, who must request interpretation in advance in order to access and engage in these meetings. The intent of this offer is to reduce inclusion barriers for our Spanish speaking community members by providing interpretation at Council meetings as a routine and consistent practice instead of relying upon requests. This advances the City's priority of providing inclusive and equitable services and programs.

City Council Meetings are a high priority public event because they serve a vital government function of engaging the community in civic decision-making. Other high-priority meetings may include Ad Hoc Committees designated by City Council, public forums on matters concerning health, safety, well-being or other vital community issues.

The need for Spanish language access is evident: the most recent Census data available (2015) shows that over 1600 Spanish-speaking community members speak English "less than very well." This number is very likely much higher due to census limitations. During Poudre School District's 2017-2018 school year, nearly 2,000 students were identified as English language learners; 18.45% of those students are Hispanic/Latino. Without interpretation, these Spanish-speaking community members are not able to participate in civic decision-making processes that impact them on some level. Interpretation provides more equitable engagement opportunities.

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.

#### **Additional Information**

- Base rates for Spanish interpreters average \$60/hr, per interpreter. Hourly interpreter rates increase after 7:00 pm, per interpreter. A 25% increase, per interpreter, has been factored in for those hours.
- Two interpreters are needed for meetings longer than 2 hours. Since Council Meetings exceed 2 hours, this offer includes two interpreters.



## **Offer 44.6: Language Access Services for City Council Meetings and High Priority Civic Engagement Events - ARPA Funded - Funded**

**Offer Type: Enhancement**

### **Impact to Ongoing Expenses**

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

\$34,560

Ongoing Cost Description:

\$34,560 will fund Spanish interpretation for City Council meetings and other high priority events. This is an on-going offer because Council Meetings will occur in perpetuity and the City is committed to equitable community engagement. This offer is based on 20 hrs/mo of interpretation, on par with the number of hours the City currently resources for closed captioning at Council Meetings.

### **Scalability and explanation**

This offer is scalable. Meetings with agenda items of special interest to the Hispanic/Latinx community could be prioritized, if needed. In general, regular Council Meetings could also be prioritized over Council Work Sessions, based on the opportunity to provide public comments.

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

- <https://citynet.fcgov.com/cmo/files/CityLanguageAccessGuide.pdf>

### **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 and provides best practices to encourage inclusive engagement practices. The offer engages our Spanish-speaking community members and ensures support for interpretation services.

### **Performance Metrics**

- NLSH 99. % of residents responding very good/good - Creating a welcoming, inclusive community where all community members feel a sense of belonging

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6343&object=measure&objectId=803221.html>

Performance Measure Reason: This offer aligns with this performance measure because the underlying intent of providing Spanish interpretation at Council meetings as a systematic practice is to help create a welcoming, inclusive environment for our Hispanic/Latinx community members.

- 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>



## **Offer 44.6: Language Access Services for City Council Meetings and High Priority Civic Engagement Events - ARPA Funded - Funded**

### **Offer Type: Enhancement**

Performance Measure Reason: This offer aligns with this performance measure because the underlying intent of providing Spanish interpretation at Council meetings as a systematic practice, is to welcome and encourage Hispanic/Latinx community member involvement.

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

- n/a

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

Response sent 6/1/21:

Hi,

Thank you for the clarifying question on my offer. Here is my response:

44.6 Language Access Services for City Council Meetings and High Priority Civic Engagement Events  
Please address how is this different from the language services in 32.6 and 32.3?

Offer 44.6 fundamentally differs from Offer 32.3 in the dedicated use of the language access services in each offer. Offer 32.3 is CPIO's core Public Engagement offer, for the base level of language access CPIO currently provides: limited translation/interpretation on behalf of CPIO clients, minimal in-house translation and headset equipment management. CPIO's offer does not include language access services for City Council Meetings or those called by City Council, such as special meetings or Ad Hoc Committees. Historically, these meetings have been resourced through the City Manager's Office or the City Clerk's Office.

