City of Fort Collins

2023 - 2024 Offer Narratives

High Performing Government

Offer 3.1: Utilities: CS&A - Locating Operations - Funded

Offer Type: Ongoing

2023: $1,138,602 and 10.00 FTE (excluding hourly staffing)

2024: $1,173,748 and 10.00 FTE (excluding hourly staffing)

Offer Summary

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

This department includes eight classified employees and four 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. 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, 5G Cell projects, and general City construction is being supplemented with an enhancement offer (3.3) to convert the four contractual employees to classified and another enhancement offer (3.5) that funds the use of an outside contractor to help perform locates with the group.

Utilities designs, constructs, operates and maintains its infrastructure using detailed metrics and data analysis to provide safe, reliable, resilient and affordable services to all customers regardless of race, identity or income. We can now consider equity using geographic data correlating to vulnerable populations as a new input for our operational processes.

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

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

✓HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Offer 3.1: Utilities: CS&A - Locating Operations - Funded

Offer Type: Ongoing

Additional Information

- We anticipate some of the work to begin on Montava as well as the large section of land at Mulberry and Greenfields soon, as well as service locates from previous large subdivisions (Rennat, Hansen Farms, Northfield, Water's Edge), and hopefully continued strong sign ups resulting in locates for Connexion service drops, in addition to future annexations.
- There is a huge benefit to GPS (Global Positioning Systems) locating all of Utilities' lines and apparatus, which is done through the locators, their equipment, and software. This is an exciting enhancement to our services that will be invaluable to project design throughout the City.
- We will also submit an enhancement to utilize a contractor in 2023 24, for $100K each year similar to 2022's "3.15 CS&A Enhancement Contract Locating Firm".
- Eventually, this group will also be locating an additional utility (Connexion) with 30-60% as many services as Light and Power, and 900 miles of additional fiber/conduit- and possibly more as Connexion branches outward.
- Per the L&P Safety Manual, we need to get to a point where we have 2 locators present at any location where they access primary electric apparatus (Lineworkers have that as a safety rule), so that will take a few more resources in normal times. These enhanced services are requested in related offer 3.3.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: 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 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: Timely and accurate utility locates are a key enabler for the successful deployment of the Connexion outside fiber plant.

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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.

Improvements & Efficiencies

Offer 3.1: Utilities: CS&A - Locating Operations - Funded

Offer Type: Ongoing

- This department completed an FCLean process in 2019 that resulted in an automated ticket management system that eliminated 16 daily person hours of administrative work, enabling a paperless business process that saves over 30,000 sheets of paper per year. Pictures are now included in each locate ticket response for better visibility and accuracy.

- Continued communication between the locates group and management has identified the need for additional resources, including more personnel. This is addressed in a separate 2023/2024 enhancement offer, as well as the outside firm contracted for locating services. The use of the outside firm's 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: Data on locates performed is evaluated monthly for the best utilization of resources.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- $10K/year estimated cost increase for approved re-organization, including a Locator position repurposed to Sr Locator.

Offer Profile

Offer Owner: TWALKER

Financial Lead: jauthier

Lead Department: Utilities Strategic Planning

3.1: Utilities: CS&A - Locating Operations

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	10.00	10.00	- %
Expenses			
511000 - Salaries & Wages	695,411	719,250	3.4%
512000 - Benefits	214,027	224,735	5.0%
519000 - Other Personnel Costs	(23,636)	(25,019)	5.9%
510000 - Personnel Services	**885,802**	**918,966**	**3.7%**
521000 - Professional & Technical	105,000	105,000	- %
520000 - Purchased Prof & Tech Services	**105,000**	**105,000**	**- %**
533000 - Repair & Maintenance Services	41,500	43,140	4.0%
530000 - Purchased Property Services	**41,500**	**43,140**	**4.0%**
542000 - Communication Services	13,000	13,000	- %
544000 - Employee Travel	2,000	2,000	- %
549000 - Other Purchased Services	100	100	- %
540000 - Other Purchased Services	**15,100**	**15,100**	**- %**
551000 - Vehicle & Equipment Supplies	44,200	44,542	0.8%
552000 - Land & Building Maint Supplies	22,000	22,000	- %
554000 - Utility Supplies	500	500	- %
555000 - Office & Related Supplies	7,000	7,000	- %
556000 - Health & Safety Supplies	2,000	2,000	- %
559000 - Other Supplies	15,500	15,500	- %
550000 - Supplies	**91,200**	**91,542**	**0.4%**
Total Expenses	**1,138,602**	**1,173,748**	**3.1%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	1,138,602	1,173,748	3.1%
Funding Source Total		**1,138,602**	**1,173,748**	**3.1%**

Offer 3.2: Utilities: CS&A - Grounds Maintenance - Funded

Offer Type: Ongoing

2023: $382,642 and 4.00 FTE (excluding hourly staffing)

2024: $397,517 and 4.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds 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, bringing 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, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.2 - Improve indoor and outdoor air quality.

Additional Information

- Utilities designs, constructs, operates, and maintains its infrastructure using detailed metrics and data analysis to provide safe, reliable, resilient, and affordable services to all customers regardless of race, identity, or income. We can now consider equity using geographic data correlating to vulnerable populations as a new input for our operational processes.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 3.2: Utilities: CS&A - Grounds Maintenance - Funded

Offer Type: Ongoing

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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.

- 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.
- ENV 4.2 - Improve indoor and outdoor air quality.: Increased use of battery operated tools and equipment will reduce outdoor pollutants and ozone.

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

Offer Profile

Offer Owner: TWALKER

Financial Lead: jauthier

Lead Department: Utilities Strategic Planning

3.2: Utilities: CS&A - Grounds Maintenance

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	4.00	4.00	- %
Expenses			
511000 - Salaries & Wages	247,052	256,956	4.0%
512000 - Benefits	86,461	91,000	5.2%
519000 - Other Personnel Costs	(12,159)	(12,737)	4.8%
510000 - Personnel Services	**321,354**	**335,219**	**4.3%**
521000 - Professional & Technical	500	500	- %
529000 - Other Prof & Tech Services	500	500	- %
520000 - Purchased Prof & Tech Services	**1,000**	**1,000**	**- %**
532000 - Cleaning Services	1,200	1,200	- %
533000 - Repair & Maintenance Services	26,250	27,170	3.5%
534000 - Rental Services	500	500	- %
530000 - Purchased Property Services	**27,950**	**28,870**	**3.3%**
542000 - Communication Services	500	500	- %
544000 - Employee Travel	1,000	1,000	- %
540000 - Other Purchased Services	**1,500**	**1,500**	**- %**
551000 - Vehicle & Equipment Supplies	17,238	17,328	0.5%
552000 - Land & Building Maint Supplies	8,400	8,400	- %
554000 - Utility Supplies	2,500	2,500	- %
556000 - Health & Safety Supplies	800	800	- %
559000 - Other Supplies	1,900	1,900	- %
550000 - Supplies	**30,838**	**30,928**	**0.3%**
Total Expenses	**382,642**	**397,517**	**3.9%**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	382,642	397,517	3.9%
Funding Source Total		**382,642**	**397,517**	**3.9%**

Offer 3.4: Utilities: CS&A - Utilities Locates 2.0 FTE Contractual Locators - Funded

Offer Type: Continuing Enhancement

2023: $139,739 and 2.00 FTE (excluding hourly staffing)

2024: $141,031 and 2.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds 2.0 contractual FTE Utility Facility Locators for the 2023 2024 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.

5G cell providers have started work in town and may add up to 1,200 sites and up to 120 miles of additional conduit, possibly more. This will likely be in the tightest timeframe that they can accomplish through permitting and construction constrictions, but we anticipate the bulk of it to be within 2022 and 2023.
We also are unsure of how Centurylink (Lumen) and Comcast will respond to Connexion and the 5G providers. This could also put pressure on locates beyond 2023 2024.

This is on top of regular construction; we anticipate some of the work to begin on Montava as well as the large section of land at Mulberry and Greenfields soon, as well as service locates from previous large subdivisions (Rennat, Hansen Farms, Northfield, Water’s Edge), and hopefully continued strong sign ups resulting in locates for Connexion service drops, in addition to future annexations. Eventually, they will also locate an additional utility with 30 60% as many services L&P, and 900 miles of additional fiber/conduit and possibly more as Connexion branches outward.

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.

Offer 3.4: Utilities: CS&A - Utilities Locates 2.0 FTE Contractual Locators - Funded

Offer Type: Continuing Enhancement

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

✓HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information

- The Strategic Operations team has identified utility locates as a risk to the construction timeline for the new fiber system, as well as 5G deployment. Delays in providing accurate and timely locates will create construction delays for Connexion and the 5G providers.

- 5G cell towers and fiber backhaul, Connexion construction, and general construction in the City continue to progress at a rapid rate. This increases the workload for each locator. The department has made operational efficiency improvements that have decreased daily administrative duties, including an FC Lean process that resulted in an automated ticket management system.

- We are also exploring Global Positioning Systems (GPS) locates for all of Utilities' lines and apparatus. This is done through the locators, their equipment, and software. Our goal is to have 2 locators present at any location where they have to access primary electric apparatus (Lineworkers have that as a safety rule), so that will take a few more resources in normal times.

- 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.

- Utilities recognizes that modernizing our hiring practices is an area of opportunity for advancing equity. The department is interested in incorporating City level guidance, specifically regarding the use of inclusive language in job postings and posting options that are more effective at reaching all potential candidates.

Offer 3.4: Utilities: CS&A - Utilities Locates 2.0 FTE Contractual Locators - Funded

Offer Type: Continuing Enhancement

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: $144,000
  Ongoing Cost Description:
  The above cost is all-inclusive of labor for the 2 continuing contracts. Their vehicles, equipment, and tools are already in place. This Offer funds 2.0 contractual FTE Utility Facility Locators for the 2023-2024 budget, continuing 2022 Enhancement 3.14. This offer will not be needed if 3.3 is funded.

Scalability and explanation

This offer could not be scaled without ending the 2 contracts, which would reduce the service level provided. Remaining locates personnel would struggle to keep up with the workload, affecting accuracy, timely locates, and safety for excavators.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: 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

Offer 3.4: Utilities: CS&A - Utilities Locates 2.0 FTE Contractual Locators - Funded

Offer Type: Continuing Enhancement

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: Data on the number of locates performed is reviewed on a monthly basis to inform decisions on resources and staffing.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: TWALKER

Financial Lead: jauthier

Lead Department: Utilities Strategic Planning

3.4: Utilities: CS&A - Utilities Locates 2.0 FTE Contractual Locators

Offer Type: Continuing Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %
Expenses			
511000 - Salaries & Wages	111,887	111,887	- %
512000 - Benefits	33,674	35,020	4.0%
519000 - Other Personnel Costs	(5,822)	(5,876)	0.9%
510000 - Personnel Services	**139,739**	**141,031**	**0.9%**
Total Expenses	**139,739**	**141,031**	**0.9%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	139,739	141,031	0.9%
	Funding Source Total	**139,739**	**141,031**	**0.9%**

Offer 3.5: Utilities: CS&A - Supplemental Contract Locating Firm - Funded

Offer Type: Continuing Enhancement

2023: $100,000 and 0.00 FTE (excluding hourly staffing)

2024: $100,000 and 0.00 FTE (excluding hourly staffing)

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 an outside contractor in 2021, continued in 2022 with an enhancement for $100,000, and expects the need to continue into 2023 and 2024.

Utility Locators mark underground lines when an excavation occurs. This can range from a major intersection rebuild to a homeowner installing a fence. Our staff locates City water, wastewater, stormwater, electric, traffic signal loops and fiber, and Connexion. The current staffing levels are not sufficient to meet locate demands associated with the rate of construction related to the Connexion outside plant build, 5G construction, and general construction in the City. An outside contractor provides experienced locate personnel and associated vehicles and equipment on an as needed basis and can be scaled daily depending on need.

Accurate and timely locates are essential to prevent injury to construction workers and to prevent damage to Utility and City infrastructure, including Connexion.

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 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information

- We are unsure of how Lumen and Comcast will respond to Connexion and the 5G providers. We anticipate that they will have to renew their systems at some point. While both have conduit in their systems, it will depend on how much is viable, and most services to houses are direct-bury in their systems currently. This could also put pressure on locates beyond 23-34.

Offer 3.5: Utilities: CS&A - Supplemental Contract Locating Firm - Funded

Offer Type: Continuing Enhancement

- Construction in the City is going strong. Some of the work will begin on Montava as well as the large section of land at Mulberry and Greenfields soon, as well as service locates from previous large subdivisions (Rennat, Hansen Farms, Northfield, Water's Edge), and hopefully continued strong sign ups resulting in locates for Connexion service drops, in addition to future annexations.

- We are also exploring Global Positioning Systems (GPS) locates for all of Utilities' lines and apparatus. This is done through the locators, their equipment, and software. Our goal is to have 2 locators present at any location where they have to access primary electric apparatus (Lineworkers have that as a safety rule), so that will take a few more resources in normal times.

- City Purchasing Department personnel and guidelines are used in the procurement of these services to ensure fair and equitable purchasing processes.

Impact to Ongoing Expenses

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

  $100,000

  Ongoing Cost Description:

  Utilities received an off-cycle appropriation of $500,000 in 2021 to supplement internal resources with an outside contractor, and continued its use in 2022 with $100,000. The need for the external contractor will continue into 2023 and 2024 due to workloads as the result of 5G and general construction in the City.

Scalability and explanation

This offer could be scaled to $50,000 each year in 2023 and 2024, but service levels would be impacted by increasing response times to required locates, lessening the ability to perform engineering locates, and increasing the risk of errors in locates.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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.

Offer 3.5: Utilities: CS&A - Supplemental Contract Locating Firm - Funded

Offer Type: Continuing Enhancement

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: 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: Data for number and types of locates is reviewed on a monthly basis to inform decisions on resourcing and staffing.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: TWALKER

Financial Lead: jauthier

Lead Department: Utilities Strategic Planning

3.5: Utilities: CS&A - Supplemental Contract Locating Firm

Offer Type: Continuing Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
521000 - Professional & Technical	100,000	100,000	- %
520000 - Purchased Prof & Tech Services	**100,000**	**100,000**	**- %**
Total Expenses	**100,000**	**100,000**	**- %**

Funding Sources		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	100,000	61,770	-38.2%
605-Utility Customer Srv & Admin Fund: Reserves	Reserve	-	38,230	- %
Funding Source Total		**100,000**	**100,000**	**- %**

Offer 3.6: Utilities: CS&A - Minor Capital - Funded

Offer Type: Asset Management-Ongoing

2023: $175,000 and 0.00 FTE (excluding hourly staffing)

2024: $55,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund the purchase and replacement of Minor Capital Utilities enterprise-related assets.

This offer includes equipment, trucks, and vehicles used in the construction, operation, maintenance, and repair of Utilities systems and properties. Some cost increases are expected due to the exploration and implementation of alternative fuel vehicles and inflationary pressures.

Utilities follows the FASTER guidelines from Operation Services to make recommendations for vehicle replacements. These guidelines consider lifecycle 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).

All new vehicle units have automatic vehicle location (AVL) units installed to provide vehicle locations for our operational systems. This allows more efficient routing of vehicles to work sites and outages by determining the closest crew to dispatch.

2023:
Utility Locates - $40,000 (Locating Equipment)
Grounds Maint. $100,000 (F550 Dump Truck $76,000; mower $16,000; enclosed trailer $8,000)
Utilities Finance $35,000 (Capital Building Expenditures)

2024:
Utility Locates $20,000 (Locating equipment)
Utilities Finance $35,000 (Capital Building Expenditures)

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

✓HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

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

Additional Information

Offer 3.6: Utilities: CS&A - Minor Capital - Funded

Offer Type: Asset Management-Ongoing

- Utilities follows the FASTER guidelines from Operations Services to make recommendations for vehicle replacements. These guidelines consider life-cycle costs of operating vehicles. When possible and commercially available, alternative fuel sources are recommended such as battery electric vehicles (BEV) and compressed natural gas (CNG).
- Utilities CS&A Locates $40,000 2023 $20,000 2024 (locating equipment). This replaces various locating devices used by employees on a 4 5 year cycle and adds GPS capability to the newer locating equipment that will plot exact lines/facilities on a map.
- Utilities Grounds Maintenance $100,000 2023 F550 dump truck ($76,000) Mower ($16,000) trailer ($8,000). The existing small dump truck and mower are recommended for replacement by Operation Services. The trailer will replace an open top trailer with an enclosed trailer for transport of mowers and equipment in addition to wintertime storage that will open garage space for other vehicles.
- Utilities Finance $35,000 for incidental capital building expenditures in both 2023 and 2024.
- City Purchasing Department personnel and guidelines are used in the procurement of all vehicles and equipment to ensure fair and equitable purchasing processes.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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 meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.: 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.

Performance Metrics

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

Offer 3.6: Utilities: CS&A - Minor Capital - Funded

Offer Type: Asset Management-Ongoing

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

Offer Profile

Offer Owner: TWALKER

Financial Lead: jauthier

Lead Department: Utilities Strategic Planning

3.6: Utilities: CS&A - Minor Capital

Offer Type: Asset Management-Ongoing

Ongoing Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
565000 - Vehicles & Equipment		175,000	55,000	-68.6%
	560000 - Capital Outlay	**175,000**	**55,000**	**-68.6%**
	Total Expenses	**175,000**	**55,000**	**-68.6%**
Funding Sources				
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	175,000	55,000	-68.6%
	Funding Source Total	**175,000**	**55,000**	**-68.6%**

Offer 3.7: Utilities: CS&A - Utilities IT - Funded

Offer Type: Ongoing

2023: $6,377,727 and 16.87 FTE (excluding hourly staffing)

2024: $6,852,564 and 16.87 FTE (excluding hourly staffing)

Offer Summary

This offer incorporates the Utilities' portion of the IT Department allocation of costs for shared services of enterprise applications, infrastructure and administration offers. It also includes software development, testing, implementation, integration and support work of the Utilities Application Services Department. The team supports more than 100 business applications used by Utilities staff. Over recent years, Utilities has moved progressively to more robust, sustainable, modern business applications. There has been a specific strategy to move away from locally developed, customized software solutions to enterprise-strength systems that are more expandable, extensible and sustainable for the long term. Many locally developed (customized) systems have been retired as a result. Other locally developed software is on target for retirement in the near future as more standard systems take their place.

This offer enables accurate billing of Utility services (water and electric) each month through the billing system. Both water and electric utilities are now on standard mapping systems using the industry standard product, ESRI. This mapping enables accurate and accessible mapping of Utility assets to field crews who are performing repairs and inspections. Electronic maps help Utility field crews provide timely and safe service when in the field. The team also supports a modern computerized maintenance management system (Maximo) that holds all the water assets and soon, the electric assets. The systems enables putting all assets on a regular maintenance schedule thereby avoiding costly failures of assets in the field. The Utilities IT team's overall goal is to improve the productivity and safety of Utility staff so that they can provide excellent customer service to our Utility customers. Utilities serves ~78,000 electric customers and ~36,000 water customers. Utilities has ~469 employees and the vast majority use at least one of the applications supported.

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

✓ HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

Additional Information

- The Utilities Billing system, supported by this team, allows for special medical rates for life safety devices required by individuals due to physical needs. In-home oxygen concentrators is an example. The Utility Billing system allows for Income Qualified rates for customers whose income level qualifies. Both of these programs support groups that may be underrepresented.

Offer 3.7: Utilities: CS&A - Utilities IT - Funded

Offer Type: Ongoing

- See the following links to view the team's time expenditure breakdown from 2021 between Operational Support and Project work: https://www.fcgov.com/utilities/img/site_specific/uploads/2021-q2-q4-ops-projects.pdf

- See following link to see volume of Helpdesk tickets resolved by this team in 2021: https://www.fcgov.com/utilities/img/helpdesk-tickets-for-utilities-applications-resolved-in-2021.png

- Due to the depth and complexity of the key Enterprise Utilities applications, we have a minimum of 2 people supporting each of the mission critical systems such as: 1) Utility Billing; 2) Computerized Maintenance Management (Maximo); 3) Meter Data Management (that drives Billing) and 4) GIS mapping systems (ESRI). This depth of bench is required on these key systems.

- The on-going day-to-day support load for the team is significant. It responds to and resolves between 150 and 200 Helpdesk tickets each month. The time expenditures on each ticket varies widely depending on the complexity.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: IT Application Services for Utilities supports over 100 business applications & their databases on behalf of the Utilities. The Utilities has a significant volume of mission critical data. As stewards of that data this team keeps the technology optimally running while provisioning data to the Utilities staff enabling informed decisions and better service to the Utilities' community customers.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: The Utility Billing system is a key system supported by Utilities Application Services. The billing system offers Fort Collins citizens a variety of rates (700 different rates available) taking into accounts the special circumstances of all citizens.

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.: The business applications for Utilities are implemented with cyber security safeguards to protect personal information of the Utilities' many customers. With cyber hacking and ransomware attacks so common, it is key that the Utilities' customer information be protected by reasonable cyber security measures.

Improvements & Efficiencies

Offer 3.7: Utilities: CS&A - Utilities IT - Funded

Offer Type: Ongoing

- Providing and supporting software solutions that automate business processes improves the efficiency and productivity of the Utility's workforce. Being able to carry electronic versions of daily work orders out into the field & accessing electronic maps improves the efficiency and effectiveness of the field crews. All of the work performed by this team is directed toward improved staff processes

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: It is vital that the technology services we make available to Utilities staff enable Utilities customer-facing staff to provide top notch services to the Utility customers. This measure is an indication of how the services of the Utilities are perceived by its customers.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: MEvans

Financial Lead: jauthier

Lead Department: Utilities Strategic Planning

3.7: Utilities: CS&A - Utilities IT

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	16.87	16.87	- %
Expenses			
511000 - Salaries & Wages	1,788,456	1,868,943	4.5%
512000 - Benefits	473,798	496,305	4.8%
519000 - Other Personnel Costs	(90,490)	(94,609)	4.6%
510000 - Personnel Services	**2,171,764**	**2,270,639**	**4.6%**
521000 - Professional & Technical	75,450	75,450	- %
529000 - Other Prof & Tech Services	200,000	200,000	- %
520000 - Purchased Prof & Tech Services	**275,450**	**275,450**	**- %**
533000 - Repair & Maintenance Services	1,486,516	1,726,713	16.2%
530000 - Purchased Property Services	**1,486,516**	**1,726,713**	**16.2%**
542000 - Communication Services	260,000	265,000	1.9%
544000 - Employee Travel	45,060	46,060	2.2%
549000 - Other Purchased Services	11,000	11,000	- %
540000 - Other Purchased Services	**316,060**	**322,060**	**1.9%**
555000 - Office & Related Supplies	38,250	38,250	- %
559000 - Other Supplies	5,700	5,700	- %
550000 - Supplies	**43,950**	**43,950**	**- %**
591000 - Transfers to Funds	2,083,987	2,213,752	6.2%
590000 - Transfers Out	**2,083,987**	**2,213,752**	**6.2%**
Total Expenses	**6,377,727**	**6,852,564**	**7.4%**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	6,377,727	6,852,564	7.4%
Funding Source Total		**6,377,727**	**6,852,564**	**7.4%**

Offer 3.8: Utilities: CS&A - IT - 1.0 FTE - Software Analyst II - Unfunded

Offer Type: Enhancement

2023: $94,620 and 1.00 FTE (excluding hourly staffing)

2024: $114,935 and 1.00 FTE (excluding hourly staffing)

Offer Summary

Due to the large number of business applications supported by the team, we do not currently have the bandwidth to devote to modernizing the existing legacy systems. Over 100 business applications written using Microsoft Access need to be modernized or replaced. The Utility Billing system needs to be either upgraded or replaced. Due to the large ongoing day to day support load of these old legacy applications, we do not have the needed headcount to focus on upgrading these older systems. The pandemic made it abundantly obvious that the old Microsoft Access systems are very problematic when accessed remotely. The Utility Billing system is also old. The team resolves 150 200 Helpdesk tickets each month, mostly relating to these older legacy applications. Until we have sufficient staff to start focusing on upgrading these older applications, we are in the mode of spending a lot of time supporting them. As the Utilities embarks on either upgrading its existing Billing system, or replacing it completely, this 1.0 FTE will ensure that we have necessary capacity for that all encompassing and mission-critical project for Utilities. The Utility Billing system brings in $221,000,000 annually in revenue. It is a mission-critical system. Upgrading or replacing the billing system will be a major, multi year effort, which will require considerable resources, while concurrently supporting all the existing applications for Utilities.

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

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

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

Additional Information

- The Utility Billing system (one of the older legacy systems) enables more than 700 different rates. These many rates reflect the Utilities' desire to accommodate the diverse situations of its customers. The IQAP (income qualified rate) and medical rates are a couple of examples of the Utilities responsiveness in helping underserved populations.

- See link to a graphic of the team's expenditure of time during 2021. Note that Operational support (of old legacy systems) comprised over 50% of the team's time expenditure. https://www.fcgov.com/utilities/img/site_specific/uploads/2021-q2-q4-ops-projects.pdf

- See link to a graphic of the Helpdesk tickets resolved by the team during 2021. Note the high volume of tickets relating to the billing processes. The Utilities billing system needs to be upgraded or replaced. This FTE will assist with this critical effort. https://www.fcgov.com/utilities/img/helpdesk-tickets-for-utilities-applications-resolved-in-2021.png

Offer 3.8: Utilities: CS&A - IT - 1.0 FTE - Software Analyst II - Unfunded

Offer Type: Enhancement

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $115,000
  Ongoing Cost Description:
  Funding this offer will provide an IT Software Analyst to focus on modernization of existing legacy business applications for Utilities. There are ~ 100 business applications written using M/S Access which is not a sustainable technology for the future. The Utility Billing system was implemented in November of 2000, and was upgraded in 2009 but now needs to be either upgraded or replaced.

Scalability and explanation

A temp resource could be hired, but the need to keep modernizing applications is an on-going need. Technologies change rapidly & staff is needed on-going to address the rapid change-over of technologies if the Utilities is going to remain current. For example, some Utilities take advantage of Artificial Intelligence & drones to improve their processes. This is just one example of modernizing that could be addressed if we had an IT Professional who could focus on moving to modern technologies.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: Many business applications used within the Utilities are based on older technologies. As the applications age, they take more & more support. Also, it becomes increasingly difficult to find resources who have the skills for the older technologies. Utilities desires to improve processes and enhance service delivery and will need to modernize their application suites in order to meet these goals.

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.: Cyber security concerns are a major driver for keeping business applications modern and sustainable. The Utilities Billing system contains personal data of the Utilities' customers and accordingly needs to be on more modern, more secure software. This FTE will assist with either upgrading or replacing the Utility Billing system to more modern technology.

Performance Metrics

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

Offer 3.8: Utilities: CS&A - IT - 1.0 FTE - Software Analyst II - Unfunded

Offer Type: Enhancement

Performance Measure Reason: To maintain a satisfactory level of service for customers, the older technologies currently deployed for use by Utilities staff must be modernized. The existing legacy applications are so support-intensive that the team does not have the bandwidth to modernize these older applications. It becomes a vicious circle. They take a lot of time to support, thus preventing their modernization.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: MEvans

Financial Lead: jauthier

Lead Department: Utilities Strategic Planning

3.8: Utilities: CS&A - IT - 1.0 FTE - Software Analyst II

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Expenses			
511000 - Salaries & Wages	74,323	93,201	25.4%
512000 - Benefits	21,114	26,523	25.6%
519000 - Other Personnel Costs	(3,817)	(4,789)	25.5%
510000 - Personnel Services	**91,620**	**114,935**	**25.4%**
555000 - Office & Related Supplies	3,000	-	- %
550000 - Supplies	**3,000**	**-**	**- %**
Total Expenses	**94,620**	**114,935**	**21.5%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	94,620	114,935	21.5%
Funding Source Total		**94,620**	**114,935**	**21.5%**

Offer 3.9: Utilities: CS&A - IT Strategic Plan - Unfunded

Offer Type: 1-Time Enhancement

2023: $285,000 and 0.00 FTE (excluding hourly staffing)

2024: $0 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will provide for a consulting firm to work with the Utilities to create a new IT Strategic Plan. An IT Strategic Plan was created in 2009 as a result of extensive interviews with Utilities leaders and managers. This comprehensive plan was used as the roadmap for IT projects for Utilities for the next 10 years. The plan was refreshed in 2012 and again in 2017. Most of the projects identified in that plan are now complete. It is time to re assess the Utilities' future needs in the technology realm. This offer will fund a third-party consulting firm to conduct 30 50 in depth interviews with Utilities' Management/Leaders and put together a longer-term view (roadmap) to carry the Utilities forward in technology. The plan created in 2009 was extremely beneficial and allowed the Utilities to coalesce on the highest priority projects as an organization. It also gave the IT Applications team their roadmap for technology solutions for the Utilities.

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

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

Additional Information

- The Utilities considers the circumstances of all of its customers & has accordingly created ~ 700 rate structures to accommodate the diversity of the Fort Collins community. The IQAP (Income Qualified Rates) are an example of Utilities sensitivity to residents who are underserved in the community who are not able to pay full rates. All of these rates depend on technology (software) solutions.
- The IT Strategic Plan for Utilities created in 2009 & refreshed in 2012 and again in 2017 can be viewed at the following link. You can see that the plan was comprehensive & inclusive of all areas of the Utilities. There is a need at this time to work with a consultant for creation of a new plan. https://www.fcgov.com/utilities/img/site_specific/uploads/it-strategic-roadmap-utilities-2009.pdf

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

Offer 3.9: Utilities: CS&A - IT Strategic Plan - Unfunded

Offer Type: 1-Time Enhancement

If necessary, this offer could be scaled back by ~ 25% by interviewing a smaller subset of Utilities leaders and managers. It would be best if all Utilities managers/leaders voices could be heard for a more robust understanding of technical needs in order to develop the most robust IT Strategic Plan for Utilities.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: Interviewing managers/leaders within the Utilities is the best way to understand how technology could help them in providing data, process improvements, assisting with decisions, and improving service delivery. The interviews would tease out the best ideas and plans of Utilities managers and leaders to be incorporated into a unified IT Strategic Plan for Utilities.

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: Gaining a good understanding of the technical needs of the various service groups within the Utilities and incorporating them into an actionable plan will ultimately have a positive effect on the customer satisfaction levels of Utilities customers. It will also help the Utilities to prioritize the most impactful and compelling projects to benefit its customers.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: MEvans

Financial Lead: jauthier

Lead Department: Utilities Strategic Planning

3.9: Utilities: CS&A - IT Strategic Plan

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
521000 - Professional & Technical		285,000	-	- %
520000 - Purchased Prof & Tech Services		**285,000**	**-**	**- %**
Total Expenses		**285,000**	**-**	**- %**
Funding Sources				
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	285,000	-	- %
Funding Source Total		**285,000**	**-**	**- %**

Offer 3.10: Utilities: CS&A - IT minor Capital - Funded

Offer Type: Asset Management-Ongoing

2023: $400,000 and 0.00 FTE (excluding hourly staffing)

2024: $400,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund replacement of infrastructure hardware that supports business applications and network connectivity for Utilities. In order to keep the Utility network secure, periodic upgrades/replacement of network equipment is required. Server and storage technology also needs to be upgraded/replaced on a regular basis. When hardware reaches end of life, vendors no longer provide security patching or support. Instead, the out of date hardware must be replaced. These replacements are a key deterrent to cybersecurity intrusions and threats.

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

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

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

Additional Information

- Keeping the Utilities computing hardware on current versions protects all of the Utility data as well as protecting customers. The Utility Billing system is accessed via the network. This system enables over 700 different rates to accommodate the diverse circumstances of all its customers. For example it offers medical rates and income qualified rates. Cyber security protects all.

- All computing equipment has a life-span. For this year's minor capital targets, a different end-of-life method was used than in prior years. Network Operations used the end-of-life for the software running on the hardware components, rather than the end of life for the actual hardware, This change had the effect of pulling in the dates for replacement of all the hardware by 2 years.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: Keeping network switches, WIFI access points, & data center server hardware current is essential to keeping the Utilities' networks and computing environments safe. If hardware technology is not current, the data and processes used by the Utilities can be put in jeopardy thereby degrading service to Utilities customers and the reputation of the Utilities.

Offer 3.10: Utilities: CS&A - IT minor Capital - Funded

Offer Type: Asset Management-Ongoing

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.: Not keeping the network, WIFI and server/storage hardware on current versions can lead to cyber security attacks that threaten the day-to-day operations of the Utilities. Last year, Boston Water was the victim of a ransomware attack. They were unable to use their systems for 2 full weeks. This type of event can be guarded against by keeping network, WIFI, & data center server hardware current.

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: Avoiding a disruption to the operation of programs & services due to unwanted cyber security events will go a long way in gaining the trust of our customers and will likely improve customer satisfaction ratings. Most citizens have some comprehension of the importance of cyber security and keeping the city's data assets safe. .

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: MEvans

Financial Lead: jauthier

Lead Department: Utilities Strategic Planning

3.10: Utilities: CS&A - IT minor Capital

Offer Type: Asset Management-Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
565000 - Vehicles & Equipment	54,330	3,755	-93.1%
560000 - Capital Outlay	**54,330**	**3,755**	**-93.1%**
591000 - Transfers to Funds	345,670	396,245	14.6%
590000 - Transfers Out	**345,670**	**396,245**	**14.6%**
Total Expenses	**400,000**	**400,000**	**- %**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
605-Utility Customer Srv & Admin Fund: Reserves	Reserve	400,000	400,000	- %
Funding Source Total		**400,000**	**400,000**	**- %**

Offer 3.11: Utilities CS&A: - IT Minor Capital Enhancement - Unfunded

Offer Type: Asset Management-Enhanced

2023: $349,407 and 0.00 FTE (excluding hourly staffing)

2024: $860,865 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Computing hardware (network, servers, storage and Wi-Fi) at the Utilities, have assets that are going out of support life. This is a cybersecurity concern. This offer includes new network switches and routers, new servers, new storage devices and new Wi-Fi access points. Some additional Wi-Fi access points will be added to enhance the Wi-Fi coverage, speed, and reliability within Utilities facilities. Keeping the Utilities hardware up to date using current version equipment is a key defense against malicious cyber-attacks.

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

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

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

Additional Information

- Hardware security internal to Utilities, serves to protect all Utilities' customers personal information so that Utilities can better serve the diverse needs of its customers. The Utilities considers the unique circumstances of all it's customers by offering over 700 rates. IQAP (Income Qualified) and medical rates are two examples of Utilities working to accommodate underserved populations.

Impact to Ongoing Expenses

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

Scalability and explanation

This offer can be scaled down for 2023-24 by extending deployment of Utility hardware replacements over additional years. Doing so places those devices past the End-of-Software support timeline, after which security patches and other software updates are no longer provided by the vendor. Network switches can operate long after End-of-Software support, however by avoiding critical security patches, devices become susceptible to attacks and critical infrastructure may become compromised.

Links to Further Details:

- Not applicable

Offer 3.11: Utilities CS&A: - IT Minor Capital Enhancement - Unfunded

Offer Type: Asset Management-Enhanced

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: Keeping network switches and WIFI access, as well as servers and storage devices on current versions is essential to keeping the Utilities' data safe. If hardware technology is not current, the data and processes used by the Utilities could be put in jeopardy.

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.: Not keeping Utilities hardware on current versions is a risk & can lead to cyber security attacks which threatens the day-to-day operations of the Utilities. Last year, Boston Water was the victim of a ransomware attack & was unable to use their systems for 2 full weeks. Keeping hardware components current is a key cyber attack deterrent.

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: Avoiding business disruption by keeping Utilities hardware (network, servers, storage & WIFI access points) on current versions and thereby avoiding cyber security incidents will enhance customer's perception of an efficient operation of programs and services as well as insuring the safety of their personal information.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: MEvans

Financial Lead: jauthier

Lead Department: Utilities Strategic Planning

3.11: Utilities CS&A: - IT Minor Capital Enhancement

Offer Type: Asset Management-Enhanced

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
565000 - Vehicles & Equipment		349,407	256,419	-26.6%
	560000 - Capital Outlay	**349,407**	**256,419**	**-26.6%**
591000 - Transfers to Funds		-	604,446	- %
	590000 - Transfers Out	**-**	**604,446**	**- %**
	Total Expenses	**349,407**	**860,865**	**146.4%**
Funding Sources				
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	349,407	860,865	146.4%
	Funding Source Total	**349,407**	**860,865**	**146.4%**

Offer 3.12: Utilities: CS&A - Community Engagement Programs and Services; Workforce Culture - Funded

Offer Type: Ongoing

2023: $1,590,517 and 14.50 FTE (excluding hourly staffing)

2024: $1,654,568 and 14.50 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will sustain Utilities Community Engagement (CE) and Workforce Culture (WC) programs and services. Every day, customers and community members interact with Utilities services, including electric, water, wastewater, stormwater, and Connexion. This team provides an essential connection between Utilities and over 8,000 commercial customers in support of a healthy economy, as well as nearly 70,000 residential customers. In 2021, CE offered 211 engagement opportunities for 5,939 community members. CE has combined with the Customer Accounts (CA) team, creating an integrated team that meets the needs of both residential and commercial customers.

CE provides internal and external services: public engagement planning and implementation, including education for community members and business customers; community sponsorship opportunities; programs to support low income and historically underrepresented customers through Utilities Affordability Programs (UAP); and direct support for Utilities Key Accounts. CE also manages Utilities’ employee engagement, including a cross departmental WC team and Utilities wide peer recognition.

Our team strives to be inclusive when designing and implementing opportunities. The spectrum of customer needs, age, race, ethnicity, religion, sextual orientation, gender, mental and/or physical ability, and socioeconomic status are considered to design customer-centric activities to reach more people, more effectively.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.

Additional Information

Offer 3.12: Utilities: CS&A - Community Engagement Programs and Services; Workforce Culture - Funded

Offer Type: Ongoing

- This team supports and empowers internal and external customers to make informed decisions related to Utility services; focusing on the social, environmental, and economic impacts of Utilities decisions; building lasting community trust and partnerships; and aligning community stakeholder goals and Utility/City goals with the voice of the customer.

- Public Engagement staff manages youth, adult, and business programs for a growing audience base, including vulnerable and susceptible populations. Tactics include education programs, events, facilitation, public participation and feedback collection, and stakeholder management.

- We partner with local organizations to provide efficiency, conservation, and bill payment assistance programs, including low-or no-cost resources. These efforts provide essential emergency and long-term support to low-income customers. In 2021, 1,068 customers received a reduced utility rate. We distributed $238,789 to 586 customers through the Payment Assistance Fund.

- Key Account Representatives serve 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.

- The WC 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:

- 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.
- www.fcgov.com/utilities-affordability: This site highlights the 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.
- www.fcgov.com/utilities/business: Links to the Utilities' Commercial and Business Support webpage, highlighting programs and services offered.

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 3.12: Utilities: CS&A - Community Engagement Programs and Services; Workforce Culture - Funded

Offer Type: Ongoing

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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.

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: CE evaluates 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
- ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.: Utilities are essential to every successful business and commercial customer in Fort Collins. CE 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 Plan

Improvements & Efficiencies

- Embarked on a robust planning process to evaluate staffing and alignment to better serve our customers and community. An outcome of this process was combining two teams – CE and CA. This change aligns public engagement efforts for residential and commercial customers, as well as continues to support Key Account management and Utilities affordability programing.

- Developed and implemented Utilities Pandemic Assistance program, leveraging ARPA funding and funding from Platte River Power Authority. In 2022, the program has distributed $106,496 to 294 residential and commercial Utilities customers. For more info, see ClearPoint metric ECON 101. Eligible Utility Disconnects and Payment Assistance.

- 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.

- Connected with more than 15 local agencies who serve low-income community members to educate them about UAP offerings. Additionally, the UAP team recruited two new agencies to distribute Payment Assistance Fund dollars to community members. Incorporating the new agencies increases access to PAF resources, preventing service interruption of highly vulnerable customers.

Offer 3.12: Utilities: CS&A - Community Engagement Programs and Services; Workforce Culture - Funded

Offer Type: Ongoing

- Partnered with Neighbor to Neighbor (N2N), a local non-profit organization that provides sustainable housing, supportive services and education to the community, to provide financial assistance to income-qualified residents who have been struggling to pay their utility bill due to COVID-19. The program has distributed more than $217,000 to over 800 customers.

- Led the cross-service unit WC team. This group is available to listen to coworker issues or concerns, consider possible solutions, and make recommendations to leadership. Additionally, it leads Utilities effort to promote a culture of appreciation among employees. Since the Peer Recognition project began in April 2020, 311 coworkers have been recognized for a job well done.

- CE served as the Utilities' liaison to the City’s Mobile Home Parks Residents’ Rights team and 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.

- CE is partnering with Environmental Services and the Sustainable Living Association to reimagine the 2019 sunset ClimateWise program. Engaging businesses to reimagine sustainable business programing in Fort Collins is focused on developing equitable community partnerships in climate action, and directly addresses the Our Climate Future’s Big Move #1: Share Leadership and Community Partnerships.

- CE continues to improve levels of service to commercial customers, including responding to customer inquiries within one business day and resolving all requests within a week, notifying Key Accounts and critical customers of unplanned service outages 24/7 and planned outages with a minimum 3 business day notification prior to an outage, and meeting with Key Accounts at least 2x/year.

Performance Metrics

- HPG 220. Number of Utilities Engagement Opportunities
  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

Offer 3.12: Utilities: CS&A - Community Engagement Programs and Services; Workforce Culture - Funded

Offer Type: Ongoing

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.

- 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.

Differences from Prior Budget Cycles

- Because the CA and CE teams combined in 2021, this offer combines two budget offers from 2022, 3.11 and 3.13.
- Some staff also moved out of this group into other Utilities groups. Budget was moved to the new Customer Operations Support group to create a new business unit.
- Funding was reallocated amongst object codes to better reflect the current and future needs of the team.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Pay equity and retention has been an ongoing issue in Utilities. We currently have several vacancies we are hiring for. They were budgeted at 35% and need to be budgeted at 45% to hire and retain staff at the appropriate level. This object code includes the difference between 35% budgeted for vacancies and 45%. Includes P015-006, P015-852 (anticipated vacancy currently budgeted at 26%), S043-001, P015-002 and vacant Sr. Manager position (new position, M2).

Offer Profile

Offer Owner: hyoung

Financial Lead: lasmith

Lead Department: Utilities Strategic Planning

3.12: Utilities: CS&A - Community Engagement Programs and Services; Workforce Culture

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	14.50	14.50	- %
Expenses			
511000 - Salaries & Wages	1,103,044	1,152,687	4.5%
512000 - Benefits	339,008	354,934	4.7%
519000 - Other Personnel Costs	(16,219)	(17,737)	9.4%
510000 - Personnel Services	**1,425,833**	**1,489,884**	**4.5%**
521000 - Professional & Technical	51,500	51,500	- %
520000 - Purchased Prof & Tech Services	**51,500**	**51,500**	**- %**
542000 - Communication Services	7,404	7,404	- %
544000 - Employee Travel	23,030	23,030	- %
549000 - Other Purchased Services	22,300	22,300	- %
540000 - Other Purchased Services	**52,734**	**52,734**	**- %**
555000 - Office & Related Supplies	5,300	5,300	- %
556000 - Health & Safety Supplies	100	100	- %
559000 - Other Supplies	45,050	45,050	- %
550000 - Supplies	**50,450**	**50,450**	**- %**
574000 - Grants	10,000	10,000	- %
570000 - Other	**10,000**	**10,000**	**- %**
Total Expenses	**1,590,517**	**1,654,568**	**4.0%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	1,590,517	1,654,568	4.0%
	Funding Source Total	**1,590,517**	**1,654,568**	**4.0%**

Offer 3.13: Utilities: CS&A - Utilities Water Director's Office - Funded

Offer Type: Ongoing

2023: $941,703 and 4.00 FTE (excluding hourly staffing)

2024: $969,556 and 4.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds the new Utilities Water Director's Office, which provides leadership and management for the three Water service areas (Water, Wastewater, and Stormwater). The Water Departments of the Fort Collins Utility include Water Supply and Storage, Water Treatment, Regulatory Affairs, Laboratory Services, Stormwater Improvements, Floodplain Protection, and Water Reclamation & Biosolids. The executive office consists of the Water Director, Administrative Assistant, and a Safety and Training position.