Offer 44.6 fundamentally differs from Offer 32.6 in the type of public engagement events intended in each offer. 32.6 will provide programming dollars for key outreach efforts like Budgeting for Outcomes or the Strategic Plan; the language services in this offer are intended to expand access for these outreach initiatives. Offer 44.6, on the other hand, is not intended for community outreach programs but rather for established City Council government meetings or those determined by City Council. These meetings are prescribed by the City Charter: "The Council shall hold regular meetings...and shall prescribe the manner in which special meetings may be called. ... All meetings shall be open to the public." (Article II, §11).

Please let me know if further clarification is needed.

### **Offer Profile**

Offer Owner: cathomas

Financial Lead: wbricher

Lead Department: City Manager's Office



**44.6: Language Access Services for City Council Meetings and High Priority Civic Engagement Events - ARPA Funded**

**Enhancement to Programs and Services**

		<b>2022 Projected Budget</b>
<hr/>		
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid green;"/>		
<b>Expenses</b>		
529000 - Other Prof & Tech Services		34,560
<b>520000 - Purchased Prof &amp; Tech Services</b>		<b>34,560</b>
	<b>Total Expenses</b>	<b>34,560</b>
<hr style="border: 2px solid green;"/>		
<b>Funding Sources</b>		
100-General Fund: American Recovery Plan Act (ARPA)	Reserve	34,560
	<b>Funding Source Total</b>	<b>34,560</b>



## Offer 44.7: Customer Service Initiative Resource - Unfunded

### Offer Type: Enhancement

2022: \$125,000 and 0.00 FTE, 0.00 Hourly FTE

#### Offer Summary

This offer will fund and produce a customer service program that is systematic across the City. The program would consider the diversity of our unique customer needs and demographics, equity among various customer groups, and metrics that define customer satisfaction. Internally, the program will be embedded in the culture through QPA expectations, included in the Strategic Plan, setting of aspirational customer service targets, and measured through the Strategy Map Reviews. A formalized program to focus on customer satisfaction and the customer experience would enhance our community relationships, realize our mission “Exceptional Service for an Exceptional Community”, heighten our value of “Outstanding Customer Service”, and support our core competency “A Commitment to our Community”.

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.

#### Additional Information

- The City is committed to exceptional customer service, which is included in the Mission. Vision and Values. Currently, we do not have dedicated resources to focus on the “customer service or customer experience” aspect of our businesses.
- There are examples of teams providing outstanding customer service, but these efforts are fragmented and there is not a systematic approach to customer service, nor is there an intentional focus and measurement of outcomes for the customer experience, or of customer satisfaction.
- Currently, our method to measure customer satisfaction, is the annual Community Survey, which is a snapshot in time. This offer outlines the request for external resources to complete a City-wide assessment that would include all Service Areas.
- Across Service Areas, customer service looks very different. For example, Police Services customers are very different from the Development Review, the Utility, Natural Areas, Parks, Cultural Services and Recreation, or Internal Services customers. This approach would include looking holistically at external and internal customers.
- The Community Survey data results shows unfavorable an trend when answering the questions “Promptness in responding to inquiries and service requests from 74% in 2018 to 69% in 2019, and “Making residents feel valued” from 73% in 2018 to 66% in 2019.





## Offer 44.7: Customer Service Initiative Resource - Unfunded

Offer Type: Enhancement

### Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$125,000

Ongoing Cost Description:

Costs may fund a consulting group to initiate the work and/or a contractual position. Ongoing going costs TBD, 125,000 represents estimated start-up funding.

### Scalability and explanation

Funding is estimated and could be scalable depending on final scope of the project and intent.

### Links to Further Details:

- [Community Survey Results](https://www.fcgov.com/communitysurvey/) <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.: Outstanding customer service is at the core of the City's Mission, Vision and Values, it enhances community engagement and considers the diverse needs of all customers. As a service organization, this offer will put systematic processes in place to ensure City staff have the framework, the tools, the expectations, and are equipped to provide world class service and meet designated customer targets

### 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: The following would be developed if approved:

Community Survey Metrics:

Promptness in responding to inquiries and service requests; resident value; courtesy; Equity & Inclusion; Respect

Connexion Survey Metrics: Overall satisfaction (Installation); Overall satisfaction (Customer Service)

Utilities Survey- JD Power Survey Metrics

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

- n/a



***Offer 44.7: Customer Service Initiative Resource - Unfunded***

***Offer Type: Enhancement***

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

This additional offer was added Round 2 and should be reviewed and ranked by the BFO Teams.