Expenses to be covered from this fund are overall administrative, training and external consulting expenses. Additionally, technology needs such as hardware, software and associated maintenance will be part of this fund. Consulting services may be used for additional staff that would report to the Utilities Water Executive Director and additional organizational assessments and change management needs.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: The Utilities Water Service area is tasked with ensuring adequate water supply, storage, safe drinking water, flood protection, stormwater improvements, and wastewater treatment to meet all regulatory and water rights requirements.

- SAFE 5.5 - Provide and maintain reliable utility services and infrastructure that directly preserve and improve public health and community safety.: The Water Service Units directly impact the ability of the City of Fort Collins organization to preserve and improve the public and environmental health of the community.

Offer 3.13: Utilities: CS&A - Utilities Water Director's Office - Funded

Offer Type: Ongoing

Improvements & Efficiencies

- The creation of the Water Director position is meant to provide leadership and management to all the water departments, projects, and operations for the City. The mindset for the workgroups are focused on being holistic and systematic in our thinking, plans, and processes. This offer will be the kickoff fund to establish the ongoing administrative budget going forward.

Performance Metrics

- ENV 1. Wastewater Treatment Effectiveness Rate (%)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6345&object=measure&objectId=267044.html

Performance Measure Reason: This metric measures the regulatory compliance rate of the wastewater treatment facilities.

- ENV 27. Water quality complaints per 1,000 customers
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6346&object=measure&objectId=91492.html

Performance Measure Reason: This metric addresses the quality of water delivered to our community.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: JGraham

Financial Lead: lasmith

Lead Department: Utilities Strategic Planning

3.13: Utilities: CS&A - Utilities Water Director's Office

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	4.00	4.00	- %
Expenses			
511000 - Salaries & Wages	515,577	538,779	4.5%
512000 - Benefits	152,864	158,675	3.8%
519000 - Other Personnel Costs	(26,738)	(27,898)	4.3%
510000 - Personnel Services	**641,703**	**669,556**	**4.3%**
521000 - Professional & Technical	300,000	300,000	- %
520000 - Purchased Prof & Tech Services	**300,000**	**300,000**	**- %**
Total Expenses	**941,703**	**969,556**	**3.0%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
502-Water Fund: Ongoing Revenue	Ongoing Restricted	313,901	323,190	3.0%
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	313,901	323,190	3.0%
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	313,901	323,176	3.0%
Funding Source Total		**941,703**	**969,556**	**3.0%**

Offer 3.14: Utilities: CS&A - Finance and Asset Management - Funded

Offer Type: Ongoing

2023: $3,935,027 and 24.50 FTE (excluding hourly staffing)

2024: $4,103,991 and 24.50 FTE (excluding hourly staffing)

Offer Summary

This offer funds 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 and the utilities' internal services 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 for anticipated capital investments. 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 that 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 receivable and payable • 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

Billing and Accounts Receivable (A/R): • Generating 87,000+ bills monthly (44% electronically mailed) • Processing bill payments exceeding $220M annually • Assisting with financial audits • Processing revenue payments for other City departments • One A/R Rep is shared with City Finance

Strategic Financial Planning: • Long-term financial planning • Revenue requirements and revenue projections • Rate design and administration • Cost of service analysis • Developing Plant Investment Fee rates

Asset Management: • Asset performance • Asset reliability and lifecycle analysis • Asset management best practices • Computerized Materials Management System

Offer 3.14: Utilities: CS&A - Finance and Asset Management - Funded

Offer Type: Ongoing

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

- HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Additional Information

- Not applicable

Links to Further Details:

- Discounted rates for utility services based on customer income or medical needs have been developed and implemented already. Continuing to evolve such rates and considering new ways of balancing our community's expectations for environmental, economic and social sustainability is crucial

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: The current levels of analysis, financial operations, billing and planning, and asset management efforts can be maintained at this level of funding.

- HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.: 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.

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: This offer supports this strategic objective through billing, customer support, collection and accounts receivable services on behalf of five utilities: electric, water, wastewater, storm water and broadband (internet, phone and TV). All utility services are growing, but none more than broadband, which is adding customers daily as the construction of fiber is still ongoing.

Improvements & Efficiencies

- The billing and A/R team has moved into this Offer from its previous location within Customer Care & Technology. While the basic function of this team has not changed the move was made to better align the functions of this group with the financial role it plays in serving the utility enterprise funds.

Offer 3.14: Utilities: CS&A - Finance and Asset Management - Funded

Offer Type: Ongoing

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

- The Billing group was moved out of Customer Care and Technology (CCT) into this offer. The significant increase in this ongoing offer is offset by a similar reduction on the CCT budget offer (Offer 3.17)

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: LASmith

Financial Lead: lasmith

Lead Department: Utilities Strategic Planning

3.14: Utilities: CS&A - Finance and Asset Management

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	24.50	24.50	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	1,953,410	2,040,516	4.5%
512000 - Benefits	586,200	613,430	4.6%
519000 - Other Personnel Costs	(100,833)	(105,407)	4.5%
510000 - Personnel Services	**2,438,777**	**2,548,539**	**4.5%**
521000 - Professional & Technical	1,024,500	1,062,200	3.7%
520000 - Purchased Prof & Tech Services	**1,024,500**	**1,062,200**	**3.7%**
533000 - Repair & Maintenance Services	23,500	24,500	4.3%
530000 - Purchased Property Services	**23,500**	**24,500**	**4.3%**
542000 - Communication Services	5,100	5,100	- %
544000 - Employee Travel	17,250	17,250	- %
549000 - Other Purchased Services	409,800	429,800	4.9%
540000 - Other Purchased Services	**432,150**	**452,150**	**4.6%**
551000 - Vehicle & Equipment Supplies	250	252	0.8%
555000 - Office & Related Supplies	13,900	14,400	3.6%
556000 - Health & Safety Supplies	300	300	- %
559000 - Other Supplies	1,650	1,650	- %
550000 - Supplies	**16,100**	**16,602**	**3.1%**
Total Expenses	**3,935,027**	**4,103,991**	**4.3%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	76,843	84,979	10.6%
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	3,858,184	4,019,012	4.2%
Funding Source Total		**3,935,027**	**4,103,991**	**4.3%**

Offer 3.15: Utilities: CS&A - Support Services and Wellness - Funded

Offer Type: Ongoing

2023: $1,245,713 and 1.00 FTE (excluding hourly staffing)

2024: $1,259,172 and 1.00 FTE (excluding hourly staffing)

Offer Summary

This offer provides funding ($1,121,330 in 2023 and $1,130,813 in 2024) for shared building support services at the Utilities Service Center, as well as 222 Laporte Ave., and funding ($123,876 in 2023 and $126,988 in 2024) to support the Wellness Program staff and facilities at three Utility locations.

Building Support Services funded through this offer include:

- regular 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 three 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
- Administrating the annual 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.

Offer 3.15: Utilities: CS&A - Support Services and Wellness - Funded

Offer Type: Ongoing

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

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

✓ HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness 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 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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 physical and psychological safety, resilience, wellness 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 supports employees at their primary work location to encourage participation resulting in measurable and positive impacts 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.

- 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

Offer 3.15: Utilities: CS&A - Support Services and Wellness - Funded

Offer Type: Ongoing

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

Offer Profile

Offer Owner: LASmith

Financial Lead: lasmith

Lead Department: Utilities Strategic Planning

3.15: Utilities: CS&A - Support Services and Wellness

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Expenses			
511000 - Salaries & Wages	68,738	71,832	4.5%
512000 - Benefits	22,286	23,334	4.7%
519000 - Other Personnel Costs	(3,641)	(3,807)	4.6%
510000 - Personnel Services	**87,383**	**91,359**	**4.6%**
521000 - Professional & Technical	85,100	85,100	- %
529000 - Other Prof & Tech Services	17,000	17,000	- %
520000 - Purchased Prof & Tech Services	**102,100**	**102,100**	**- %**
531000 - Utility Services	219,580	219,580	- %
532000 - Cleaning Services	250,510	259,993	3.8%
533000 - Repair & Maintenance Services	447,000	447,000	- %
534000 - Rental Services	60,000	60,000	- %
539000 - Other Property Services	1,000	1,000	- %
530000 - Purchased Property Services	**978,090**	**987,573**	**1.0%**
542000 - Communication Services	9,160	9,160	- %
544000 - Employee Travel	2,200	2,200	- %
549000 - Other Purchased Services	17,500	17,500	- %
540000 - Other Purchased Services	**28,860**	**28,860**	**- %**
551000 - Vehicle & Equipment Supplies	1,000	1,000	- %
552000 - Land & Building Maint Supplies	1,000	1,000	- %
555000 - Office & Related Supplies	8,580	8,580	- %
556000 - Health & Safety Supplies	7,000	7,000	- %
559000 - Other Supplies	21,700	21,700	- %
550000 - Supplies	**39,280**	**39,280**	**- %**
562000 - Buildings	2,500	2,500	- %
565000 - Vehicles & Equipment	7,500	7,500	- %
560000 - Capital Outlay	**10,000**	**10,000**	**- %**
Total Expenses	**1,245,713**	**1,259,172**	**1.1%**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	1,245,713	1,259,172	1.1%
	Funding Source Total	**1,245,713**	**1,259,172**	**1.1%**

Offer 3.16: Utilities: CS&A - Utilities Executive Director's Office - Funded

Offer Type: Ongoing

2023: $1,710,792 and 3.00 FTE (excluding hourly staffing)

2024: $1,756,602 and 3.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds the Utilities Executive Director’s office, which provides leadership for the Utilities service area consisting of 420+ employees in four Enterprise Funds and one internal services fund by 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 while being good stewards of ratepayer assets.

The Executive Director serves as a member of the City Manager’s Executive Lead 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, including serving on the Board of Directors for Platte River Power Authority. The functions of Administrative Services and the Records Management Program also report out of the Executive Director’s office.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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

- By overseeing electric, water, wastewater and stormwater utility services through a central office, economies of scale are realized so that administrative and operational costs are minimized for the ratepayers and consistency is realized between these utility services.

Offer 3.16: Utilities: CS&A - Utilities Executive Director's Office - Funded

Offer Type: Ongoing

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

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: LASmith

Financial Lead: lasmith

Lead Department: Utilities Strategic Planning

3.16: Utilities: CS&A - Utilities Executive Director's Office

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	3.00	3.00	- %
Expenses			
511000 - Salaries & Wages	384,407	401,706	4.5%
512000 - Benefits	103,042	107,421	4.2%
519000 - Other Personnel Costs	(19,497)	(20,365)	4.5%
510000 - Personnel Services	**467,952**	**488,762**	**4.4%**
521000 - Professional & Technical	583,500	608,500	4.3%
520000 - Purchased Prof & Tech Services	**583,500**	**608,500**	**4.3%**
533000 - Repair & Maintenance Services	502,000	502,000	- %
534000 - Rental Services	1,000	1,000	- %
530000 - Purchased Property Services	**503,000**	**503,000**	**- %**
542000 - Communication Services	1,140	1,140	- %
544000 - Employee Travel	20,500	20,500	- %
549000 - Other Purchased Services	15,250	15,250	- %
540000 - Other Purchased Services	**36,890**	**36,890**	**- %**
551000 - Vehicle & Equipment Supplies	450	450	- %
555000 - Office & Related Supplies	6,000	6,000	- %
559000 - Other Supplies	13,000	13,000	- %
550000 - Supplies	**19,450**	**19,450**	**- %**
579000 - Other	100,000	100,000	- %
570000 - Other	**100,000**	**100,000**	**- %**
Total Expenses	**1,710,792**	**1,756,602**	**2.7%**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	1,710,792	1,756,602	2.7%
Funding Source Total		**1,710,792**	**1,756,602**	**2.7%**

Offer 3.17: Utilities: CS&A - Customer Care & Technology - Funded

Offer Type: Ongoing

2023: $2,143,979 and 26.00 FTE (excluding hourly staffing)

2024: $2,240,823 and 26.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will allow Utilities Customer Care & Technology (CCT) to continue to deliver outstanding service to Utilities and Connexion customers. CCT staff provides customer service and operations support on behalf of the electric, water, wastewater, stormwater and broadband (internet, phone and TV) utilities. This includes processing transactions for service and payments totaling approximately $221 million in 2021 through the Utilities Customer Information System (CIS).

The Utilities contact center supports these telephone queues: Utilities and Connexion Customer Service, payments, delinquent accounts, and the Utility Service Center switchboard. Transactions include establishing or discontinuing service; taking payments; responding to outages and emergencies; explaining utility bills and rates; educating about utility service options, packages and programs; and answering general inquiries. Employees staff the 222 Laporte Ave. counter for payments, service transactions and ID verification. In 2021, staff assisted customers with nearly 150,000 transactions.

In addition, CCT staff read manual meters (per customer request), connect and disconnect metered services, review and inspect residential solar installations, and manage accounts with the collections agency.

CCT is the system owner for the mission-critical Customer Information System(s) (CIS), which integrates with multiple technology systems and vendors to maintain CCT’s Cycle of Service. CCT staff provide system ownership, functional support and/or implementation leadership for two CIS systems (utilities and broadband). This team also provides employee training and coordinates compliance with local, state and federal regulations and policies.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- This year CCT will be developing a Request for Proposals (RFP) for a new customer information system. During that process, we will include system requirements that address the needs of diverse communities. In addition, we will continue to work with partners to train staff about serving customers of diverse communities and leverage the language translation services and bilingual employees.

Offer 3.17: Utilities: CS&A - Customer Care & Technology - Funded

Offer Type: Ongoing

- CCT staffs these phone numbers (M, T, Th, F 8 a.m. to 5 p.m. and W 9 a.m. to 5 p.m.) responding to 12,500 calls monthly on average:
  CCT supported customers struggling to pay their bills and worked with customers on payment arrangements, payment assistance and application of payments to utility accounts.
- Utilities issues about 86,000 utility bills monthly. CCT administers processes to support billing and revenue collection by handling manual meter readings, service connections and disconnections, past-due payment collections, and the lien ordinance, as well as accounts involving bankruptcy. In addition, CCT is continually seeking ways to provide customer self-service options, by phone or online.

Links to Further Details:

- https://www.fcgov.com/utilities/contact-us
- https://secure.fcgov.com/utilities-service-request/
- https://www.fcgov.com/utilities/manage-your-account/payment-options

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: Utilities Customer Care & Technology exists to serve the customers of traditional and broadband utilities in the Fort Collins community. We serve community members from all backgrounds. CCT manages the cycle of service that allows customers to initiate and receive essential and value-added electric, water, wastewater, stormwater and broadband (internet, phone and TV) services.

Improvements & Efficiencies

- As of January 1, 2022, utility billing and accounts receivable functions were transferred to Utilities' Finance Planning and Analysis (FPA) team in order to better align Utilities financial functions. CCT continued to adjust operations to respond to the COVID-19 global pandemic, which forced Utilities to rethink how we provide vital services to the Fort Collins community.

Performance Metrics

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

Performance Measure Reason: Customer Care & Technology (CCT) exists to provide exceptional service to Utilities customers, from initiating service through collections. CCT manages the cycle of service that allows customers to initiate and receive essential and value-added electric, water, wastewater, stormwater and broadband (internet, phone and TV) services.

- HPG 258. Utilities Customer Service Contact Metrics for Utilities and Connexion Combined

Offer 3.17: Utilities: CS&A - Customer Care & Technology - Funded

Offer Type: Ongoing

https://publish.clearpointstrategy.com/594/Measures/scorecardId=105085&object=measure&objectId=1146642.html

Performance Measure Reason: CCT employees responded to nearly 150,000 customer and citizen inquiries in 2021. Transactions include establishing or discontinuing service; taking payments; explaining rates, bills and service options, program and services for both broadband and utilities; scheduling and rescheduling Connexion installations, and answering general questions and inquiries.

- CCT Truck Roll Metrics by Month and Year
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=105085&object=measure&objectId=1240978.html

Performance Measure Reason: CCT staff read manual meters (per customer request), connect and disconnect metered services, review and inspect residential solar installations, and manage accounts with the collections agency.

Differences from Prior Budget Cycles

- This offer differs from previous years because in 2022, billing and accounts receivable functions as well as associated costs (bill print, postage/handling and payment processing fees) were transfered from CCT to Utilities Finance for financial alignment,

Explanation of Any Adjustments to Personnel Costs using object 519999

- This money is for retirements and going away recognition, as well as performance recognition.

Offer Profile

Offer Owner: LClements

Financial Lead: pladd

Lead Department: Utilities Strategic Planning

3.17: Utilities: CS&A - Customer Care & Technology

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	26.00	26.00	- %
Expenses			
511000 - Salaries & Wages	1,496,621	1,568,081	4.8%
512000 - Benefits	534,379	559,518	4.7%
519000 - Other Personnel Costs	(75,440)	(79,105)	4.9%
510000 - Personnel Services	**1,955,560**	**2,048,494**	**4.8%**
521000 - Professional & Technical	93,319	98,929	6.0%
529000 - Other Prof & Tech Services	300	300	- %
520000 - Purchased Prof & Tech Services	**93,619**	**99,229**	**6.0%**
533000 - Repair & Maintenance Services	13,000	15,000	15.4%
530000 - Purchased Property Services	**13,000**	**15,000**	**15.4%**
542000 - Communication Services	7,300	7,900	8.2%
544000 - Employee Travel	20,100	25,100	24.9%
549000 - Other Purchased Services	8,950	8,950	- %
540000 - Other Purchased Services	**36,350**	**41,950**	**15.4%**
551000 - Vehicle & Equipment Supplies	11,500	12,000	4.3%
555000 - Office & Related Supplies	25,000	15,000	-40.0%
556000 - Health & Safety Supplies	700	700	- %
559000 - Other Supplies	8,250	8,450	2.4%
550000 - Supplies	**45,450**	**36,150**	**-20.5%**
Total Expenses	**2,143,979**	**2,240,823**	**4.5%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	2,143,979	2,240,823	4.5%
Funding Source Total		**2,143,979**	**2,240,823**	**4.5%**

Offer 3.18: Utilities: CS&A - 1.0 FTE Financial Analyst II - Funded

Offer Type: Enhancement

2023: $97,794 and 1.00 FTE (excluding hourly staffing)

2024: $97,015 and 1.00 FTE (excluding hourly staffing)

Offer Summary

This offer would add a Financial Analyst (FA) to the department. Over the past decade there has been a significant increase in the workload for the two existing FA positions within Utilities Strategic Finance. Those two positions were Financial Analyst II until a re assessment of the job duties in early 2022 resulted in those positions being reclassified as Senior Financial Analysts. This adjustment addresses some of the increasing complexity of the positions but not the actual workload.
Over the past five years the amount of open capital work has increased by 22%, putting strain on the two existing analysts to keep up with the new capital projects. The Purchasing Department has increased its staffing for Utilities from 1.0 Buyers to 2.5 Buyers to meet the workload associated with this increase while the analytical support has not been increased. During this same period operating revenues have increased 11% while operating expenses have increased 6%. More financial scrutiny is necessary as rate pressures increase from recent rate adjustments, requiring more analytical time and resources.

Looking forward, financial plans have been developed for each utility that require updating financial models ahead of the two year budget cycle so that rate and debt forecasts can be presented to the Council Finance Committee for consideration. Currently this analysis is being done primarily by the department director and needs to be transitioned to the Financial Analysts to ensure continuity and more in depth analysis. The Capital Improvement Plans indicate two to three times as much capital work is expected over the coming decade as there has been in the past, which will require more time of the Financial Analysts to create, analyze and closeout. Much of this capital work will need to be financed through debt issuances, which will also require significantly more analysis and documentation for underwriting and annual rating reviews.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- Not applicable

Offer 3.18: Utilities: CS&A - 1.0 FTE Financial Analyst II - Funded

Offer Type: Enhancement

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: $85,000

  Ongoing Cost Description:

  Ongoing costs are associated with the additional salary and benefits resulting from adding this position. Periodical training costs will also be necessary to foster employee growth and development.

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 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: By providing an additional analytical resource to the department more focus on ongoing operational expenses and capital project finances will be possible, ensuring the efficient use of operating revenues, reserves and debt capital to meet the service needs and expectations of all ratepayers.

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: 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.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: LASmith

Financial Lead: lasmith

Lead Department: Utilities Strategic Planning

3.18: Utilities: CS&A - 1.0 FTE Financial Analyst II

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Expenses			
511000 - Salaries & Wages	73,643	76,957	4.5%
512000 - Benefits	23,017	24,100	4.7%
519000 - Other Personnel Costs	(3,866)	(4,042)	4.6%
510000 - Personnel Services	**92,794**	**97,015**	**4.5%**
559000 - Other Supplies	5,000	-	- %
550000 - Supplies	**5,000**	**-**	**- %**
Total Expenses	**97,794**	**97,015**	**-0.8%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	97,794	97,015	-0.8%
Funding Source Total		**97,794**	**97,015**	**-0.8%**

Offer 3.19: Utilities: CS&A - Communications and Marketing & Deputy Director - Funded

Offer Type: Ongoing

2023: $875,379 and 7.00 FTE (excluding hourly staffing)

2024: $908,776 and 7.00 FTE (excluding hourly staffing)

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 our core services and operations, large and small capital infrastructure projects, energy and water conservation programs, income qualified assistance programs and other customer focused efforts, including annual rate communications. Website and social media creation and management, media support and 24/7 outage and emergency management communications also are managed in this department.

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

- Community wide outreach campaigns (rates communications, billing system changes/upgrades, affordability programs, conservation programs)
- Large capital project communications (Oak Street SW project, Mulberry Sewer Project, Pitkin Street Stormwater, etc.)
- Smaller capital and O&M projects (alley sewer relining, Poudre riverbank improvements, water and sewer 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, 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).

The focus of all external C&M communications is accessibility to varied Utilities information for all customer segments and targeted demographics (UAP programs).

Offer 3.19: Utilities: CS&A - Communications and Marketing & Deputy Director - Funded

Offer Type: Ongoing

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

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

- About half of the C&M budget is for labor costs for six FTE employees, including the C&M Manager, one Communications Senior Specialist, two Communications Specialists and two Communications Coordinators. The team manages communications for all Utilities business units.

- Four social media platforms are managed daily and provide timely, accurate information and responses to questions. Instagram has a 90-day growth rate of 371%; Facebook is at a 124.2% reach; Twitter has a consistent reach of 12-15k per 28-day period. These platform metrics are ‘outperforming’ and consistently growing. Nextdoor is used to notify residents of infrastructure projects and outages.

- Manage 24/7 outage/emergency communications. On-call team trained to respond 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 (floods, large outages) require additional PIO staff and tactics. Increased PIO training and backup support is underway.

- Consistent messaging, AP style writing, grammar, punctuation, approved voice, and content is managed for all public communications. This includes presentations, letters, handouts, digital forms, news articles, social media, website, signage, ads, video production and giveaways, in addition to original writing and editing, Title VI, email campaigns, graphic design, photography and short videos.

- The Communications & Marketing budget supports fund 450135 which includes only one staff position, the Deputy Director who manages and supports all 90+ employees within the Customer Connections Service Unit.

Links to Further Details:

- www.fcgov.com/utilities/: Utilities website redesign in collaboration with fcgov and development, updates and editing of pages including custom applications, continued in 2022: over 800 active webpages pages, about 1M pageviews for 2021 and 221,000 pageviews through first quarter of 2022.

Offer 3.19: Utilities: CS&A - Communications and Marketing & Deputy Director - Funded

Offer Type: Ongoing

- https://citynet.fcgov.com/utilities/ Utilities intranet pages were migrated to Utilities Hub and the Water Dashboard established on Sharepoint with about 4,000 site visits in the past 90 days. There are 37 live pages on Utilities Hub, and many have been updated during the migration. Links to extensive information about City and Utilities plans, presentations and policies, were added to the site.

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: This offer allows us to continue our extensive communication and education efforts to reach all levels of customers and continue to provide excellent customer service

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: This offer would allow for more interpretation and different tactics to be used to be more inclusive in our communication and outreach methods. An example is an animated video (about billing or where our water comes from) with very few words that would be engaging to look at and whose content would transcend the language barrier.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: This offer would provide additional survey data so Utilities can make more informed decisions about what and how to communicate information to address customers' concerns and improve service

Improvements & Efficiencies

- Budgeting for all translations in Marketing Services allows for central tracking for Title VI compliance and ensures all deliverables are considered. This need will only increase with the focus on diversity and inclusion, so the ongoing budget offer for 2023-24 includes Language Access Services for $9,400.
- Keeping the 2021 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.
- Centralizing administrative costs such as 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

Offer 3.19: Utilities: CS&A - Communications and Marketing & Deputy Director - Funded

Offer Type: Ongoing

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

Performance Measure Reason: In 2020, Utilities residential customers' satisfaction with electric services at 745 out of 1,000, compared with utilities nationwide 758 and water/wastewater services is 751 out of 1,000, compared with utilities nationwide 749. Stormwater is not benchmarked on any known surveys, and it is vital to receive feedback from customers to identify and implement improvements for all utilities.

- HPG 155. Social Media Combined Audience

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=542627.html

Performance Measure Reason: Utilities collaborates closely with CPIO on social media strategy, voice, regulations and brand standards. CPIO generally oversees all departments' platforms and administration of each platform so guidelines and city protocol are consistently followed by internal staff. Previously, high performance was measured by reach and engagement but eventually market saturation will occur.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: DRoyval

Financial Lead: lasmith

Lead Department: Utilities Strategic Planning

3.19: Utilities: CS&A - Communications and Marketing & Deputy Director

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	7.00	7.00	- %
Expenses			
511000 - Salaries & Wages	592,424	619,086	4.5%
512000 - Benefits	182,907	191,035	4.4%
519000 - Other Personnel Costs	(31,012)	(32,405)	4.5%
510000 - Personnel Services	**744,319**	**777,716**	**4.5%**
521000 - Professional & Technical	33,900	33,900	- %
520000 - Purchased Prof & Tech Services	**33,900**	**33,900**	**- %**
533000 - Repair & Maintenance Services	2,000	2,000	- %
530000 - Purchased Property Services	**2,000**	**2,000**	**- %**
542000 - Communication Services	5,280	5,280	- %
544000 - Employee Travel	13,200	13,200	- %
549000 - Other Purchased Services	55,400	55,400	- %
540000 - Other Purchased Services	**73,880**	**73,880**	**- %**
551000 - Vehicle & Equipment Supplies	1,080	1,080	- %
555000 - Office & Related Supplies	8,900	8,900	- %
559000 - Other Supplies	11,300	11,300	- %
550000 - Supplies	**21,280**	**21,280**	**- %**
Total Expenses	**875,379**	**908,776**	**3.8%**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	875,379	908,776	3.8%
	Funding Source Total	**875,379**	**908,776**	**3.8%**

Offer 3.20: Utilities: CS&A - Customer Operations Support - Funded

Offer Type: Ongoing

2023: $379,567 and 4.00 FTE (excluding hourly staffing)

2024: $437,561 and 4.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer provides Customer Connections Service Unit (CCSU) staff, programs and projects access to systematic tools and processes to support effective administration, data management, data analysis and program evaluation. The team further provides support for accurate customer data requests, general administrative needs, building operations at 222 Laporte Ave. and leading/implementing service unit-wide projects. A key function of this team is managing a consistent approach for evaluating customer-facing energy efficiency, water conservation, and affordability programs.

The Customer Operations Support (COS) team interfaces with internal and external customers and strives to meet customer needs through exceptional customer service, communication, planning, facilitation, process improvement and documentation, engagement, and translation services to work with staff and customers in a proactive, effective and efficient manner.

COS staff manage project and program management processes to ensure new and existing CCSU programs and projects are cost effective, aligned to strategic goals and meet community needs. COS is responsible for outcome measurement and performance management through periodic program evaluations, metrics and tracking. Since 2019, 38 program evaluations have been completed, with nine more scheduled in 2022.

The COS team supports Community Engagement and Communications & Marketing teams to reach all Utilities customers and vulnerable populations in addition to mass and targeted communications. COS manages equipment inventories and special projects for the Customer Care & Technology team as well as direct support for the Deputy Director and back up support for the Utilities Executive Director.

COS works with various teams throughout the organization to provide project & program management best practices & resources (e.g., Project Management Resource Group) & aligns work, templates & methodologies to FC Lean & the Program Evaluation Team.

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

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Offer 3.20: Utilities: CS&A - Customer Operations Support - Funded

Offer Type: Ongoing

Additional Information

- COS manages the JD Power Survey and shares results across Utilities and develop/implements action plans to improve customer satisfaction. In 2022, the survey will be distributed to residential electric and water customers, in 2023 to business customers. The survey provides benchmarking to compare against utilities nationwide; identifies strengths, opportunities, and best practices.

- Administrative support: 222 building/operations?, community events, tools and technology research, testing and implementation. Program and leadership support. Special projects (e.g., Onboarding toolkit, SharePoint integration, Utilities Code Updates process).? COS is also responsible for leading cross functional teams to find solutions and build procedures to better support Utilities' customers.

- COS completes data requests/analysis for Community Engagement, Customer Care & Technology, Communications & Marketing, Energy Services, and Water Conservation. Provides contact/mailing lists for outages, capital projects and rates, as well as survey distribution and communications about Utility services and programs; completes rate change analysis and fulfills various internal data requests.

- COS staff provide administrative, project & program management support for the Deputy Director and Program Specialists who manage 30+ programs, assisting residents to conserve energy & water & reduce their Utility bills, directly supporting:
  - 6 Utilities Affordability Programs
  - 15 Energy Services programs
  - 4 Resource Conservation programs
  - 5 Water Conservation programs

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: The COS team provides vital support services to teams who work directly with customers; the COS team also provides services directly to Utility customers, vendors and partners. The efficiency and quality of outstanding service would be diminished if not for the work of the COS team.

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: The COS team integrates new technology, identifies and leads process improvement initiatives within the service unit, and employs a data analyst to inform decisions and support internal and external requests/needs.

Offer 3.20: Utilities: CS&A - Customer Operations Support - Funded

Offer Type: Ongoing

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: The COS team helps manage building maintenance and operation needs, inventories and supply procurement to ensure responsible use of rate payer funds as well as intellectual assets and data integrity.

Improvements & Efficiencies

- COS facilitates the intake process for new customer programs or high-impact changes. The COS team maintains a repository of process documentation, standard operating procedures, and provides a methodology and framework to support processes for evaluation of Customer Connection programs, pilots and select projects.

- COS leads the 3-year CCSU evaluation cycle, drives the annual schedule and assists with development of action plans. Evaluation reports are completed and used to learn from program efficiencies, identify opportunities, and are then woven into annual work plans and QPAs. This evaluation system encourages consistency, increased level of service and great stewardship of funds.

- COS manages tools, templates, and resources for consistent and effective project/program management, and is currently leading an effort to streamline and consolidate support requests from across Utilities when CCSU is involved. The COS team also provides facilitation, process development and documentation, and assistance developing and updating ClearPoint metrics and strategy maps.

- COS staff collaborate with Utilities admins and All-City Admin group, Project Management Resource Group, Performance & Program Evaluations, Utilities Data Analyst team, FC Lean, and Recovery Plan Data, Outstanding Customer Service Team, Performance Management & Reporting team, ERGs (Caregiver's Alliance and ENCORE).

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: HPG 241. Utilities - Customer Satisfaction - Residential Electric Factors
HPG 242. Utilities - Customer Satisfaction - Residential Water & Wastewater Factors

Differences from Prior Budget Cycles

Offer 3.20: Utilities: CS&A - Customer Operations Support - Funded

Offer Type: Ongoing

- This offer was previously part of 3 ongoing budget offers within CS&A, Community Engagement and Customer Accounts. The Customer Operations Team was formed as a centralized home for internal support functions to create efficiencies, ensure consistent administration and support processes are adopted, and to integrate independent team functions into a centrally managed, cross-functional team.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: cshafii

Financial Lead: lasmith

Lead Department: Utilities Strategic Planning

3.20: Utilities: CS&A - Customer Operations Support

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	4.00	4.00	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	264,842	276,762	4.5%
512000 - Benefits	88,535	92,692	4.7%
519000 - Other Personnel Costs	(14,135)	(14,778)	4.5%
510000 - Personnel Services	**339,242**	**354,676**	**4.5%**
521000 - Professional & Technical	9,500	10,000	5.3%
529000 - Other Prof & Tech Services	21,640	63,700	194.4%
520000 - Purchased Prof & Tech Services	**31,140**	**73,700**	**136.7%**
542000 - Communication Services	660	660	- %
549000 - Other Purchased Services	100	100	- %
540000 - Other Purchased Services	**760**	**760**	**- %**
551000 - Vehicle & Equipment Supplies	300	300	- %
555000 - Office & Related Supplies	8,025	8,025	- %
559000 - Other Supplies	100	100	- %
550000 - Supplies	**8,425**	**8,425**	**- %**
Total Expenses	**379,567**	**437,561**	**15.3%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	379,567	437,561	15.3%
Funding Source Total		**379,567**	**437,561**	**15.3%**

Offer 3.22: Utilities: CS&A - Customer Experience Consulting - Funded

Offer Type: Enhancement

2023: $80,000 and 0.00 FTE (excluding hourly staffing)

2024: $88,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will allow CCT to leverage expert consultation services in customer experience. We will seek expert advice and online resources and research to help guide Utilities and Connexion customer service as it evolves. Topics range from ideal staffing levels, metrics and technology systems to help support the exceptional customer experience the City desires. CCT will participate in benchmarking efforts to determine how our service compares with other utilities and businesses in order to identify opportunities for improvement. This will allow CCT to continue to evolve as operations expand with broadband sales, customer self service and more. It will also help us draft budget offers with supporting data and guide data based decision making.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- This offer will support leveraging research into how to best serve diverse communities of color and underrepresented social identities. The research will include best-in-class data from organizations across industries from around the world.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $90,000
  Ongoing Cost Description:
  Ongoing costs support licensing for access to online research, as well as to experts in delivering exceptional customer experience.

Scalability and explanation

This offer supports two years of access to experts and research with two licenses; however it's possible we could scale back to more limited access with fewer licenses.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 3.22: Utilities: CS&A - Customer Experience Consulting - Funded

Offer Type: Enhancement

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: These services will help guide and adjust service and operations to achieve exceptional customer experience for Utilities and Connexion customers. Data will support decision-making and inform budget offers.

Performance Metrics

- HPG 258. Utilities Customer Service Contact Metrics for Utilities and Connexion Combined
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=105085&object=measure&objectId=1146642.html

Performance Measure Reason: xxx

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: LClements

Financial Lead: pladd

Lead Department: Utilities Strategic Planning

3.22: Utilities: CS&A - Customer Experience Consulting

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
521000 - Professional & Technical		80,000	88,000	10.0%
520000 - Purchased Prof & Tech Services		**80,000**	**88,000**	**10.0%**
Total Expenses		**80,000**	**88,000**	**10.0%**
Funding Sources				
605-Utility Customer Srv & Admin Fund: Reserves	Reserve	80,000	88,000	10.0%
Funding Source Total		**80,000**	**88,000**	**10.0%**

Offer 3.23: Utilities: CS&A - Wood Street Facilities Asset Renewal Program - Funded

Offer Type: Enhancement

2023: $1,100,000 and 0.00 FTE (excluding hourly staffing)

2024: $1,100,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will address a combination of equity- and building code-related restroom, locker room, and work area renovations at the 700 Wood Street Utilities Service Center campus. It will fund major replacement projects associated with end of lifecycle, obsolete or failing HVAC, mechanical, security and structural assets that were identified in a condition assessment performed in 2022.

Some buildings at the 700 Wood Street campus date back to the 1960s, and some areas have not been renovated since the 1980s, therefore some restroom areas are not in compliance with the current ADA code. Office space is tight in the water field operations crew areas resulting in dangerous pedestrian pinch points and over crowded work areas. Locker room facilities in the water field operations area are inadequate for today's workforce that includes a more gender diverse workforce. In recent years, frequent equipment failures have occurred with automatic vehicle gate systems and spare parts for that equipment has become obsolete and unavailable. Several security cameras are in poor condition and are at or nearing the end of their lifecycles.

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

✓HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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:
  $0
  Ongoing Cost Description:

Scalability and explanation

This offer could be scaled. The recommendation would be to first defer the public restroom updates ($150,000) then the central locker room updates ($273,000), if necessary.

Links to Further Details:

- Not applicable

Offer 3.23: Utilities: CS&A - Wood Street Facilities Asset Renewal Program - Funded

Offer Type: Enhancement

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: This offer is the result of internal and external facility assessments. It is intended to maintain the existing facilities in good working order.

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: This offer provides funding that is levelized over the two years to allow for the workload to be balanced and completed during this budget cycle.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: CAlthoff

Financial Lead: lasmith

Lead Department: Utilities Strategic Planning

3.23: Utilities: CS&A - Wood Street Facilities Asset Renewal Program

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
569000 - Other Capital Outlay		1,100,000	1,100,000	- %
	560000 - Capital Outlay	**1,100,000**	**1,100,000**	**- %**
	Total Expenses	**1,100,000**	**1,100,000**	**- %**
Funding Sources				
501-Light & Power Fund: Reserves	Reserve	400,000	400,000	- %
502-Water Fund: Ongoing Revenue	Ongoing Restricted	300,000	300,000	- %
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	200,000	200,000	- %
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	200,000	200,000	- %
	Funding Source Total	**1,100,000**	**1,100,000**	**- %**

Offer 3.24: Utilities: CS&A Enhancing Utilities Communications - Funded

Offer Type: Enhancement

2023: $56,000 and 0.00 FTE (excluding hourly staffing)

2024: $94,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund critical Utilities communication about services and rates. It provides additional funding to communicate in multiple languages and formats to reach historically underserved audiences. It also includes adding the stormwater utility in survey questions. Primary audiences are nearly 70,000 residential customers and 8,000+ commercial customers. This offer has four communication enhancement strategies.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

- Residential/Commercial Outreach: Commercial customers do not receive communication when they sign up for utility service. Customers who transfer service addresses also do not receive communication. This offer will fund creation of customized databases and letters for timely communication mailings to each segment along with personalized emails, telephone calls and other appropriate messaging.

- Rate Communication: Provide funding for annual rate increase communications, TOD educational campaign to highlight the overall rate story (why rates increase, what customers can expect in the future), as well as funding for a PR firm due to the emotional nature of TOD rates. This will allow customers to better understand their rates and make informed decisions about their utility use.

- Language Services: The focus of all external CCSU communications is accessibility to Utilities information for all population segments. Currently, many projects do not budget for translation needs. This funding would allow translation services to be applied more consistently across Utilities.

- JD Power Customer Surveys: This offer would add stormwater questions to our customer survey. Results will help us plan for future educational communications and opportunities around stormwater for all population segments.

Offer 3.24: Utilities: CS&A Enhancing Utilities Communications - Funded

Offer Type: Enhancement

Impact to Ongoing Expenses

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

  $150,000

  Ongoing Cost Description:

  $56,000 2023, $94,000 2024. Providing excellent customer service and communication is one of Utilities' strategic goals. While Utilities communicates required information to our customers, there is a need for increased and targeted communication to new/transferred customers about Utility service and rates. This offer combines 4 segments of customers who would benefit from more, targeted info.

Scalability and explanation

The offer is scalable to a small extent but would take away the impact and intent of the offer, which is to expand existing communication and outreach efforts.

Links to Further Details:

- www.fcgov.com/utilities/residential/rates site outlines residential rates that would be highlighted during a rates campaign, including Time-of-Day
- www.fcgov.com/utilities/business/manage-your-account/rates/: This site outlines commercial rates that would be highlighted during a rates campaign
- www.fcgov.com/utilities/business/manage-your-account/rates/: This site outlines commercial rates that would be highlighted during a rates campaign

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: This offer allows us to increase our communication, education, and feedback collection efforts to provide better service to our customers

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: This offer would allow for more interpretation and different tactics to be used to be more inclusive in our communication and outreach methods

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: This offer would provide additional survey data so Utilities can make more informed decisions and improve service

Performance Metrics

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

Offer 3.24: Utilities: CS&A Enhancing Utilities Communications - Funded

Offer Type: Enhancement

Performance Measure Reason: In 2020, Utilities residential customers' satisfaction with electric services at 745 out of 1,000, compared with utilities nationwide 758 and water/wastewater services is 751 out of 1,000, compared with utilities nationwide 749. Since stormwater is not benchmarked on any known surveys, it's vital to receive feedback from customers to identify and implement improvements.

- 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: HPG 254 Mailed Communications and HPG 255 Tranlated materials: Starting in 2022, Utilities will track the # of mailed communications sent to customers. This will help staff annually validate and analyze the volume information sent to customers through mail, will track the number of translations completed for mass and targeted communications to monitor and resource language access needs.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: DRoyval

Financial Lead: lasmith

Lead Department: Utilities Strategic Planning

3.24: Utilities: CS&A Enhancing Utilities Communications

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
521000 - Professional & Technical		56,000	94,000	67.9%
520000 - Purchased Prof & Tech Services		**56,000**	**94,000**	**67.9%**
Total Expenses		**56,000**	**94,000**	**67.9%**
Funding Sources				
605-Utility Customer Srv & Admin Fund: Reserves	Reserve	56,000	94,000	67.9%
Funding Source Total		**56,000**	**94,000**	**67.9%**

Offer 3.26: 1.0 FTE Lead Safety Specialist for Light & Power - Funded

Offer Type: Enhancement

2023: $89,562 and 1.00 FTE (excluding hourly staffing)

2024: $108,592 and 1.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund an additional 1.0 FTE Lead Safety Specialist (LSS) to help with the City's workforce safety initiatives specifically within the Light & Power utility. This offer will help support electric crews by having more hours to dedicate to their specific work safety issues.

One group that has self identified as needing additional time with a LSS is the electric utility field crews. This offer will provide a dedicated LSS which will provide the same level of focus on safety training and support as the current level of service being provided to the field crews serving the other utilities. They have a range of known hazards and emerging hazards as their work changes. The new LSS would create the opportunity for a much greater focus on safety issues specific to electric field crews and the ability to help them improve staff safety.

The role of an LSS is to form a strong relationship with the groups they work with and to become their safety resource and advocate. The more time an LSS can spend with the group, the more they can understand the work performed and then identify hazards and solutions to the hazards. This can include small, quick fixes all the way to large ongoing projects with high costs and changes to facilities. Having the time to spend on those projects is important to create sustainable safety for affected employees.

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

✓ HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

Additional Information

- LSS also help with other risk management(RM) work. The act as a liaison between SRM and departments, helping with questions or issues relating to claims the department may have or have against it. The LSS helps promote understanding of the process with their groups as well as help investigate concerns identified by the claim and provide that information back to RM staff.
- The LSS works closely with the Workers' Compensation Specialist (WCS). They help correct safety hazards, identify modified duty potential, find safety equipment or modifications based on the claim report to prevent future injury as well as support the injured employee returning to work. This work helps the City to control claims costs and reduce future injuries.

Offer 3.26: 1.0 FTE Lead Safety Specialist for Light & Power - Funded

Offer Type: Enhancement

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: $105,165
  Ongoing Cost Description:
  Ongoing salary and benefits for a full-time Lead Safety Specialist

Scalability and explanation

This offer is not scalable below a full time Lead Safety Specialist.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.: 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.

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.

Explanation of Any Adjustments to Personnel Costs using object 519999

- As a new employee, a computer and ergonomic chair will be needed. This is an estimated need of $3,000.