**Offer Profile**

Offer Owner: tmarr

Financial Lead: wbricher

Lead Department: City Manager's Office



**44.7: Customer Service Initiative Resource**

**Enhancement to Programs and Services**

		2022 Projected Budget
<hr/>		
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid green;"/>		
<b>Expenses</b>		
521000 - Professional & Technical		125,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>125,000</b>
	<b>Total Expenses</b>	<b>125,000</b>
<hr style="border: 2px solid green;"/>		
<b>Funding Sources</b>		
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Restricted Ongoing Revenue		125,000
	<b>Funding Source Total</b>	<b>125,000</b>



## Offer 44.8: State Legislative Advocacy - Funded

**Offer Type: 1-Time Enhancement**

2022: \$30,000 and 0.00 FTE, 0.00 Hourly FTE

### Offer Summary

Funding this offer will increase the City's effectiveness within the General Assembly and state agencies to be proactive on state policy issues by funding a contract lobbyist. Proactive legislative advocacy requires a constant presence in the Capitol and sustained relationships with a broad range of legislators and staff.

This offer proposes to secure an outsourced contract advocate for the City to work at the Colorado General Assembly. The advocate would work with the Policy and Project Manager (in City Manager's Office) and Legislative Review Committee (LRC-Councilmembers) to serve the City's needs year-round. This person or firm would:

- Act as the City's registered lobbyist
- Serve as a professional policy advisor
- Partner to develop and implement strategic advocacy

The selected advocate would be based full-time in Denver and function as the City's representative at the Capitol and among state agencies. City staff would still coordinate and direct day-to-day advocacy activities and staff the LRC. The contract advocate would be expected to attend certain events and meetings in Fort Collins and to provide regular reports to City staff and to City Council as requested.

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

- ✓ HPG 7.9 - Proactively influence policy and legislative development at all levels.

### Additional Information

- Year-round contract would partner with staff to prepare and execute legislative strategy.
- A full-time lobbyist gives Fort Collins independence to pursue City-specific objectives.
- This offer will improve efficient use of Policy and Project Manager's time and allow work on additional projects.
- This offer will increase the likelihood of desired Legislative Policy Agenda results.



## **Offer 44.8: State Legislative Advocacy - Funded**

**Offer Type: 1-Time Enhancement**

### **Impact to Ongoing Expenses**

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

Ongoing Cost Description:

Not applicable

### **Scalability and explanation**

This offer could be scaled upwards if more active work is desired. To hire an effective lobbyist in Denver will require this full financial commitment. Costs for lobbyists are typically dictated by the intensity of the work the client expects. The City should expect to pay more for a lobbyist to run bills on a regular basis and less for someone to monitor the General Assembly and advocate for the organization's Legislative Policy Agenda.

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

- Not applicable

### **Linkage to Strategic Objectives**

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

- ✓ HPG 7.9 - Proactively influence policy and legislative development at all levels.: This advances the goals of the City's Legislative Policy Agenda through a proactive, full-time presence at the state capitol, via a contract lobbyist. This experienced person will provide the ability to quickly respond, maintain tabs on matters of interest, and provide the City's perspective and stance on bills to a broader swath of legislators than staff is able to do in a part-time capacity.

### **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: Staff will consider whether or not performance measure 'HPG 119. Percent of state legislative bills aligned with adopted City position of support or oppose' will be used to track the performance of this offer. HPG Strategy Maps track how well policy outcomes in the state legislature align with bills the City of Fort Collins took a position on.

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

- Not applicable

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

- Not applicable



***Offer 44.8: State Legislative Advocacy - Funded***

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

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

New offer to support Council Priorities

**Offer Profile**

Offer Owner: hdepew

Financial Lead: wbricher

Lead Department: City Manager's Office



**44.8: State Legislative Advocacy**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 1px solid green;"/>		
<b>Expenses</b>		
529000 - Other Prof & Tech Services		30,000
520000 - Purchased Prof & Tech Services		<u>30,000</u>
<b>Total Expenses</b>		<u><u>30,000</u></u>
<hr style="border: 1px solid green;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	30,000
	<b>Funding Source Total</b>	<u><u>30,000</u></u>