Offer 3.26: 1.0 FTE Lead Safety Specialist for Light & Power - Funded

Offer Type: Enhancement

Offer Profile

Offer Owner: ABromley

Financial Lead: lasmith

Lead Department: Utilities Strategic Planning

3.26: 1.0 FTE Lead Safety Specialist for Light & Power

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		1.00	1.00	- %
Expenses				
511000 - Salaries & Wages		69,739	87,452	25.4%
512000 - Benefits		20,430	25,665	25.6%
519000 - Other Personnel Costs		(607)	(4,525)	645.5%
510000 - Personnel Services		**89,562**	**108,592**	**21.2%**
Total Expenses		**89,562**	**108,592**	**21.2%**
Funding Sources				
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	89,562	108,592	21.2%
Funding Source Total		**89,562**	**108,592**	**21.2%**

Offer 10.1: Purchasing and Procurement Services - Funded

Offer Type: Ongoing

2023: $657,430 and 5.50 FTE (excluding hourly staffing)

2024: $684,848 and 5.50 FTE (excluding hourly staffing)

Offer Summary

This offer funds the continued budget for Purchasing (5.5 FTE +$19k Spending). Purchasing provides City departments with a centralized resource for competitive procurements in compliance with Municipal Code and grants.

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 seven buyers (including the 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 2021, 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. In addition, during this time period the proportion of bids to RFPs increased from 57% in 2014 to 77% in 2021. 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.

Purchasing enables the City to offer the community world-class municipal services and ensures stewardship of tax payer funds. The community benefits greatly by Purchasing's execution of purchases utilizing grant funds from the Federal Transportation Administration, Federal Highway Administration, Community Development Block Grants, and American Rescue Plan Act.

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

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- A central tenant of public procurement is fair and open competition. We strives to “level the playing field” and remove barriers so any qualified individual or entity has opportunity to participate in competitive purchasing processes to offer their products and services to the City. The focus on equity and inclusiveness is a significant factor in limiting sole source purchases.

Offer 10.1: Purchasing and Procurement Services - Funded

Offer Type: Ongoing

- Procurement has the unique opportunity to provide significant social benefits to the community to help bridge inequality gaps by sourcing using ethical, non-discriminatory practices. All of the City's formal bids and Requests for Proposal (RFP) include on the first page an inclusive statement prohibiting unlawful discrimination.

- Purchasing is piloting incorporating consideration to equity, diversity, and inclusion (EDI) as part of the evaluation process for RFPs. While this initiative is just emerging, it reinforces to the community the City's commitment to EDI and provides the framework to build on.

- Procurements executed utilizing ARPA funds require compliance to 2 CFR 200.321 which require outreach to diverse communities and underrepresented social identities. For each procurement, purchase is required to "take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible."

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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. All formal 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, 2020, and 2021 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

Offer 10.1: Purchasing and Procurement Services - Funded

Offer Type: Ongoing

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Increase in salary of Sr Buyer after the conclusion of six-month probationary period.

Offer Profile

Offer Owner: GSPaul

Financial Lead: sfreve

Lead Department: Finance Administration

10.1: Purchasing and Procurement Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	5.50	5.50	- %
Expenses			
511000 - Salaries & Wages	507,995	529,507	4.2%
512000 - Benefits	141,123	147,581	4.6%
519000 - Other Personnel Costs	(21,248)	(22,266)	4.8%
510000 - Personnel Services	**627,870**	**654,822**	**4.3%**
521000 - Professional & Technical	10,000	10,000	- %
520000 - Purchased Prof & Tech Services	**10,000**	**10,000**	**- %**
534000 - Rental Services	7,140	7,319	2.5%
530000 - Purchased Property Services	**7,140**	**7,319**	**2.5%**
542000 - Communication Services	5,640	5,655	0.3%
544000 - Employee Travel	4,751	4,870	2.5%
549000 - Other Purchased Services	(2,030)	(1,978)	-2.6%
540000 - Other Purchased Services	**8,361**	**8,547**	**2.2%**
555000 - Office & Related Supplies	3,059	3,135	2.5%
550000 - Supplies	**3,059**	**3,135**	**2.5%**
579000 - Other	1,000	1,025	2.5%
570000 - Other	**1,000**	**1,025**	**2.5%**
Total Expenses	**657,430**	**684,848**	**4.2%**

Funding Sources

100-General Fund: Ongoing	Ongoing	657,430	684,848	4.2%
	Funding Source Total	**657,430**	**684,848**	**4.2%**

Offer 10.2: Accounting and Financial Transaction Services - Funded

Offer Type: Ongoing

2023: $2,012,800 and 17.00 FTE (excluding hourly staffing)

2024: $2,097,310 and 17.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds the ongoing budget for Accounting, Treasury, Payroll, Accounts Payable, and Business Intelligence (16 FTE + $320k 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 Annual Comprehensive Financial Report. Treasury is responsible for City cash management, investments and debt issuance. In 2021 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 Public Library District, and Downtown Development Authority (DDA). In 2021, 2,600 employees were paid each pay period, on average. Payroll also processes a monthly Pension and Council payroll, with an average of 275 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 2021 AP processed over 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 Council, 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.
- Accounts Payable - 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.

Offer 10.2: Accounting and Financial Transaction Services - Funded

Offer Type: Ongoing

- 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.

- The City's financial data can be detailed and complex, but the accounting team strives to make the information accessible to the community. The City's People's Annual Financial Report is a snapshot view of the most critical financial information, in a short to read document. Paper copies are available to the public in English, and staff is evaluating if Spanish interpretations would be of value.

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 Council, 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:
  - Working in conjunction with HR, the payroll team has eliminated the need for paper W4 forms during the new hire process. All forms are now able to be filled out with self-service and automatically entered into the system. This saves multiple teams from manual data entry and ensures proper information is entered in the system

- AP:
  - In conjunction with Business Intelligence the AP team rolled out a new wireless renewal leveraging the workflow through DocuSign to ensure proper documentation and reduce staff time by over 1 hour per application

Performance Metrics

Offer 10.2: Accounting and Financial Transaction Services - Funded

Offer Type: Ongoing

- 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

- 6-month probationary adjustment for AP Coordinator; Business Support vacancy salary adjusted to expected hiring level; Sr Manager, Accounting (Controller) position filled and salary adjusted to hiring level; added in 4% probationary increase.

Offer Profile

Offer Owner: bdunn

Financial Lead: sfreve

Lead Department: Finance Administration

10.2: Accounting and Financial Transaction Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	17.00	17.00	- %
Expenses			
511000 - Salaries & Wages	1,327,827	1,387,587	4.5%
512000 - Benefits	404,784	424,109	4.8%
519000 - Other Personnel Costs	(48,679)	(51,225)	5.2%
510000 - Personnel Services	**1,683,932**	**1,760,471**	**4.5%**
521000 - Professional & Technical	208,760	213,979	2.5%
529000 - Other Prof & Tech Services	600	615	2.5%
520000 - Purchased Prof & Tech Services	**209,360**	**214,594**	**2.5%**
533000 - Repair & Maintenance Services	69,148	70,877	2.5%
530000 - Purchased Property Services	**69,148**	**70,877**	**2.5%**
542000 - Communication Services	11,080	11,105	0.2%
544000 - Employee Travel	3,562	3,651	2.5%
549000 - Other Purchased Services	20,052	20,555	2.5%
540000 - Other Purchased Services	**34,694**	**35,311**	**1.8%**
555000 - Office & Related Supplies	12,646	12,962	2.5%
559000 - Other Supplies	3,020	3,095	2.5%
550000 - Supplies	**15,666**	**16,057**	**2.5%**
Total Expenses	**2,012,800**	**2,097,310**	**4.2%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	2,012,800	2,097,310	4.2%
	Funding Source Total	**2,012,800**	**2,097,310**	**4.2%**

Offer 10.3: Sales Tax Services - Funded

Offer Type: Ongoing

2023: $930,415 and 7.00 FTE (excluding hourly staffing)

2024: $968,161 and 7.00 FTE (excluding hourly staffing)

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 (7 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.

In 2021, annual revenue processed by the Sales Tax office was approximately $159M being remitted by approximately 14,500 businesses.

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 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.

Additional Information

- Sales tax would like to explore partnering with our Spanish speaking colleagues, in the Economic Health Department, to collaborate on audits of Spanish speaking businesses.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 10.3: Sales Tax Services - Funded

Offer Type: Ongoing

✓ HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.: Sales Tax is the primary source of revenue for the City and is a critical component to providing the ability to meet service levels. This group is a critical function in helping make that possible.

Improvements & Efficiencies

- In June of 2021 transitioned to a new online tax collection and business licensing system. MUNIRevs continues to 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

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Increase to account for salary adjustment at the end of six-month probationary period for Tech II, Sales Tax Audit & Rev and Auditor II, Sales Tax.

Offer Profile

Offer Owner: JPoznanovic

Financial Lead: sfreve

Lead Department: Finance Administration

10.3: Sales Tax Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	7.00	7.00	- %
Expenses			
511000 - Salaries & Wages	568,671	594,266	4.5%
512000 - Benefits	169,048	176,987	4.7%
519000 - Other Personnel Costs	(24,252)	(25,436)	4.9%
510000 - Personnel Services	**713,467**	**745,817**	**4.5%**
521000 - Professional & Technical	99,226	101,444	2.2%
529000 - Other Prof & Tech Services	2,691	2,758	2.5%
520000 - Purchased Prof & Tech Services	**101,917**	**104,202**	**2.2%**
533000 - Repair & Maintenance Services	101,662	104,204	2.5%
530000 - Purchased Property Services	**101,662**	**104,204**	**2.5%**
542000 - Communication Services	5,031	5,047	0.3%
544000 - Employee Travel	475	487	2.5%
549000 - Other Purchased Services	17,850	18,296	2.5%
540000 - Other Purchased Services	**23,356**	**23,830**	**2.0%**
555000 - Office & Related Supplies	(9,987)	(9,892)	-1.0%
550000 - Supplies	**(9,987)**	**(9,892)**	**-1.0%**
Total Expenses	**930,415**	**968,161**	**4.1%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	930,415	968,161	4.1%
Funding Source Total		**930,415**	**968,161**	**4.1%**

Offer 10.4: Strategic Financial and Budgeting Services - Funded

Offer Type: Ongoing

2023: $1,179,312 and 7.00 FTE (excluding hourly staffing)

2024: $1,231,498 and 7.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer provides budget for 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 Financial Analysts to ensure transparency and consistency across the City. It is also the advisor in financial decisions for all Service Areas within the City organization. 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 steward City assets.

This offer also includes the development of the City’s Biennial Budget, which is intended to resource the City's adopted Strategic Plan. It also supports the various supplemental appropriations (expense authorizations) approved by City Council. 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 reporting for executive performance management.

The work described above allows City leaders and elected officials to make prudent financial decisions with transparency for all residents and businesses in our community.

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

✓ HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

Offer 10.4: Strategic Financial and Budgeting Services - Funded

Offer Type: Ongoing

- Finance Administration staff (4 FTE) is comprised of the Chief Financial Officer (CFO) and Strategic Finance staff. This team 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 enclave). The CFO serves as the primary financial liaison for ELT and City Council.

- 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.

- 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 prepared biennially. Staff is also responsible for individual appropriation (spending approval) ordinances, managing the City's performance measurement program, and performing research related to special projects.

- Budget data is detailed and complex, but that doesn't mean it can't be made accessible to the community. The City's Budgets-in-Brief are short, easy-to-read summaries of key budgetary information. Paper copies are available to the public in Spanish and English. Council work sessions are ideal for Spanish interpretation so that language is not a barrier to listening to budget conversations.

- This offer funds ClearPoint, an online performance metrics system used by every City department for executive-level organizational performance reviews. Metrics are also used within budget requests and to manage day-to-day operations. ClearPoint directly feeds the City's online Community/Climate Dashboards, as well as work in progress for metrics related to the Equity Indicators Report.

Links to Further Details:

- The City's primary finance page: https://www.fcgov.com/finance/
- The City's budget page (scroll down slightly to view the 2022 Adopted Budget in Briefs): https://www.fcgov.com/citymanager/budget.php
- The Community Dashboard website: http://fortcollins.clearpointstrategy.com/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.: 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.

Offer 10.4: Strategic Financial and Budgeting Services - Funded

Offer Type: Ongoing

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: Strategic Finance and Budgeting 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 - Optimize technology, data analysis 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.

Improvements & Efficiencies

- Contributed to the recruiting/hiring/on-boarding of fifteen financial positions across the city organization during the past 18 months. This included the addition of two finance manager roles (providing more consistent financial reporting structures) and re-scoping/grading of numerous other roles. Provided financial leadership insight to Service Area Directors during the full recruiting process.
- 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 organizational performance reviews and work on the metrics associated with the City's Strategic Plan.
- The use of ClearPoint functionality will enable the City to create transparent dashboards that will show progress in addressing disparities highlighted in the Equity Indicators Report, a collaboration with the City University of New York (CUNY). Increased use of demographic data is key to understanding where improvements are having positive community impacts and improving equity.
- In response to community feedback, the City has published the 2022 Adopted Budget-in-Brief. This document, published in Spanish and English, summarizes complex information so it's easier to read and understand. Hard copies are available to the public. An informational video library on the City's budget process is available at ourcity.fcgov.com/23-24budget, the City's online public engagement tool.
- BFO process improvements from the previous budget cycle were implemented including the creation of separate Asset Management Offer Types, corrections for exporting narratives, BFO Team efficiencies regarding offer evaluation, improved proactive communication with Financial Analysts, and funding source improvements.

Performance Metrics

Offer 10.4: Strategic Financial and Budgeting Services - Funded

Offer Type: Ongoing

- HPG 1. Actual Cumulative Revenue Compared to Budget ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91314.html

Performance Measure Reason: Monitoring of City-wide revenue allows for early detection of potential changes in the macro-economic environment (utilizing tools like the Financial Monthly Report (FMR) and Monthly Sales and Use Tax Report). Identification of revenue shortfalls enables management to enact cost control measures, or in the case of excess expected revenues, to potentially fund additional mid-cycle initiatives.

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

Performance Measure Reason: Analysis of City-wide expenses is an ongoing responsibility. In conjunction with Service Area staff, Strategic Finance oversees the monthly review of the expense variations, identifying root causes and potential corrective actions to 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

- The Sr. Analyst Finance role was filled by an external hire in February 2022. The six-month introductory period for this position concludes in August 2022. This accounting object is being utilized to capture the cost increase expected at that time above the general salary increase levels expected Citywide. $3.6K in 2022 and $3.7K in 2024.
  Additionally, five off-cycle, in-line adjustments were approved in early June 2022 and are accounted for in this total. $39.2K in 2023 and $40.2K in 2024.

Offer Profile

Offer Owner: LPollack

Financial Lead: sfreve

Lead Department: Finance Administration

10.4: Strategic Financial and Budgeting Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	7.00	7.00	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	780,342	815,460	4.5%
512000 - Benefits	211,102	219,994	4.2%
519000 - Other Personnel Costs	6,701	6,135	-8.4%
510000 - Personnel Services	**998,145**	**1,041,589**	**4.4%**
521000 - Professional & Technical	79,946	85,680	7.2%
520000 - Purchased Prof & Tech Services	**79,946**	**85,680**	**7.2%**
532000 - Cleaning Services	633	649	2.5%
533000 - Repair & Maintenance Services	75,878	78,375	3.3%
530000 - Purchased Property Services	**76,511**	**79,024**	**3.3%**
542000 - Communication Services	7,952	8,027	0.9%
544000 - Employee Travel	528	541	2.5%
549000 - Other Purchased Services	5,034	5,161	2.5%
540000 - Other Purchased Services	**13,514**	**13,729**	**1.6%**
555000 - Office & Related Supplies	6,824	6,994	2.5%
559000 - Other Supplies	4,372	4,482	2.5%
550000 - Supplies	**11,196**	**11,476**	**2.5%**
Total Expenses	**1,179,312**	**1,231,498**	**4.4%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	1,179,312	1,231,498	4.4%
	Funding Source Total	**1,179,312**	**1,231,498**	**4.4%**

Offer 10.5: Program Evaluation and FC Lean - Funded

Offer Type: Ongoing

2023: $338,575 and 3.00 FTE (excluding hourly staffing)

2024: $353,607 and 3.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds the Performance & Program Evaluation (P&PE) and FC Lean programs. These programs have demonstrated success in evaluating whether City programs are meeting the expectations established prior to their implementation, and 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, assess its performance in meeting its goals and objectives, and 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 executive leadership for discussion and follow ups are performed after one year to review the status of recommendations.

FC Lean is comprised of two components. The first is training that is separated into two types: Lean Basics (an introductory course to teach students to improve smaller processes) and Lean Managers (to help managers support continual improvement). The second component, and primary focus of the program, is the results of process improvement projects led by FC Lean staff. Other product offerings include “Process Builder” to create/document processes that don't currently exist and “Project Facilitation” to help teams collaborate, identify helpful tools and achieve desired results.

Most recently, FC Lean staff has been learning organizational change management (OCM) techniques and strategies. OCM focuses on the people side of change, which is paramount to the adoption and sustainable success of any project. To realize the very tangible benefits of OCM, Enhancement Offer 10.8 is being submitted for consideration for funding in 2023 2024.

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

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

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

Offer 10.5: Program Evaluation and FC Lean - Funded

Offer Type: Ongoing

- Established in 2017, P&PE has evaluated nine City programs to date. In 2Q 2022, P&PE completed the evaluation of the City's longstanding Art in Public Places (APP) program. Other recent work efforts were the City Rebates / Reduced Fee Programs evaluation in 2020 (identifying opportunities to better serve low-income populations) and the Industry Clusters program in late 2019.
- During 2020 and 2021, P&PE staff were deployed to assist Citywide efforts related to project management and strategic planning for expense reductions necessitated by decreased revenue during the COVID-19 pandemic. During 2021, P&PE staff helped lead the framework of the City’s COVID Recovery Plan and Council 2021 - 2023 Priorities.
- FC Lean was also implemented in 2017 and has trained over 430 staff members on process improvement. Course satisfaction is 90% since summer 2019. This level of staff training allows for a common language of process improvement terminology, tools and techniques.
- FC Lean 'walks the talk' by improving its own processes based on customer feedback. This engagement with the people we serve is critical to understanding where things are working well and where time/energy should be invested to make improvements. For example, in an effort to increase completed JDIs, a systematic structure called the FC Improvement System is being piloted in Financial Services.
- Both PP&E and FC Lean can help the organization understand how to better incorporate equity into the daily operations of City programs and services. There are many opportunities for the City to take action on and this will require changing how the City gets data, evaluates equity impacts and measures improvements. Effective Organizational Change Management (OCM) strategies can improve success.

Links to Further Details:

- https://www.fcgov.com/lean/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: FC Lean is a 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.

Offer 10.5: Program Evaluation and FC Lean - Funded

Offer Type: Ongoing

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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 innovative thinking and the elimination of waste.

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

- 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 on all training opportunities.

- 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 since the pandemic began.

- 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

Offer 10.5: Program Evaluation and FC Lean - Funded

Offer Type: Ongoing

Performance Measure Reason: During the pandemic and due to low enrollment, FC Lean offered the Lean Basic course every other month versus every month. Additional classes were held during fall of 2021 in support of the Fort Collins Improvement System implementation in Financial Services. These classes were mandatory for staff and still maintained a high satisfaction level with the course.

- HPG 163. $ Saved through Process Improvement
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=531750.html

Performance Measure Reason: This cumulative annual metric resets each year. Most savings are soft costs, derived from staff hours saved. Over the course of the pandemic, FC Lean has seen a reduction in the # of projects in the pipeline and an increase in the amount of projects that are not completed by the initiating department. Work has been shifting to helping to create new processes which do not typically reflect savings.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not Applicable

Offer Profile

Offer Owner: LPollack

Financial Lead: sfreve

Lead Department: Finance Administration

10.5: Program Evaluation and FC Lean

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	3.00	3.00	- %
Expenses			
511000 - Salaries & Wages	267,027	279,045	4.5%
512000 - Benefits	75,921	79,484	4.7%
519000 - Other Personnel Costs	(13,718)	(14,341)	4.5%
510000 - Personnel Services	**329,230**	**344,188**	**4.5%**
521000 - Professional & Technical	4,500	4,500	- %
520000 - Purchased Prof & Tech Services	**4,500**	**4,500**	**- %**
542000 - Communication Services	1,890	1,890	- %
540000 - Other Purchased Services	**1,890**	**1,890**	**- %**
555000 - Office & Related Supplies	1,583	1,623	2.5%
559000 - Other Supplies	1,372	1,406	2.5%
550000 - Supplies	**2,955**	**3,029**	**2.5%**
Total Expenses	**338,575**	**353,607**	**4.4%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	338,575	353,607	4.4%
Funding Source Total		**338,575**	**353,607**	**4.4%**

Offer 10.6: City Give Programs and Services - Funded

Offer Type: Ongoing

2023: $160,590 and 1.00 FTE (excluding hourly staffing)

2024: $161,181 and 1.00 FTE (excluding hourly staffing)

Offer Summary

In 2019, the City of Fort Collins launched City Give, a philanthropic initiative that creates an operational 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 program include the consistent standards and practices of fundraising activities; serving as a platform for community-driven philanthropic partnerships; and increasing the City's capacity for charitable contributions. 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.
- Prioritize efforts with internal departments based on size, complexity and significance of the fundraising campaigns.
- Provide training, support and guidance to both internal staff and external fundraising groups.

Revenue as City Give's performance measure is difficult as the work reflects departments' varied resources for fundraising, philanthropic partnerships that depend on resident leadership, and fundraising campaigns in various stages. Yet, there are large buckets to measure the impact of City Give: overall philanthropic revenue to the City in 2021 was approximately $4M.

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

✓HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.

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

Additional Information

- Community-led campaigns require stewardship to ensure fundraising efforts are resourced & aligned within City plans and priorities. 2021 community-led campaigns included a collaboration with Mujeres de Colores to fund The Hand That Feeds, an art installation celebrating Hispanic and Mexican agricultural laborers which successfully raised $250K.