### ***Offer 45.1: Sustainability Services Administration - Funded***

***Offer Type: Ongoing***

2022: \$543,757 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 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 plays key roles in many community priorities, including:

- Economic and social recovery
- Equity
- Housing and homelessness
- Climate Action
- Resilience
- Community Engagement
- Small business support
- Waste reduction & recycling
- Redevelopment
- Childcare
- Air Quality

This offer:

- Leads the strategy, operations and culture of the Service Area, specifically integrating across the departments to achieve better results that co-advance economic, environmental and social health outcomes
- Oversees the implementation of internal and external sustainability initiatives of the city including major adopted plans and progress towards Council-adopted goals
- Ensures financial analysis of programs, budget development, compliance and Service Area management
  - o Assists in developing and managing Sustainability performance metrics
- Provides executive sponsorship, financial analysis and admin support to effectively coordinate multiple cross-departmental and community wide collaboration efforts (such as housing, climate, regional waste shed, business engagement, etc.)
- Guides the City organization's utilization of triple bottom line evaluation to consider economic, environmental and social health outcome impacts of projects, programs and policies





### **Offer 45.1: Sustainability Services Administration - Funded**

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

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**

- Partnership Building: Work with other Service Areas, higher education institutions, private sector, local and national organizations and others to create and execute equity-focused, innovative, and community-wide sustainability programs and policies. Supports the Futures Committee.
- 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.: This 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.



## ***Offer 45.1: Sustainability Services Administration - Funded***

***Offer Type: Ongoing***

### **Improvements & Efficiencies**

- Affordable Housing Fee Credit Process- A new process was approved by Council to reduce the staff time required to process fee waivers or credits for Affordable Housing developments and increase predictability for developers
- Plastic Bag Fee Study- This fee study was conducted internally with existing resources instead of hiring an outside consultant. This allowed Sustainability Services to avoid an unanticipated cost and meet tight timelines.
- Automation of small business assistance contract terms- Created an automated process to populate key terms and fields for contracts which allowed for small business assistance payments to hundreds of local recipients. This saved several days of staff time, ensured accuracy and consistency, and helped payments reach recipients faster.

### **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.

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

- Not applicable

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

- Added 2,970 for in-range adjustment approved in May 2021.

Narrative updated to include more descriptive bullet points.

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

Added 2,970 for in-range adjustment approved in May 2021.

### **Offer Profile**

Offer Owner: jkozak-thiel

Financial Lead: wbricher

Lead Department: Sustainability Services Admin



**45.1: Sustainability Services Administration**

**Ongoing Programs and Services**

	<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	3.50
<b>Hourly (FTE)</b>	-
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	344,390
512000 - Benefits	100,833
519000 - Other Personnel Costs	(2,355)
<b>510000 - Personnel Services</b>	<b>442,868</b>
521000 - Professional & Technical	10,500
529000 - Other Prof & Tech Services	20,081
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>30,581</b>
533000 - Repair & Maintenance Services	8,250
<b>530000 - Purchased Property Services</b>	<b>8,250</b>
542000 - Communication Services	6,000
543000 - Internal Admin Services	227
544000 - Employee Travel	6,797
549000 - Other Purchased Services	17,534
<b>540000 - Other Purchased Services</b>	<b>30,558</b>
555000 - Office & Related Supplies	8,100
559000 - Other Supplies	3,400
<b>550000 - Supplies</b>	<b>11,500</b>
574000 - Grants	20,000
<b>570000 - Other</b>	<b>20,000</b>
<b>Total Expenses</b>	<b>543,757</b>

**Funding Sources**

100-General Fund: Ongoing	Ongoing	481,257
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Restricted		62,500
Ongoing Revenue		
<b>Funding Source Total</b>		<b>543,757</b>



### **Offer 65.1: General Legal Services - Funded**

**Offer Type: Ongoing**

2022: \$2,730,269 and 18.00 FTE, 0.23 Hourly FTE

#### **Offer Summary**

Funding this offer will fund the operation of the City Attorney's Office (CAO) to maintain the minimum 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 66.1).