- Giving takes many forms. When the City wasn't able to meet a seller's asking price for desired commercial real estate within the Civic Center Masterplan, City Give worked to negotiate--a donation of the difference between the City's offer and asking price. A 2021 outcome of this process resulted in the donations of over $2.5 M in real property (and, a robust tax benefit for the donor/seller).

Offer 10.6: City Give Programs and Services - Funded

Offer Type: Ongoing

- Public philanthropy requires diverse, accessible, non-threatening pathways for participation. In the absence of available funds to kickstart community co-creation, only residents with the financial resources and systems-knowledge are poised to bring City partnerships to fruition.
- This funding levels the playing field; it diminishes the disproportionate burden and increases access to projects, programs, or services for resident groups or community-based organizations without the familiarity or experience of navigating City and/or social systems.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.: 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 Council, 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.

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

Offer 10.6: City Give Programs and Services - Funded

Offer Type: Ongoing

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not Applicable

Offer Profile

Offer Owner: nbodenhamer

Financial Lead: sfreve

Lead Department: Finance Administration

10.6: City Give Programs and Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Expenses			
511000 - Salaries & Wages	140,400	140,400	- %
512000 - Benefits	23,060	23,660	2.6%
519000 - Other Personnel Costs	(6,538)	(6,562)	0.4%
510000 - Personnel Services	**156,922**	**157,498**	**0.4%**
521000 - Professional & Technical	1,500	1,500	- %
520000 - Purchased Prof & Tech Services	**1,500**	**1,500**	**- %**
542000 - Communication Services	630	630	- %
540000 - Other Purchased Services	**630**	**630**	**- %**
555000 - Office & Related Supplies	1,538	1,553	1.0%
550000 - Supplies	**1,538**	**1,553**	**1.0%**
Total Expenses	**160,590**	**161,181**	**0.4%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	160,590	161,181	0.4%
Funding Source Total		**160,590**	**161,181**	**0.4%**

Offer 10.7: City Give Resources - Unfunded

Offer Type: Enhancement

2023: $85,000 and 0.00 FTE (excluding hourly staffing)

2024: $85,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

In 2019, the City of Fort Collins launched City Give, that 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.

However, the tools and resources necessary for fundraising aren't typical for a City enterprise--so gaps exist and prevent us from fully fundraising. Currently, the City Give Director’s primary role is building of the program: standards and practices of fundraising activities; managing community-driven philanthropic partnerships; and increasing the City’s capacity for charitable contributions.

There are many City strategic objectives, departments, one time projects and Council priorities well positioned for private funding. However, City staff are content experts but not trained fundraisers. City Give lacks the staffing and resources to proactively pursue philanthropic revenue. Which means the City "leaves money on the table."

This offer funds contracted services of a part time Fundraising Coordinator. It also funds the development of a robust, interactive City Give website which is equally critical to successful, secure fundraising. The City’s current web platform is structured for public engagement but not well suited for an engaging, fundraising platform. A City Give website will allow community givers to make online gifts in a secure, responsive platform.

Fundraising statistics determine for every .20 invested in fundraising, the return equals $1.00. This means there is a tremendous opportunity for this offer--tools essential to effective fundraising-- to result in additional capacity and dollars raised.

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

✓ HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.

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

Additional Information

- Programs and priorities in need of fundraising support include: urban tree canopy, Climate Action Plan, Mediation & Restorative Justice, Larimer County Veteran’s Memorial and Utilities’ Payment Assistance Fund. Current needs for the development of event sponsorship materials include: Neighborhood Night Out, Kids in the Park, The Lincoln Center, and The Senior Center.

Offer 10.7: City Give Resources - Unfunded

Offer Type: Enhancement

- City Give resources—part time staffing and a functional web site—will allow for crowdsourcing which is the collective power of many small gifts to make real and large impact. But the ability to accept and process small, meaningful gifts requires the necessary tools. Through City Give, we have the power to demonstrate that every gift—regardless of size—makes a difference.

- A Fundraising Coordinator’s duties will include:
  - Developing materials for departmental campaigns and donor presentations.
  - Maintaining records and communication with sponsors, community volunteers, donors and prospects.
  - Preparing consistent, email and follow up correspondence with community givers.
  - Support community fundraising events through planning, organization and promotion.

- Public philanthropy requires diverse, accessible, non-threatening pathways for participation. City Give works to create giving campaigns with full range of opportunities to contribute: the giving of time, expertise, passion or financial.

- In the absence of City Give’s municipal infrastructure for community giving, only residents with the financial resources and systems-knowledge are poised to participate in fundraising campaigns.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: $85,000

  Ongoing Cost Description:

  City Give is an innovative approach to municipal philanthropy. It's success--$4Mi in gifts in 2021--demonstrates the model is ripe to now fully build out. This offer funds contracted services of a part-time Fundraising Coordinator. This offer also funds the development of a robust, donor-friendly, interactive City Give website and online gift portal.

Scalability and explanation

This offer can be scaled up which would provide a larger return on the City’s investment by the donor dollars raised as a result of the City Give resources. It can also be scaled down, which means fewer projects will receive fundraising support.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 10.7: City Give Resources - Unfunded

Offer Type: Enhancement

✓ HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.: 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 Council, 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.

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%.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: nbodenhamer

Financial Lead: sfreve

Lead Department: Finance Administration

10.7: City Give Resources

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
521000 - Professional & Technical	75,000	75,000	- %
529000 - Other Prof & Tech Services	10,000	10,000	- %
520000 - Purchased Prof & Tech Services	**85,000**	**85,000**	**- %**
Total Expenses	**85,000**	**85,000**	**- %**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	85,000	85,000	- %
Funding Source Total		**85,000**	**85,000**	**- %**

Offer 10.8: Organizational Change Management Program & 1.0 FTE Program Manager - Unfunded

Offer Type: Enhancement

2023: $65,650 and 0.00 FTE (excluding hourly staffing)

2024: $211,242 and 1.00 FTE (excluding hourly staffing)

Offer Summary

Organizational Change Management (OCM) is a new capability the City of Fort Collins is incorporating. In 2022, key executive leaders are investing in an assessment and education in change management (CM) outside of this offer. The organizational assessment is an executive-level assessment that will direct our change management implementation strategy. The additional education is also directed toward executive leaders to give them the foundational knowledge to best support organizational changes. Both activities will provide information needed to best implement a change management strategy.

CM is a structured framework used to support the people side of change that will:

- Increase project success and implementation
- Increase our ability to handle more, bigger and complex changes
- Increase the ability to understand and manage change saturation

Funding this offer will prepare the organization to support the initial implementation of a CM strategy by funding a 1.0 FTE to manage the program (the position will start in 2024) and support CM on projects. The FTE is planned for 2024 to allow the organization time to put the pieces in place to set up the program for success. Meanwhile, FC Lean will be supporting change management initiatives and strategic activities. Additionally, the offer funds a training budget needed to educate key staff in support of organizational changes. The training will be for those directly impacted by selected initiatives using CM support. By training within the context of projects and an aligned strategy, trainees will have a better opportunity to implement learnings in real time.

This offer is a strategic approach to implementing CM in our organization. Research shows that organizations that practice excellent CM achieve a 93% adoption of project objectives, versus poor techniques realizing a 15% adoption. Our organization will benefit from this offer as we become better stewards of tax dollars on future organizational changes.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

Offer 10.8: Organizational Change Management Program & 1.0 FTE Program Manager - Unfunded

Offer Type: Enhancement

- City staff will be targeting community engagement, language access and programs to learn more about how they can adjust projects, programs, and service delivery to be more inclusive and equitable. These learnings will change the way the City does business and building a change management competency will support integrating learnings and new initiatives or changes to old models.
- The concerted effort in Diversity, Equity, and Inclusion will be a major change for City staff and our community. Developing organizational change management competency will be critical to successfully changing how and what the City delivers to community members. OCM will support staff implementation of DEI work and assist staff in successfully delivering on DEI strategy to the community.
- Change management is a structured framework that supports the people side of change. When integrated with project management to design and deliver the technical solution, change management drives engagement, adoption, and usage of the solution to realize project and organizational benefits. The structured approach of OCM directly contributes to the successful implementation of change.
- This offer supports the strategic deployment of an organizational change management strategy for the City to build a City-wide competency around change management. Building a systems approach for the City will enhance the ability of our organization to handle, manage, and successfully implement change. OCM strategy includes change practitioners, trainings, and common language and tools for change.
- Current 2022 work invests in developing a change management strategy that includes an OCM maturity audit and organizational assessment, as well as a training for executive sponsorship which is critical to change management integration on initiatives. This work will outline organizational readiness to move forward with recommendations for strategic OCM investments as outlined in this offer.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $118,500
  Ongoing Cost Description:
  1.0 FTE at $112,200 as the Organizational Change Management Program Manager and $6,300 for Prosci Portal licensing fees for change practitioners and train the trainers.

Scalability and explanation

Offer 10.8: Organizational Change Management Program & 1.0 FTE Program Manager - Unfunded

Offer Type: Enhancement

Option 1: Scaling down by $90,000 (1.0 FTE) would have the deleterious effect of undermining the strategic implementation of change management. FC Lean is limited in its capacity to lead strategic, city-wide implementation of change management.
Option 2: If we had an additional $75,000, we would add 1.0 FTE in change management as a program specialist to increase capacity for applying change management on projects.
Option 3: There is $12,000 set aside for an additional sponsor training in 2024.

Links to Further Details:

- Why Change Management Presentation: https://www.fcgov.com/lean/files/why-building-change-capability-is-a-smart-investment-ebook.pdf
- Additional Change Management Background: https://www.fcgov.com/lean/files/bfo-change-management-offer.pdf
- OCM investments planned for 2022: https://www.fcgov.com/lean/files/2022-ocm-investments.pdf

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: Having Change Management as a core competency will improve the speed of successful adoption for change initiatives and assist in managing the City's change portfolio, which will improve the services we provide to staff and community members and collaboration between departments.

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: Organizational Change Management supports the adoption and usage of new and improved technologies as well as the implementation of new process improvements. Using change management to support project management on new initiatives in response to data analysis, process improvements, or technology optimization will improve the likelihood of project success.

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 metrics under consideration include:
# of projects utilizing a change management framework
ROI of change management application
% of projects utilizing change management on schedule
% of projects utilizing change management on budget

Explanation of Any Adjustments to Personnel Costs using object 519999

Offer 10.8: Organizational Change Management Program & 1.0 FTE Program Manager - Unfunded

Offer Type: Enhancement

- Not applicable

Offer Profile

Offer Owner: ceckenrode

Financial Lead: sfreve

Lead Department: Finance Administration

10.8: Organizational Change Management Program & 1.0 FTE Program Manager

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	1.00	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	-	87,452	- %
512000 - Benefits	-	25,665	- %
519000 - Other Personnel Costs	-	(4,525)	- %
510000 - Personnel Services	**-**	**108,592**	**- %**
521000 - Professional & Technical	60,850	97,850	60.8%
520000 - Purchased Prof & Tech Services	**60,850**	**97,850**	**60.8%**
549000 - Other Purchased Services	1,800	1,800	- %
540000 - Other Purchased Services	**1,800**	**1,800**	**- %**
559000 - Other Supplies	3,000	3,000	- %
550000 - Supplies	**3,000**	**3,000**	**- %**
Total Expenses	**65,650**	**211,242**	**221.8%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	65,650	211,242	221.8%
Funding Source Total		**65,650**	**211,242**	**221.8%**

Offer 10.9: ARPA 1.0 FTE Contractual - Senior Buyer - Funded

Offer Type: 1-Time Enhancement

2023: $73,655 and 1.00 FTE (excluding hourly staffing)

2024: $98,769 and 1.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds 1.0 contractual FTE to add a Senior Buyer to the Purchasing team to support procurements utilizing American Rescue Plan Act (ARPA) Funds.

As of April 15, 2022, the 2023-2024 BFO includes 43 offers totaling $34,933,000 proposed to be funded by ARPA. In addition, there is an expectation that the City may be awarded additional ARPA grants as a subrecipient, which will require purchasing support in 2023-2024. To date, the City has received $13,330,857 in non State and Local Fiscal Recovery Funds (SLFRF) grants in 2021-2022.

The volume and complexity of procurements supported by Purchasing continues to grow. This trend will accelerate with the significant increase in ARPA-funded projects for 2023-2024. ARPA-funded projects are increasing for the period 2021-2022 to 2023-2024 from approximately $8,000,000 to $28,000,000, excluding additional anticipated non SLFRF grants.

In addition to the increased volume required to support ARPA-funded projects, the level of complexity will increase significantly due to federal procurement regulations. All procurements exceeding $7,500 that are funded by ARPA require compliance to federal procurement requirements stipulated by the Uniform Guidance. The federal procurement requirements are more stringent than the City’s procurement code and demand a significant increase in the level of supporting documentation. Compliance to the federal procurement requirements is subject to annual audit and any deficiencies identified risk denial of reimbursement under ARPA.

Generally, a buyer will expend approximately twice the level of effort and time to execute a procurement utilizing federal funds verses a locally funded procurement. The addition of this contractual position is critical to support the added complexity and volume of work that Purchasing will be required to support. Without this additional headcount, lead time for purchases will be extended and compliance will be at risk.

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 Council, organizational transparency, legal and ethical behavior, and regulatory compliance.

- ARPA Funding Recovery Theme: Economic Recovery

Additional Information

Offer 10.9: ARPA 1.0 FTE Contractual - Senior Buyer - Funded

Offer Type: 1-Time Enhancement

- Procurements using ARPA funds require outreach to underrepresented social identities. For each ARPA procurement Purchasing is required to “take all necessary affirmative steps to assure that minority businesses, women’s business enterprises and labor surplus area firms are used when possible.” Purchasing will develop new methods and approaches for outreach and engagement to increase participation.

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 reduced by approximately $10,000 from $108,830 to $100,000 (~15%) by downgrading the contract position from a Senior Buyer to a Buyer II. However, given the level of complexity and stringent compliance requirements for procurements utilizing ARPA funds, an experienced Senior Buyer who can work mostly independently is strongly recommended.

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 Council, organizational transparency, legal and ethical behavior, and regulatory compliance.: This position will help achieve open, fair and equitable competition and it will ensure regulatory compliance for ARPA funded projects. ARPA funded procurements exceeding $7,500 must comply with federal procurement requirements, which are more stringent than the City’s procurement code and are subject to annual audit; any deficiencies identified risk denial of reimbursement under ARPA.

- ARPA Funding Recovery Theme: Economic Recovery: Purchasing's role is critical to manage procurements utilizing ARPA funds and ensuring compliance to the federal procurement regulations of the Uniform Guidance and City Code. Any deficiencies identified attributable to a non-compliance in the procurement process risks denial of reimbursement of funds under ARPA.

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 10.9: ARPA 1.0 FTE Contractual - Senior Buyer - Funded

Offer Type: 1-Time Enhancement

Performance Measure Reason: If this Offer is funded, the ARPA Recovery Team will work with the Offer Owner to develop Performance Measures.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: GSPaul

Financial Lead: sfreve

Lead Department: Finance Administration

10.9: ARPA 1.0 FTE Contractual - Senior Buyer

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		1.00	1.00	- %
Expenses				
511000 - Salaries & Wages		62,765	83,686	33.3%
512000 - Benefits		13,959	19,198	37.5%
519000 - Other Personnel Costs		(3,069)	(4,115)	34.1%
510000 - Personnel Services		**73,655**	**98,769**	**34.1%**
Total Expenses		**73,655**	**98,769**	**34.1%**
Funding Sources				
100-General Fund: American Rescue Plan Act (ARPA)	Reserve	73,655	98,769	34.1%
Funding Source Total		**73,655**	**98,769**	**34.1%**

Offer 10.10: ARPA 3.0 FTE Contractual Recovery Positions - Funded

Offer Type: 1-Time Enhancement

2023: $0 and 3.00 FTE (excluding hourly staffing)

2024: $0 and 3.00 FTE (excluding hourly staffing)

Offer Summary

Ongoing salaries and benefits for three positions related to the ARPA recovery program. This funds the recovery office through 2024.

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

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- ARPA Funding Recovery Theme: Economic Recovery

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:

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 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: These positions are responsible for implementation and management of the ARPA recovery program.

- ARPA Funding Recovery Theme: Economic Recovery: These positions are responsible for implementation and management of the ARPA recovery program.

Performance Metrics

- A performance measure has not yet been created, see explanation below for the proposed metric, if this Enhancement offer is funded.

Offer 10.10: ARPA 3.0 FTE Contractual Recovery Positions - Funded

Offer Type: 1-Time Enhancement

https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=893586.html

Performance Measure Reason: If this Offer is funded, the ARPA Recovery Team will work with the Offer Owner to develop Performance Measures.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- This offer is being paid for by 2022 ARPA Funding after Mid-cycle approval from Recovery Exec, no additional funding needed. Using this object as a negative to zero out the expense.

Offer Profile

Offer Owner: jcech

Financial Lead: sfreve

Lead Department: Finance Administration

10.10: ARPA 3.0 FTE Contractual Recovery Positions

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	3.00	3.00	- %
Expenses			
511000 - Salaries & Wages	232,479	236,914	1.9%
512000 - Benefits	61,324	63,749	4.0%
519000 - Other Personnel Costs	(293,803)	(300,663)	2.3%
510000 - Personnel Services	**-**	**-**	**- %**
Total Expenses	**-**	**-**	**- %**

Funding Sources

No Funding Source Required	Ongoing	-	-	- %
Funding Source Total		**-**	**-**	**- %**

Offer 10.11: ARPA Local Match for State Funds - Funded

Offer Type: 1-Time Enhancement

2023: $2,500,000 and 0.00 FTE (excluding hourly staffing)

2024: $0 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This is a placeholder offer for the Council requested local match offer for ARPA funding

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

✓HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.

- ARPA Funding Recovery Theme: Economic Recovery

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:

Scalability and explanation

Scalable as needed

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.: Placeholder, update this

- ARPA Funding Recovery Theme: Economic Recovery: Update this

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: If this Offer is funded, the ARPA Recovery Team will work with the Offer Owner to develop Performance Measures.

Offer 10.11: ARPA Local Match for State Funds - 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

Offer Profile

Offer Owner: bdunn

Financial Lead: sfreve

Lead Department: Finance Administration

10.11: ARPA Local Match for State Funds

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
574000 - Grants		2,500,000	-	- %
	570000 - Other	**2,500,000**	**-**	**- %**
	Total Expenses	**2,500,000**	**-**	**- %**
Funding Sources				
100-General Fund: American Rescue Plan Act (ARPA)	Reserve	2,500,000	-	- %
	Funding Source Total	**2,500,000**	**-**	**- %**

Offer 10.12: Ongoing management of compensation adjustments for City talent - Funded

Offer Type: Ongoing

2023: $1,000,000 and 0.00 FTE (excluding hourly staffing)

2024: $500,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

The City's compensation philosophy is to provide pay that is externally competitive in both the public and private sectors and delivered within a sustainable financial model. As organizational needs change during the year and external competitive pressures occur, managers request compensation adjustments for their employees. As a result, we want to proactively budget for these requests by retaining dollars for utilization in 2023 for off-cycle changes needed for "hot spot" areas due to market conditions, reorganizations, regrades, and unbudgeted increases required for new hires offers, and internal compression issues.

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

✓HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: We are working to provide the most critical transactional and relational elements to attract and retain our talent with a portfolio of responses, one being compensation. A commitment to a higher level of dollars to respond to the competitive pressures on pay and ease the burden of inflation will be required in 2023 and 2024 to attract new talent and retain our current workforce.

Improvements & Efficiencies

- This offer is a shift in philosophy to anticipate, plan for and provide more transparency into the financial impacts of talent decisions made throughout the year by executive leadership.

Performance Metrics

- HPG 6. City Employee Cumulative Turnover Rate

Offer 10.12: Ongoing management of compensation adjustments for City talent - Funded

Offer Type: Ongoing

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=91357.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

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- The entire personnel services budget was placed into account 519999 as the specific details won't be known throughout the year until applicable adjustments are decided.

Offer Profile

Offer Owner: DLenz

Financial Lead: sfreve

Lead Department: Finance Administration

10.12: Ongoing management of compensation adjustments for City talent

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
519000 - Other Personnel Costs	1,000,000	500,000	-50.0%
510000 - Personnel Services	**1,000,000**	**500,000**	**-50.0%**
Total Expenses	**1,000,000**	**500,000**	**-50.0%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	1,000,000	500,000	-50.0%
	Funding Source Total	**1,000,000**	**500,000**	**-50.0%**

Offer 12.1: Safety & Risk Management Programs and Services - Funded

Offer Type: Ongoing

2023: $7,895,826 and 10.00 FTE (excluding hourly staffing)

2024: $8,301,215 and 10.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will foster a culture of safety & risk management across the organization. This includes:

- Expertise to partner with all departments to prevent injuries, lower claims costs and exposures, and conduct safety audits.
- Providing safety equipment such as winter walkers, prescription safety glasses and steel toe work boots; working 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; inspecting 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.
- CitySafe Occupational Health clinic for City employees with part-time Physician Assistant and full-time Occupational Health Nurse.
- Risk Information Management System to track all data.
- Insurance/Self Insurance Program Management including general liability, property liability, auto liability, arts (damage to City art pieces), equipment breakdown, excess workers' compensation (for claims over $500K/750K), volunteer accident, 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, 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.
- Development of an Enterprise Risk Management program at the City.

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.

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

✓HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

Additional Information

- SRM manages the claims made against the City. Clear and consistent claims management is essential in creating equity. This funding allows for that process to continue on in an equitable manner and identify opportunities to further expand the community's access to submitting claims and having them receive equal consideration.

Offer 12.1: Safety & Risk Management Programs and Services - Funded

Offer Type: Ongoing

- SRM manages Work Comp claims. This work and the City's self insured status allows the City to take a thoughtful approach to claims, creating the opportunity to support newer treatment options as well as developing a pool of resources for injuries that have been underserved in the past. This lets the City better support injured staff recover and return to work.