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 65.1: General Legal Services - Funded**

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

- As currently funded, the CAO cost per capita (\$16.43) is below the average of its 12 peer cities along the Front Range (\$19.21). Costs among the peer cities range from a low of \$11.03 (Lakewood) to a high of \$34.75 (Boulder). These numbers have not been adjusted to reflect that unlike some peer cities, the CAO serves four major utilities (plus broadband service) along with 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 2020 average cost per hour of operation of the CAO (\$99.48/hour) is 37% of the average cost per hour of the outside legal services (\$267/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 2020 CAO budget comprises .41% of the total organizational budget, well below the average of .84%. 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 .39% (Longmont), which is just under the CAO ratio.
- 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 the 2022 budget process. Significant new projects and staffing in the City organization or the addition of new projects requiring legal support will impact the capacity of the CAO to maintain its overall level of service.

#### **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 65.1: General Legal Services - Funded**

### **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 budget lines, particularly related to legal publications and resources, which are somewhat offset by ongoing cost increases in technology-based resources. Usage levels and cost updates are reflected in the appropriate budget lines.
- When available and appropriate, 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 2020, the City Attorney's office per hour legal expense is 37% 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 12 Front Range peer cities surveyed, 7 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 \$16.43; the range of peer cities was a high of \$34.75 to a low of \$11.03.

- 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 12 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 .41% of the total organizational budget, a lower percentage than all but three of the surveyed cities; the percentage for peer cities ranged from 1.94% (high) to .39% (low).

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



## **Offer 65.1: General Legal Services - Funded**

### **Offer Type: Ongoing**

- Reductions made in 2020 and carried into 2021 are reflected in this offer as well as savings identified through ongoing evaluation of legal research resources and publications. Restoration of the reduced training and office development expenses reduced in 2020 is requested in Offer 65.2.

### **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, and funds are included for attorney market adjustments and other salary adjustments that may be needed.

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

To address the question regarding scalability, the CAO reduced its personal services and nonpersonal services budget in 2020 to the lowest level expected to allow the office to continue to provide required legal services to the organization and those reductions were continued into 2021. Further reductions interfere with the provision of those services and as a result we would not describe this offer as “scalable.”

### **Offer Profile**

Offer Owner: CDaggett

Financial Lead: mdonaldson

Lead Department: City Attorney's Office



**65.1: General Legal Services**

**Ongoing Programs and Services**

	<b>2022 Projected Budget</b>
<b>Full Time Equivalent (FTE) Staffing</b>	18.00
<b>Hourly (FTE)</b>	0.23
<hr/>	
<b>Expenses</b>	
511000 - Salaries & Wages	2,030,988
512000 - Benefits	521,127
519000 - Other Personnel Costs	(10,174)
<b>510000 - Personnel Services</b>	<b>2,541,941</b>
521000 - Professional & Technical	43,630
529000 - Other Prof & Tech Services	3,570
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>47,200</b>
533000 - Repair & Maintenance Services	13,617
<b>530000 - Purchased Property Services</b>	<b>13,617</b>
542000 - Communication Services	21,604
543000 - Internal Admin Services	1,325
544000 - Employee Travel	21,726
549000 - Other Purchased Services	39,406
<b>540000 - Other Purchased Services</b>	<b>84,061</b>
555000 - Office & Related Supplies	22,450
559000 - Other Supplies	21,000
<b>550000 - Supplies</b>	<b>43,450</b>
<b>Total Expenses</b>	<b>2,730,269</b>





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**Funding Sources**

100-General Fund: Ongoing	Ongoing	1,884,152
100-General Fund: Reserves	Reserve	406,712
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	83,090
502-Water Fund: Ongoing Revenue	Ongoing Restricted	144,896
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	11,984
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	17,976
505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	75,912
505-Broadband Fund: Reserves	Reserve	759
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	104,788
	<b>Funding Source Total</b>	<b>2,730,269</b>



## **Offer 65.2: RESTORE: Operational Budget for General Legal Services - Funded**

**Offer Type: Enhancement**

2022: \$20,420 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer requests the restoration of funding previously approved in the 2020 and prior year City Attorney's office operational budget, after a midyear reduction in 2020 that was continued into the 2021 budget. Much of this funding came from Conference and Travel due to cancellation of in-person trainings, continuing in 2021. Other reductions were in Education and Training and Consulting (for strategic planning, team building and professional development). In 2021 conferences and trainings are returning to an in-person format, so this offer requests reinstatement of these funds for 2022 so the attorneys in the office can obtain the required continuing legal education credits necessary to maintain their law license and status to practice while benefiting from professional networking and interaction with others working in our fields of practice. Funding is also included to restore consulting support for office-wide professional and strategic development funding that was cut in response to 2020 requests for reduction.

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.

### **Additional Information**

- Not applicable

### **Impact to Ongoing Expenses**

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

\$20,420

Ongoing Cost Description:

These are annual expenses and can be adjusted from year to year; to preserve training and office development resources at a sustainable level, this amount would need to be maintained.

### **Scalability and explanation**

This offer is scalable; however, even funding at this restored level has at times been inadequate to allow desired efforts and is not sustainable over time. Full funding of this offer would restore to prior levels, which are sustainable. Partially restoring funding would partially return the office to sustainable levels.

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



## **Offer 65.2: RESTORE: Operational Budget for General Legal Services - Funded**

### **Offer Type: Enhancement**

- 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.

### **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 2020, the City Attorney’s office per hour legal expense is 37% 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 12 Front Range peer cities surveyed, 7 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 \$16.43; the range of peer cities was a high of \$34.75 to a low of \$11.03.

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

- not applicable

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

Minor updates per the BFO Team

### **Offer Profile**

Offer Owner: CDaggett

Financial Lead: mdonaldson

Lead Department: City Attorney's Office



**65.2: RESTORE: Operational Budget for General Legal Services**

**Enhancement to Programs and Services**

		2022 Projected Budget
<hr/>		
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr style="border: 2px solid green;"/>		
<b>Expenses</b>		
521000 - Professional & Technical		9,120
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>9,120</b>
542000 - Communication Services		1,100
544000 - Employee Travel		10,200
	<b>540000 - Other Purchased Services</b>	<b>11,300</b>
	<b>Total Expenses</b>	<b>20,420</b>
<hr style="border: 2px solid green;"/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	20,420
	<b>Funding Source Total</b>	<b>20,420</b>



**Offer 65.3: 1.0 FTE - City Attorney's Office Administrative Support - Funded**

**Offer Type: Enhancement**

2022: \$79,506 and 1.00 FTE, 0.00 Hourly FTE

**Offer Summary**

This offer requests the addition of a Senior Legal Assistant to provide managerial support in the City Attorney's Office. The duties of executive administrative assistant, office administrative manager, financial liaison, administrative support supervisor, and HR liaison (along with backup support for all legal assistant functions) presently all fall on one person. All other administrative support has by necessity become dedicated to producing ongoing legal work, including production of the Council Agenda, administration of document production, management and retention and other administrative functions. Currently, the Prosecution team utilizes 1.75 FTEs in the day to day functioning of Municipal Court (an adjustment to fully recognize the level of support required for Municipal Court is requested in Offer 66.2). This prevents completion of longer term projects due to immediate needs, and prevents cross training others in the office to handle these duties in the event of any kind of absence from the office for any support personnel, either long- or short-term. There are currently 3.75 admin FTEs to support three paralegals and 15 attorneys.

Providing high quality, world class service to the organization and the community is jeopardized by the unrealistic workload expectations on City Attorney's Office support staff in both the short term and the long term

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**

- Not applicable

**Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$70,188

Ongoing Cost Description:

This is the ongoing salary for the requested new position along with ongoing operating costs associated with it.

**Scalability and explanation**



## Offer 65.3: 1.0 FTE - City Attorney's Office Administrative Support - Funded

### Offer Type: Enhancement

This offer could be scaled back by only hiring a .75 FTE senior legal assistant because some additional support is better than no additional support. However, the impacts of inadequate administrative support are significant and would impair the sustainability of the Office now and going forward.

### 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.: 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.
- 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.

### Performance Metrics

- 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 12 Front Range peer cities surveyed, 7 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 \$16.43; the range of peer cities was a high of \$34.75 to a low of \$11.03.
- 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 12 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 .41% 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 .03%.