- 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 City has the opportunity to create an Enterprise Risk Management (ERM) program which will allow the City to identify the many risks it faces, then determine how it wants to manage them. This will help prioritize City resources, and priorities, help the City understand the true range of risk associated with the work that is performed, and be more attractive to insurance carriers.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.: A sustainable workforce depends on a safe and healthy workforce. SRM will focus on employee safety through continued work around innovate safety culture initiatives across the organization resulting in world-class outcomes, a sustainable and engaged workforce and a fiscally responsible expenditure of tax dollars.

Improvements & Efficiencies

- Through the initial City culture of safety work, we have experienced an improvement in our performance measures including being below benchmark injury statistics for the first time since tracking began.

- Savings in claims costs through fewer injuries and claims management efficiencies are now starting to be realized. Further cost savings and fewer people injured will be realized with continued support of this offer.

Performance Metrics

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

Offer 12.1: Safety & Risk Management Programs and Services - Funded

Offer Type: Ongoing

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

- Account for six-month salary increase and right-sizing of salary at hire for Lead Safety Specialist position.
  Additionally, added in-line, off-cycle adjustment for Sr. Manager position in early June 2022.

Offer Profile

Offer Owner: CGoodwin

Financial Lead: sfreve

Lead Department: Safety & Risk Management

12.1: Safety & Risk Management Programs and Services

Offer Type: Ongoing

Ongoing Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		10.00	10.00	- %
Expenses				
511000 - Salaries & Wages		821,977	858,971	4.5%
512000 - Benefits		243,446	254,871	4.7%
519000 - Other Personnel Costs		(28,635)	(30,184)	5.4%
510000 - Personnel Services		**1,036,788**	**1,083,658**	**4.5%**
521000 - Professional & Technical		217,360	221,707	2.0%
520000 - Purchased Prof & Tech Services		**217,360**	**221,707**	**2.0%**
532000 - Cleaning Services		4,160	4,243	2.0%
533000 - Repair & Maintenance Services		39,664	40,458	2.0%
530000 - Purchased Property Services		**43,824**	**44,701**	**2.0%**
541000 - Insurance		6,358,526	6,707,033	5.5%
542000 - Communication Services		16,640	16,973	2.0%
544000 - Employee Travel		16,120	16,442	2.0%
549000 - Other Purchased Services		18,616	18,988	2.0%
540000 - Other Purchased Services		**6,409,902**	**6,759,436**	**5.5%**
555000 - Office & Related Supplies		21,112	21,535	2.0%
556000 - Health & Safety Supplies		153,320	156,387	2.0%
559000 - Other Supplies		13,520	13,791	2.0%
550000 - Supplies		**187,952**	**191,713**	**2.0%**
Total Expenses		**7,895,826**	**8,301,215**	**5.1%**
Funding Sources				
602-Self Insurance Fund: Ongoing Revenue	Ongoing Restricted	7,895,826	8,301,215	5.1%
Funding Source Total		**7,895,826**	**8,301,215**	**5.1%**

Offer 12.2: Increase in Provider Availability for Occupational Health - Funded

Offer Type: Enhancement

2023: $45,600 and 0.00 FTE (excluding hourly staffing)

2024: $45,600 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund 8 additional hours of Physician Assistant (PA) coverage at the CitySafe clinic, the Occupational Health clinic for the City of Fort Collins. The primary users of this additional time will be City employees who need to have their Department of Transportation (DOT) physical exam for their Commercial Driver's License (CDL), injured employees needing care or follow-up visits for a work injury, and candidates who are required to have a Post-Offer Employment Test.

The clinic currently has a PA available 12 hours a week. During this time, the PA sees visits for DOT physicals, initial Work Comp (WC) injury visits, follow-up visits for WC injuries, and walk-in cases. The City has been working to have the majority of employee DOT physicals done at CitySafe. This helps the City in several ways. A central location close to the majority of City facilities reduces employee travel time to and from appointments. The clinic has a well-structured program to minimize any wait time, also saving employee time. The provider is able to create a follow-up program for a driver with health concerns that supports the driver, the City, and federal law. This program has been well received and used by City staff. The PA also makes WC visits more efficient. The connection with UCHealth helps facilitate quick and effective communication between Safety & Risk Management and WC providers, allowing for better care and return-to-work opportunities.

The additional 8 hours would increase the City's ability to provide these services. While still not common, there have been cases where clinic has been too busy to accommodate appointment requests. A future goal is to also have the clinic be a provider of Post-Offer Employment Testing for candidates. This would help streamline that process and improve understanding of this part of the hiring process with hiring managers.

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

✓HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

Additional Information

Offer 12.2: Increase in Provider Availability for Occupational Health - Funded

Offer Type: Enhancement

- In 2020, the clinic saw:
  129 DOT physical appointments, 65 Work Comp appointments
  In 2021, the clinic saw:
  191 DOT physical appointments, 91 Work Comp appointments
  As of 3/23/22, the has seen:
  61 DOT physical appointments, 11 Worker Comp appointments
  This was a 5% increase over the previous year, and the month was not yet done, showing continuing increase in demand

- Having a low stress environment for DOT physicals is important. The physical is a stressful part of maintaining a CDL, and this stress can translate as high blood pressure at their visit, which affects the results. The clinic and PA helped reduce the fear and stress. Options for health issues are discussed and follow up appointments set, helping employees feel more at ease with the process.

- The direct and indirect costs to use an Outside Provider of DOT physical, DOT physical follow up, and WC visits goals listed in this offer: $45,000
  Direct and indirect costs of the same visits but with services funded by this offer: $22,000
  A significant part of the cost savings is from time saved from reduced travel and reduced waiting time.

- SRM goal is to provide 100 more DOT physicals in house (~300/yr total), 10 DOT follow up visits/yr, and 30% more WC visits in house (~30 more/yr).
  Direct costs of these service by an outside clinic: $27,000
  Direct cost of these services at CitySafe: $16,000
  Direct costs include visit cost, employee time (in $)
  CitySafe visits reduce the time cost of these visits

- SRM goal of diverting 10 cases from Urgent Care (UC) to CitySafe or Work Comp clinic.This would save the City approx $1600/yr in direct costs.
  SRM goal of diverting 5 ED visits to UC. This would save the City approx $8,000/yr in direct costs.
  We also want to perform POET testing in house, which would help with the time demands of hiring.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $45,600
  Ongoing Cost Description:
  The clinic is an ongoing cost due to the goal of having an occupational health clinic to treat work related injuries, perform DOT physicals, and in the future, be a provider option for Post Offer Employment Testing.

Offer 12.2: Increase in Provider Availability for Occupational Health - Funded

Offer Type: Enhancement

Scalability and explanation

4 additional hours a week: $22,800

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.: 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.

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.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: CGoodwin

Financial Lead: sfreve

Lead Department: Safety & Risk Management

12.2: Increase in Provider Availability for Occupational Health

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
521000 - Professional & Technical	45,600	45,600	- %
520000 - Purchased Prof & Tech Services	**45,600**	**45,600**	**- %**
Total Expenses	**45,600**	**45,600**	**- %**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
602-Self Insurance Fund: Ongoing Revenue	Ongoing Restricted	45,600	45,600	- %
Funding Source Total		**45,600**	**45,600**	**- %**

Offer 12.3: Post-Offer Employment Testing & Physical Demand Assessment - Funded

Offer Type: Enhancement

2023: $20,000 and 0.00 FTE (excluding hourly staffing)

2024: $20,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will allow the City to hire people who are physically able to meet the identified demands of their potential job as well as allow improved management and care of work-related injuries. This program will support Safety & Risk Management, Human Resources, the City Attorney's Office, and managers, both those hiring identified positions as well as managers of employees who have been injured.

A Physical Demands Assessment (PDA) is an assessment of the physicals demands of a job by looking at the essential functions of that position. The PDA provides a report that states requirements such as weight lifted, twisting, stooping, and crawling, to list a few tasks. This report can be used in two ways by the City, to assist with returning to work after a work-related injury and as part of Post-Offer Employment Testing (POET).

When an employee is injured at work, they are under the care of a Work Comp medical provider. An up-to-date PDA is given to the provider, who then creates the list of work restrictions that allows the employee to return to work safely with their work modified to what they can do. The POET is used in the hiring process for specific positions at the City and is created from the PDA. Once a candidate is selected, they are made an offer that is conditional on their ability to perform the essential functions of the job. The candidate goes to a WorkSteps clinic approved by the City, where the clinic tests to determine if they can do the job.

This program will help improve the safety of City staff as well as the safety of those who use City services. By ensuring that only people who can do the work are hired, the City avoids injuring new employees who were not capable of the essential functions. It helps facilitate a quicker return to work for injured employees, and it helps ensure that employees can perform their work, which includes operating safety equipment or emergency equipment, helping to keep the public safe.

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

✓ HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

Additional Information

- Positions that currently have a PDA and a POET include technician jobs in Operations Services and Transfort bus drivers. Pre employment, we ensure that the candidate can step on and off the bus, perform inspections, open the emergency roof hatch, and fully operate the bus. After injury, we use the PDA to ensure they're safe to all those tasks without further injury.

Offer 12.3: Post-Offer Employment Testing & Physical Demand Assessment - Funded

Offer Type: Enhancement

- A POET creates a baseline of ability of a new employee. If they are injured, we know that they may have had limited ability upon hire (but still capable) and by law, we only need to return them to that limited ability if injured. This saves the City money by not having to rehab an injury the City did not cause.

- The POET process the City to evaluate applicants without potential discrimination based on ability but creating a accurate and consistent process. It also provides a very accurate description of work, which aids in determining what reasonable accommodations can be made in line with the ADA accommodations process.

- At the end of 2024, the PDA program would shift into a maintenance & new position mode.
  This mode will:
  Review the PDA of all jobs annually to determine if the work performed or tools used has changed. If so, PDA will be updated.
  Th
  Any new jobs created by the City will have a PDA (and POET, if needed) developed prior to the job posting.
  Cost: ~$7,500 to $9,000/yr

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

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.: 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.

Performance Metrics

Offer 12.3: Post-Offer Employment Testing & Physical Demand Assessment - Funded

Offer Type: Enhancement

- 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.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: CGoodwin

Financial Lead: sfreve

Lead Department: Safety & Risk Management

12.3: Post-Offer Employment Testing & Physical Demand Assessment

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
529000 - Other Prof & Tech Services	20,000	20,000	- %
520000 - Purchased Prof & Tech Services	**20,000**	**20,000**	**- %**
Total Expenses	**20,000**	**20,000**	**- %**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
602-Self Insurance Fund: Ongoing Revenue	Ongoing Restricted	20,000	20,000	- %
Funding Source Total		**20,000**	**20,000**	**- %**

Offer 15.1: Fleet Fuel - Funded

Offer Type: Ongoing

2023: $3,147,952 and 0.35 FTE (excluding hourly staffing)

2024: $3,355,559 and 0.35 FTE (excluding hourly staffing)

Offer Summary

This offer will fund the purchase of fuel, operations and environmental compliance of 13 internal fuel sites, including a new site coming online in the fall of 2022, and a mobile fuel trailer. This offer includes the administration of various external fuel sites and supports the City's compressed natural gas, propane and electric charging infrastructure.

The projected per gallon/gallon equivalent pricing for both years 2023 2024 are:
- $3.60 / Unleaded Gasoline
- $3.90 / Biodiesel
- $2.64 / Compressed Natural Gas (CNG) [Diesel Gallon Equivalent]
- $2.60 / Propane

The fuel sites that this offer covers are:
- 835 Wood Street (Gasoline, Biodiesel, Compressed Natural Gas, Propane)
- Transfort (Gasoline, Biodiesel, Compressed Natural Gas)
- Main Parks Shop (Gasoline, Biodiesel)
- Streets Facility (Compressed Natural Gas)
- Collindale Golf Course (Gasoline, Biodiesel)
- Southridge Golf Course (Gasoline, Biodiesel)
- Spring Canyon Parks Shop (Gasoline, Biodiesel)
- Fossil Creek Parks Shop (Gasoline, Biodiesel)
- Police Services (Gasoline)
- Laporte Water Treatment Facility (Biodiesel)
- Hoffman Mill Recycling Site (Gasoline, Biodiesel)
- Meadow Springs Ranch (Gasoline, Biodiesel)
- Mobile Fuel Trailer (Biodiesel)
- East Side Park Shop   New (Gasoline, Biodiesel)

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

Additional Information

Offer 15.1: Fleet Fuel - Funded

Offer Type: Ongoing

- Fuel use for 2021 was:

337,456 gallons - Unleaded Gasoline
148,049 gallons - Biodiesel
470,453 gallons - Compressed Natural Gas
742 gallons - Propane.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: We provide fueling services to other governmental agencies such as the Poudre School District, Metropolitan Planning Organization, and occasionally Poudre Fire Authority.

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.: Fleet Fuel is responsible for delivering CNG for vehicles as a cleaner alterative to gasoline or diesel. Fleet Fuel is also responsible for the fleet owned electric chargers.

Improvements & Efficiencies

- A new East- side Park maintenance shop will include a fuel site and is anticipated to open in September 2022. It will provide both gasoline and bio-diesel.

- The City's Fleet division has adopted several strategies to reduce fuel consumption. Improvements include but are not limited to: 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.

- Recently, 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.

- 10 to 20 additional fleet electric vehicle chargers will be added in 2023-2024,

- We anticipate purchasing renewable natural gas, which will drastically reduce our carbon emission inventory.

Performance Metrics

- HPG 8. Fuel site uptime

Offer 15.1: Fleet Fuel - Funded

Offer Type: Ongoing

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91401.html

Performance Measure Reason: Each fuel site should be available 99% of the time.

Differences from Prior Budget Cycles

- The price per gallon for all fuels is increasing significantly due to world and market conditions. Additionally the fuel mark-up is increasing to help fund the Fleet Services CNG shop expansion.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not Applicable

Offer Profile

Offer Owner: sarmfield

Financial Lead: ermartin

Lead Department: Operation Services

15.1: Fleet Fuel

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	0.35	0.35	- %
Expenses			
511000 - Salaries & Wages	31,233	32,639	4.5%
512000 - Benefits	10,435	10,976	5.2%
519000 - Other Personnel Costs	(1,667)	(1,745)	4.7%
510000 - Personnel Services	**40,001**	**41,870**	**4.7%**
521000 - Professional & Technical	47,000	47,000	- %
529000 - Other Prof & Tech Services	42,500	42,500	- %
520000 - Purchased Prof & Tech Services	**89,500**	**89,500**	**- %**
531000 - Utility Services	483,146	663,922	37.4%
533000 - Repair & Maintenance Services	215,250	215,513	0.1%
530000 - Purchased Property Services	**698,396**	**879,435**	**25.9%**
542000 - Communication Services	2,250	2,250	- %
549000 - Other Purchased Services	50	50	- %
540000 - Other Purchased Services	**2,300**	**2,300**	**- %**
551000 - Vehicle & Equipment Supplies	2,237,405	2,262,104	1.1%
552000 - Land & Building Maint Supplies	250	250	- %
555000 - Office & Related Supplies	100	100	- %
550000 - Supplies	**2,237,755**	**2,262,454**	**1.1%**
565000 - Vehicles & Equipment	80,000	80,000	- %
560000 - Capital Outlay	**80,000**	**80,000**	**- %**
Total Expenses	**3,147,952**	**3,355,559**	**6.6%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	3,147,952	3,355,559	6.6%
	Funding Source Total	**3,147,952**	**3,355,559**	**6.6%**

Offer 15.2: Fleet Maintenance - Funded

Offer Type: Asset Management-Ongoing

2023: $7,154,166 and 34.65 FTE (excluding hourly staffing)

2024: $7,402,311 and 34.65 FTE (excluding hourly staffing)

Offer Summary

This offer will fund vehicle and equipment maintenance for over 2,000 City vehicles, equipment and attachments.

Fleet maintenance includes, but is not limited to, repairs, preventative maintenance, Department of Transportation (DOT) inspections, parts inventory, after-hours call-outs, bus cleaning, bus fueling, 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 or vehicles 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
- Transfort shop – 3 shifts open nearly 24/7/365
- On-call roadside service 24/7

The staffing in this offer includes:

- 18 Technicians
- 3 Parts Assistants
- 1 Parts Supervisor
- 3 Shop Supervisors
- 1 Planner, Scheduler
- 1 Fleet Supervisor
- 5 Maintenance Workers
- 4 part-time Shop Helpers
- 3 Bus Fuelers
- 2 part time Bus Fuelers

Offer 15.2: Fleet Maintenance - Funded

Offer Type: Asset Management-Ongoing

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

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- The Equipment fund is an Internal Service Fund with 100% burdened labor rate. The average labor rate in 2022 is $108.33 compared to an outside average of $151.61. This is an annual savings of $1.1 million. Our average parts markup is 22.5% compared to usually 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 including electric transit buses that starting arriving in 2022.

- Of the over 2,000 Fleet units, 1,512 are rolling stock (powered and can move independently)

- Recently, 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.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Maintaining the City's assets in the form of vehicle repair, maintenance, and replacement is a priority to Fleet Services. Fleet Services is continually striving to improve our customer experience.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: We provide some fleet maintenance services to other governmental agencies such as the Poudre River Library, Metropolitan Planning Organization, and occasionally Poudre Fire Authority.

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 15.2: Fleet Maintenance - Funded

Offer Type: Asset Management-Ongoing

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

- Not applicable

Offer Profile

Offer Owner: dleicester

Financial Lead: ermartin

Lead Department: Operation Services

15.2: Fleet Maintenance

Offer Type: Asset Management-Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	34.65	34.65	- %
Expenses			
511000 - Salaries & Wages	2,542,995	2,667,439	4.9%
512000 - Benefits	827,178	874,221	5.7%
519000 - Other Personnel Costs	(125,729)	(132,582)	5.5%
510000 - Personnel Services	**3,244,444**	**3,409,078**	**5.1%**
521000 - Professional & Technical	38,500	38,500	- %
529000 - Other Prof & Tech Services	20,000	20,000	- %
520000 - Purchased Prof & Tech Services	**58,500**	**58,500**	**- %**
531000 - Utility Services	141,473	148,680	5.1%
532000 - Cleaning Services	22,336	22,690	1.6%
533000 - Repair & Maintenance Services	1,326,266	1,363,746	2.8%
534000 - Rental Services	250,000	250,000	- %
530000 - Purchased Property Services	**1,740,075**	**1,785,116**	**2.6%**
542000 - Communication Services	14,500	14,500	- %
549000 - Other Purchased Services	28,728	28,728	- %
540000 - Other Purchased Services	**43,228**	**43,228**	**- %**
551000 - Vehicle & Equipment Supplies	1,939,539	1,976,924	1.9%
552000 - Land & Building Maint Supplies	5,000	5,000	- %
555000 - Office & Related Supplies	16,450	5,950	-63.8%
556000 - Health & Safety Supplies	6,080	6,080	- %
559000 - Other Supplies	5,850	5,850	- %
550000 - Supplies	**1,972,919**	**1,999,804**	**1.4%**
565000 - Vehicles & Equipment	95,000	106,585	12.2%
560000 - Capital Outlay	**95,000**	**106,585**	**12.2%**
Total Expenses	**7,154,166**	**7,402,311**	**3.5%**

Funding Sources

601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	7,154,166	7,402,311	3.5%
Funding Source Total		**7,154,166**	**7,402,311**	**3.5%**

Offer 15.3: Facility Maintenance - Funded

Offer Type: Asset Management-Ongoing

2023: $5,603,305 and 27.00 FTE (excluding hourly staffing)

2024: $5,716,114 and 27.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund all building maintenance for over 101 City facilities encompassing nearly 2 million square feet.

Highlights in this offer are:
- Electrical maintenance
- Heating ventilation and air conditioning (HVAC)
- Aquatics maintenance and chemical management for six swimming pools and associated spas
- Keys and access control
- General maintenance, furniture setup/teardown, and alterations
- Security service patrols, snow removal, and pest control at some facilities

This offer requests $5 million in General Fund while $1.4 million is recouped through charge backs to departments outside of the General Fund.

The financial breakdown of this offer is:
- General Maintenance: $3.5M (e.g., all building interior and exterior repairs under $20,000)
- HVAC: $1.3M (e.g., all mechanical repairs and replacements under $20,000)
- Electrical: $0.8M (e.g., all personal protective gear for technicians)
- Aquatics: $0.7M (e.g., all chemicals for pools)
- Locks and Access Control: $0.2M (e.g., 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 15.8.

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

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Additional Information

- This offer helps to provide safe and efficient operating facilities in order to provide programing that is inclusive and accessible to all.   A safe, well-maintained facility is welcoming for all patrons that utilize City facilities as well as individuals within our own organization.

Links to Further Details:

Offer 15.3: Facility Maintenance - Funded

Offer Type: Asset Management-Ongoing

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: By providing world-class service and efficient operating facilities, Inclusive and accessible to all individuals in our community in partnership with other departments within the organization. This offer also includes facility maintenance services that we provide to other governmental agencies such as the Poudre River Library District and Poudre Fire Authority.

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Regular condition assessments of city assets along with preventative maintenance protects our investment, tracking assets for end-of-life replacement effectively prioritizes funding and helps to eliminate interruption of services offered to the community.