### 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 65.3: 1.0 FTE - City Attorney's Office Administrative Support - Funded**

**Offer Type: Enhancement**

To respond to the question "How this offer supports offer 65.1 and how?" as described in the offer narrative, general administrative functions for the CAO, including administrative support for the City Attorney, and management of administrative operations, and financial, budgeting, business, personnel, and facilities for the CAO are all the responsibility of the current Executive Legal Administrative Assistant. The CAO has grown by a factor of 3 over the past three decades and the responsibilities of that position have grown in parallel, and both in magnitude and in complexity. This position would share in duties of the current position and would allow for improved service within the office and within the organization through improved operations, coordination, planning and quality control.

**Offer Profile**

Offer Owner: CDaggett

Financial Lead: mdonaldson

Lead Department: City Attorney's Office



**65.3: 1.0 FTE - City Attorney's Office Administrative Support**

**Enhancement to Programs and Services**

		2022 Projected Budget
<b>Full Time Equivalent (FTE) Staffing</b>		1.00
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
511000 - Salaries & Wages		50,549
512000 - Benefits		19,114
519000 - Other Personnel Costs		(2,090)
	<b>510000 - Personnel Services</b>	<b>67,573</b>
521000 - Professional & Technical		200
529000 - Other Prof & Tech Services		650
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>850</b>
542000 - Communication Services		516
543000 - Internal Admin Services		67
	<b>540000 - Other Purchased Services</b>	<b>583</b>
555000 - Office & Related Supplies		10,500
	<b>550000 - Supplies</b>	<b>10,500</b>
	<b>Total Expenses</b>	<b>79,506</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	79,506
	<b>Funding Source Total</b>	<b>79,506</b>





## **Offer 65.4: Consulting to Update City Attorney's Office Strategic Plan - Unfunded**

**Offer Type: 1-Time Enhancement**

2022: \$36,750 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer requests one-time funding for a strategic planning consultant and related expenses. The last strategic plan implemented by the City Attorney's Office was over 5 years ago and it was prepared internally by CAO senior staff without expert assistance. This plan is now nearing obsolescence and an updated plan is needed due to upcoming staffing transitions in the office and the rapidly changing context for operations as the City organization adopts new programs, objectives and values. The use of outside assistance to develop a new strategic plan will increase the usefulness and benefit from a strategic plan to guide the City Attorney's Office going forward and help ensure excellent and responsive legal services to the organization. In addition to estimated consulting costs based on comparable strategic planning initiatives in the organization, some incidental expenses, such as the costs of two off site workshop events to involve all office staff in the planning and implementation of a strategic plan, are also included.

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**

- Not applicable

### **Impact to Ongoing Expenses**

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

\$0

Ongoing Cost Description:

No ongoing costs.

### **Scalability and explanation**

Scalability is unknown at the moment. We base this offer on previous purchase orders procured by the Purchasing Department for strategic planning consultants. It is likely that significant reduction would prevent completion of the objectives of this offer.

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

- Not applicable



## **Offer 65.4: Consulting to Update City Attorney's Office Strategic Plan - Unfunded**

**Offer Type: 1-Time Enhancement**

### **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.: 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. Strategic planning is critical to continued accomplishment of services at this level.
- 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.

### **Performance Metrics**

- 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: Front Range peer cities surveyed, 7 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 \$16.43; the range of peer cities was a high of \$34.75 to a low of \$11.03.

- 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 12 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 .41% 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 .03%.

### **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 65.4: Consulting to Update City Attorney's Office Strategic Plan - Unfunded***

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

Offer Owner: CDaggett

Financial Lead: mdonaldson

Lead Department: City Attorney's Office



**65.4: Consulting to Update City Attorney's Office Strategic Plan**

**Enhancement to Programs and Services**

		2022 Projected Budget
<hr/>		
<b>Full Time Equivalent (FTE) Staffing</b>		-
<b>Hourly (FTE)</b>		-
<hr/>		
<b>Expenses</b>		
521000 - Professional & Technical		35,000
529000 - Other Prof & Tech Services		1,000
	<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>36,000</b>
559000 - Other Supplies		750
	<b>550000 - Supplies</b>	<b>750</b>
	<b>Total Expenses</b>	<b>36,750</b>
<hr/>		
<b>Funding Sources</b>		
100-General Fund: Ongoing	Ongoing	36,750
	<b>Funding Source Total</b>	<b>36,750</b>