Performance Metrics

- HPG 12. Percent of preventive maintenance work orders for Building Maintenance completed within 30 days of assignment
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91403.html

Performance Measure Reason: The 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

Offer Profile

Offer Owner: jcordell

Financial Lead: ermartin

Lead Department: Operation Services

15.3: Facility Maintenance

Offer Type: Asset Management-Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	27.00	27.00	- %
Expenses			
511000 - Salaries & Wages	1,902,155	1,983,407	4.3%
512000 - Benefits	633,281	663,645	4.8%
519000 - Other Personnel Costs	(96,735)	(101,171)	4.6%
510000 - Personnel Services	**2,438,701**	**2,545,881**	**4.4%**
521000 - Professional & Technical	379,959	379,959	- %
529000 - Other Prof & Tech Services	130,000	130,000	- %
520000 - Purchased Prof & Tech Services	**509,959**	**509,959**	**- %**
532000 - Cleaning Services	50,000	50,000	- %
533000 - Repair & Maintenance Services	2,187,700	2,197,520	0.4%
534000 - Rental Services	160,422	163,719	2.1%
535000 - Construction Services	56,000	56,000	- %
539000 - Other Property Services	20,000	20,000	- %
530000 - Purchased Property Services	**2,474,122**	**2,487,239**	**0.5%**
542000 - Communication Services	31,560	31,810	0.8%
549000 - Other Purchased Services	18,100	18,100	- %
540000 - Other Purchased Services	**49,660**	**49,910**	**0.5%**
551000 - Vehicle & Equipment Supplies	34,522	26,784	-22.4%
552000 - Land & Building Maint Supplies	720,500	720,500	- %
555000 - Office & Related Supplies	87,500	87,500	- %
556000 - Health & Safety Supplies	14,920	14,920	- %
558000 - Chemical Supplies	114,000	114,000	- %
559000 - Other Supplies	(840,579)	(840,579)	- %
550000 - Supplies	**130,863**	**123,125**	**-5.9%**
Total Expenses	**5,603,305**	**5,716,114**	**2.0%**

Funding Sources

100-General Fund: Facilities Work for Others	Ongoing Restricted	1,436,890	1,458,401	1.5%
100-General Fund: Ongoing	Ongoing	4,166,415	4,257,713	2.2%
	Funding Source Total	**5,603,305**	**5,716,114**	**2.0%**

Offer 15.4: Facility Major Maintenance - Funded

Offer Type: Asset Management-Ongoing

2023: $550,000 and 0.00 FTE (excluding hourly staffing)

2024: $550,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will allow for necessary major maintenance to major systems or components that are either at the end of their life or are life safety items.

Details and estimates included in this offer are:

2023:
- $150,000 for an enclosed chemical storage area to separate chemicals used in pools. This will eliminate corrosiveness to other components and protect against the potential of mixing dangerous chemicals together.
- $150,000 for parking lot maintenance. This includes patching, resurfacing, striping, etc. in an effort to protect the surface lots and prevent more costly future repairs.
- $123,000 to replace the existing fire alarm system at the Pottery Studio and the CitySafe Clinic.
- $75,000 to replace emergency exit stairways at Club Tico. These stairs are required for emergency exits and are failing due to age and the environment.
- $52,000 to replace Ultraviolet systems used for the pool and spa system at the Senior Center. These systems protect patrons from dangerous parasites and help maintain good indoor air quality.

Total: $550,000

2024:
- $185,000 for parking lot maintenance. This includes patching, resurfacing, striping, etc. in an effort to protect the surface lots and prevent more costly future repairs.
- $167,000 to replace outdated fluorescent lighting over the ice rinks at EPIC with longer-lasting and more energy-efficient LED fixtures.
- $80,000 to replace EPIC mechanical system pumps and motors with greater efficiency.
- $73,000 to replace pool circulation pumps and filtration equipment at the City Park Pool.
- $45,000 to overhaul the ammonia chiller that serves the two ice rinks at EPIC. This system runs 24/7/365 to keep the ice at optimum temperatures.

Total: $550,000

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

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Offer 15.4: Facility Major Maintenance - Funded

Offer Type: Asset Management-Ongoing

Additional Information

- This offer helps to provide safe and efficient operating facilities in order to provide programing that is inclusive and accessible to all. A safe, well-maintained facility is welcoming for all patrons that utilize City facilities as well as individuals within our own organization.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: By providing well-maintained City facilities, other City departments are able to offer world-class programming and services.

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Regular condition assessments of City assets along with preventative maintenance protects our investment, tracking assets for end-of-life replacement effectively prioritizes funding and helps to eliminate interruption of services offered to the community.

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: Completion of these 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

Offer Profile

Offer Owner: jcordell

Financial Lead: ermartin

Lead Department: Operation Services

15.4: Facility Major Maintenance

Offer Type: Asset Management-Ongoing

Ongoing Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
562000 - Buildings		550,000	550,000	- %
	560000 - Capital Outlay	**550,000**	**550,000**	**- %**
	Total Expenses	**550,000**	**550,000**	**- %**
Funding Sources				
100-General Fund: Ongoing	Ongoing	550,000	550,000	- %
	Funding Source Total	**550,000**	**550,000**	**- %**

Offer 15.5: Operation Services Administration - Funded

Offer Type: Ongoing

2023: $1,131,317 and 7.00 FTE (excluding hourly staffing)

2024: $1,178,667 and 7.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds the administration functions and staff for the Operation Services Department.

The Administration portion of Operation Services sets the tone, policy, and direction for both fleet and facility management. The Administration works in the creation and the work towards achieving the City's carbon and energy goals by ensuring proper equipment is planned for, budgeted for and acquired.

The Administration also cares for many of the daily operations including, but not limited to, purchasing, budgeting, accounting, billing, data collection and analysis, reporting, license plates, titles, ID badge creation, pool car administration, updating the internal Operation Services CityHub SharePoint site, and scheduling shared conference and community rooms.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- All conference rooms are ADA compliant and accessible.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: These daily functions are crucial in order to operate the Operation Services 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 Administrator.

Performance Metrics

Offer 15.5: Operation Services Administration - Funded

Offer Type: Ongoing

- 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.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- N/A

Offer Profile

Offer Owner: TOchsner

Financial Lead: ermartin

Lead Department: Operation Services

15.5: Operation Services Administration

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	7.00	7.00	- %
Expenses			
511000 - Salaries & Wages	682,411	712,276	4.4%
512000 - Benefits	231,576	239,742	3.5%
519000 - Other Personnel Costs	(32,863)	(34,338)	4.5%
510000 - Personnel Services	**881,124**	**917,680**	**4.1%**
521000 - Professional & Technical	2,500	2,500	- %
529000 - Other Prof & Tech Services	5,000	5,000	- %
520000 - Purchased Prof & Tech Services	**7,500**	**7,500**	**- %**
533000 - Repair & Maintenance Services	23,000	23,000	- %
534000 - Rental Services	2,500	2,500	- %
530000 - Purchased Property Services	**25,500**	**25,500**	**- %**
541000 - Insurance	120,573	130,867	8.5%
542000 - Communication Services	10,740	10,740	- %
544000 - Employee Travel	13,000	13,000	- %
549000 - Other Purchased Services	7,950	7,950	- %
540000 - Other Purchased Services	**152,263**	**162,557**	**6.8%**
555000 - Office & Related Supplies	6,250	4,750	-24.0%
556000 - Health & Safety Supplies	500	500	- %
559000 - Other Supplies	4,250	4,250	- %
550000 - Supplies	**11,000**	**9,500**	**-13.6%**
591000 - Transfers to Funds	53,930	55,930	3.7%
590000 - Transfers Out	**53,930**	**55,930**	**3.7%**
Total Expenses	**1,131,317**	**1,178,667**	**4.2%**

Funding Sources

100-General Fund: Ongoing	Ongoing	426,765	426,765	- %
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	704,552	751,902	6.7%
	Funding Source Total	**1,131,317**	**1,178,667**	**4.2%**

Offer 15.6: Facilities Project Management, Real Estate Services, and Internal Mail - Funded

Offer Type: Ongoing

2023: $1,829,321 and 10.00 FTE (excluding hourly staffing)

2024: $1,870,769 and 10.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds Project Management, Planning and Design (PMPD); Real Estate Services; and Internal Mail for the City of Fort Collins. These programs are all funded by the departments that use these services.

~$650k: Facilities Project Management, Planning and Design manages major City building remodels and capital construction, as well as alteration/renovation projects from early design through project completion. Duties and responsibilities include developing project budgets and schedules and procuring designers, contractors, and vendors to complete the work. They also act as a liaison among project personnel, client departments and contractors to ensure quality work, on time, and on budget for the City. This program is self funded except for the Lead Senior Project Manager who is generally assigned to pre project functions and estimates that aren’t associated with bona fide projects. In addition, this manager has supervisory duties that cannot be billed.

~$950k: Real Estate Services provides full real estate and property management services to other City departments in support of the City’s strategic and operational goals. They negotiate and manage the City’s portfolio of leases, property acquisitions, disposals, rights of way, and utility easements. This program is self funded except for the Real Estate Manager who is generally assigned to non chargeable research and collaboration that is not associated with any department. In addition, this manager has supervisory duties that cannot be billed. This department is also responsible for paying for the repairs and owner expenses associated with various City-owned properties that are rented out to other organizations.

~$200k: 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 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

Offer 15.6: Facilities Project Management, Real Estate Services, and Internal Mail - Funded

Offer Type: Ongoing

- This offer helps to construct or remodel safe and efficient City facilities in order to provide programing that are inclusive and accessible to all. The project management in this offer is responsible for ADA compliance for new construction and remodels. This ensures all facilities are welcoming for all patrons that utilize City facilities as well as individuals within our own organization.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: These services support a multitude of projects across the organization.

Improvements & Efficiencies

- All new construction over 5,000 square feet have a LEED (Leadership in Energy and Environmental Design) Gold Certification goal.

- PMPD Department is working with other City departments (Utilities, Engineering, Park Planning) which also manage construction projects to incorporate new software to improve efficiencies for managing projects by reducing the time spent entering and processing project documents. This software will provide cloud-based storage for easy access by City staff from computers, laptops and phones.

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 funded. This measure shows the comparison of revenue to expense for each program.

Differences from Prior Budget Cycles

- Additional costs have been added to account for the operation of the recently purchased Civic Center Condos.

Offer 15.6: Facilities Project Management, Real Estate Services, and Internal Mail - Funded

Offer Type: Ongoing

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: bhergott

Financial Lead: ermartin

Lead Department: Operation Services

15.6: Facilities Project Management, Real Estate Services, and Internal Mail

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	10.00	10.00	- %
Expenses			
511000 - Salaries & Wages	888,346	928,326	4.5%
512000 - Benefits	262,252	274,407	4.6%
519000 - Other Personnel Costs	(46,022)	(48,109)	4.5%
510000 - Personnel Services	**1,104,576**	**1,154,624**	**4.5%**
521000 - Professional & Technical	7,500	7,500	- %
529000 - Other Prof & Tech Services	488,000	488,000	- %
520000 - Purchased Prof & Tech Services	**495,500**	**495,500**	**- %**
531000 - Utility Services	25,000	25,000	- %
533000 - Repair & Maintenance Services	550	550	- %
534000 - Rental Services	1,750	1,750	- %
539000 - Other Property Services	9,795	9,795	- %
530000 - Purchased Property Services	**37,095**	**37,095**	**- %**
542000 - Communication Services	12,400	12,400	- %
544000 - Employee Travel	2,400	2,400	- %
549000 - Other Purchased Services	138,500	138,500	- %
540000 - Other Purchased Services	**153,300**	**153,300**	**- %**
555000 - Office & Related Supplies	37,150	28,550	-23.1%
556000 - Health & Safety Supplies	900	900	- %
559000 - Other Supplies	800	800	- %
550000 - Supplies	**38,850**	**30,250**	**-22.1%**
Total Expenses	**1,829,321**	**1,870,769**	**2.3%**

Funding Sources

100-General Fund: Facilities House, Bldg & Office Rental	Ongoing Restricted	298,473	298,473	- %
100-General Fund: Facilities Work for Others	Ongoing Restricted	1,185,753	1,206,572	1.8%
100-General Fund: Ongoing	Ongoing	345,095	365,724	6.0%
Funding Source Total		**1,829,321**	**1,870,769**	**2.3%**

Offer 15.7: Required Building Modifications - Funded

Offer Type: Asset Management-Ongoing

2023: $600,000 and 0.00 FTE (excluding hourly staffing)

2024: $600,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund City facility modifications that are necessary to increase accessibility. In 2016, the City performed a comprehensive audit to identify facilities that require accessibility modifications or improvements. Through this process, the City determined that various modifications at 46 existing facilities were necessary. These modifications are prioritized in the 15 year plan, of which 2023-2024 are years seven and eight. The total cost of all the modifications is $6.7 million over 15 years. The remaining cost of these modifications is about $3.1 million.

The following items are planned for 2023-2024:

2023:

- 215 North Mason St: Modify restrooms to get proper dimensions and clearances.
- City Park Clubhouse: Add a gender-neutral accessible restroom and rework access from handicap parking to building.
- Park Shop (413 Bryan St.): Address entrance to building and correct slopes from handicap parking to building.

2024:

- Traffic Operations: Remodel restrooms to meet ADA requirements.
- Southridge Clubhouse: Create gender-neutral accessible restroom and address ADA ramp out front to comply with requirements.

Carnegie Building: Access to the building from ADA parking. This path has excessive slopes.

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

✓HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Additional Information

- This offer directly improves accessibility in City of Fort Collins buildings so that all programming can be inclusive regardless of physical ability.

- This offer will modify City facilities and travel paths in order to provide programing that is inclusive and accessible to all by   An accessible facility is welcoming for all patrons that utilize City facilities as well as individuals within our own organization.

Offer 15.7: Required Building Modifications - Funded

Offer Type: Asset Management-Ongoing

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: Anyone with a disability should be able to use all City of Fort Collins facilities. These modifications will also benefit others groups.

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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 on the list 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

Offer Profile

Offer Owner: bhergott

Financial Lead: ermartin

Lead Department: Operation Services

15.7: Required Building Modifications

Offer Type: Asset Management-Ongoing

Ongoing Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
562000 - Buildings		600,000	600,000	- %
	560000 - Capital Outlay	**600,000**	**600,000**	**- %**
	Total Expenses	**600,000**	**600,000**	**- %**
Funding Sources				
100-General Fund: Ongoing	Ongoing	600,000	600,000	- %
	Funding Source Total	**600,000**	**600,000**	**- %**

Offer 15.8: Facility Custodial and Utilities - Funded

Offer Type: Ongoing

2023: $4,499,832 and 2.00 FTE (excluding hourly staffing)

2024: $4,603,126 and 2.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund building utilities (electric, natural gas, water, wastewater, storm drainage), and custodial services for about 75 City buildings.

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. Monthly major inspections and weekly minor inspections are performed.

This offer additionally covers the cost of the common area maintenance for the Foothills Activity Center, and the City portion of the Colorado Welcome Center.

The financial breakdown for this offer is:
Janitorial: $2.2M
Utilities: $2.3M

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

✓HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Additional Information

- Operation Services competitively bids and selects at least two contractors for janitorial services. These contracts are reviewed for renewal each year for a maximum of five renewals. Each time a new building is added to the portfolio, all contractors will submit proposals to ensure quality and cost competitiveness. In addition, carpet care and window cleaning contracts are selected the same way.
- 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 15.19 - Facility Restroom and Common Area Additional Cleaning
- This offer helps to provide clean and safe facilities in order to provide programing that is inclusive and accessible to all. A clean, well-maintained facility is welcoming for all patrons that utilize City facilities as well as individuals within our own organization.

Offer 15.8: Facility Custodial and Utilities - Funded

Offer Type: Ongoing

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Facility custodial and utilities are essential to keep City facility in clean and comfortable working order.

Improvements & Efficiencies

- 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 provide feedback on the efficacy our our efforts.

Differences from Prior Budget Cycles

- Security services and snow removal have been moved over to offer 15.3

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: TOchsner

Financial Lead: ermartin

Lead Department: Operation Services

15.8: Facility Custodial and Utilities

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %
Expenses			
511000 - Salaries & Wages	176,805	184,762	4.5%
512000 - Benefits	51,969	54,383	4.6%
519000 - Other Personnel Costs	(9,151)	(9,566)	4.5%
510000 - Personnel Services	**219,623**	**229,579**	**4.5%**
521000 - Professional & Technical	2,000	2,000	- %
520000 - Purchased Prof & Tech Services	**2,000**	**2,000**	**- %**
531000 - Utility Services	2,162,316	2,176,409	0.7%
532000 - Cleaning Services	1,984,615	2,063,860	4.0%
533000 - Repair & Maintenance Services	95,228	95,228	- %
530000 - Purchased Property Services	**4,242,159**	**4,335,497**	**2.2%**
542000 - Communication Services	5,600	5,600	- %
540000 - Other Purchased Services	**5,600**	**5,600**	**- %**
559000 - Other Supplies	30,450	30,450	- %
550000 - Supplies	**30,450**	**30,450**	**- %**
Total Expenses	**4,499,832**	**4,603,126**	**2.3%**

Funding Sources

100-General Fund: Facilities Work for Others	Ongoing Restricted	698,421	726,147	4.0%
100-General Fund: Ongoing	Ongoing	3,801,411	3,876,979	2.0%
Funding Source Total		**4,499,832**	**4,603,126**	**2.3%**

Offer 15.9: Fleet Vehicle and Equipment New Replacements - Funded

Offer Type: Asset Management-Enhanced

2023: $1,333,727 and 0.00 FTE (excluding hourly staffing)

2024: $3,885,122 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund the principal and interest payments for new vehicles and equipment purchased using lease purchase financing in 2023-2024 in accordance with the City's replacement policy. This offer also includes the capital purchase of select police vehicles and vehicle related equipment. Funding for this offer comes from various departments requesting the replacements in the form of rental payments.

The following departments are included:

2023: Total Asset Value to be lease purchased $5,962,900
- Engineering: 4 Hybrid Pickups
- Forestry: 1 Pickup
- Operation Services: 1 Electric Van and 2 Electric Trucks
- Traffic: 1 Single Axle Dump Truck and 1 Single Axle Scissor Lift Truck
- Police Services: 27 Hybrid Patrol Interceptors and 5 Full Size SUV's
- Recreation: 1 Electric Car
- Streets: 2 Dump Trucks, 2 Snowplows, 1 Flusher Truck, and 1 Patcher Truck
- Building Services: 2 Hybrid/Electric Pickup Trucks
- Parks: 5 Pickups, 1 utility work machine, 1 Loader, 5 Utility Vehicles

2024: Total Asset Value to be lease purchased $6,079,400
- Forestry: 1 Loader
- Operation Services: 1 Electric Van and 1 Hybrid Pickup
- Traffic: 3 Trucks
- Police Services: 35 Patrol Interceptors and 2 Full Size SUV's
- Streets: 2 Snowplows, 1 Sweeper, 1 One Ton Dump Body 1 Mid-Size Hybrid Pick Up and 1 Pickup with Plow
- Building Services: 1 Hybrid Pickup
- Parks: 5 Pickups, 3 Utility Vehicles and 1 Commercial Mower
- Recreation: 1 Tractor

2024:
- Capital purchase of three motorcycles for FCPS for a total of $80,000.

There are also three 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

Offer 15.9: Fleet Vehicle and Equipment New Replacements - Funded

Offer Type: Asset Management-Enhanced

cost of replacing these vehicles, factoring in trade in value, is $75,000.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- The principal and interest payments in this offer represent two quarterly payments in 2023 and four payment in 2024 for vehicles purchased in 2023. For vehicles purchased in 2024 there will be two quarterly payments in 2024.
- Also included in this offer is $35k and $30k for police vehicle equipment not included in lease purchase but necessary for a full vehicle buildout, this includes limited quantities of door armor, security vaults, and exterior vinyl decals.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $2,779,484
  Ongoing Cost Description:
  Lease purchased property is paid over a 5 year period. Vehicles purchased, will be paid off with 20 quarterly payments. Prior year commitments are in offer 15.10.

Scalability and explanation

This offer can be scaled by delaying the purchase of replacements vehicles. However, the maintenance cost will increase and the reliability will decrease on any vehicle or piece of equipment that is not replaced. Vehicles that are not replaced will simply be delayed and will cause the 2025/2026 offer to be larger than normal.

Two additional scaling options has been prepared for BLT to review upon request.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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

Offer 15.9: Fleet Vehicle and Equipment New Replacements - Funded

Offer Type: Asset Management-Enhanced

- 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

Offer Profile

Offer Owner: jrector

Financial Lead: ermartin

Lead Department: Operation Services

15.9: Fleet Vehicle and Equipment New Replacements

Offer Type: Asset Management-Enhanced

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
534000 - Rental Services	611,754	1,849,847	202.4%
530000 - Purchased Property Services	**611,754**	**1,849,847**	**202.4%**
551000 - Vehicle & Equipment Supplies	35,218	30,428	-13.6%
550000 - Supplies	**35,218**	**30,428**	**-13.6%**
565000 - Vehicles & Equipment	75,000	155,000	106.7%
560000 - Capital Outlay	**75,000**	**155,000**	**106.7%**
581000 - Debt Service	611,755	1,849,847	202.4%
580000 - Debt & Other Uses	**611,755**	**1,849,847**	**202.4%**
Total Expenses	**1,333,727**	**3,885,122**	**191.3%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Camera Radar Reserve (353460)	Reserve	-	80,000	- %
100-General Fund: Reserves	Reserve	708,403	1,923,576	171.5%
292-Transportation Services Fund: Ongoing Revenue	Ongoing Restricted	13,569	31,699	133.6%
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	611,755	1,849,847	202.4%
Funding Source Total		**1,333,727**	**3,885,122**	**191.3%**

Offer 15.10: Fleet Vehicle and Equipment Existing Payments - Funded

Offer Type: Asset Management-Ongoing

2023: $2,742,530 and 0.00 FTE (excluding hourly staffing)

2024: $2,059,396 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund the principal and interest payments for vehicles and equipment purchased using lease purchase financing since 2018, in accordance with the City's replacement policy. Funding for this offer comes from various departments that use these units in the form of rental payments.

The following departments are included:

- Police Services
- Parks Maintenance
- Forestry
- Facilities
- Building Inspection
- Code Compliance
- Streets
- Traffic
- Recreation

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

✓HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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

Offer 15.10: Fleet Vehicle and Equipment Existing Payments - Funded

Offer Type: Asset Management-Ongoing

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

Offer Profile

Offer Owner: jrector

Financial Lead: ermartin

Lead Department: Operation Services

15.10: Fleet Vehicle and Equipment Existing Payments

Offer Type: Asset Management-Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
581000 - Debt Service	2,742,530	2,059,396	-24.9%
580000 - Debt & Other Uses	**2,742,530**	**2,059,396**	**-24.9%**
Total Expenses	**2,742,530**	**2,059,396**	**-24.9%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	2,742,530	2,059,396	-24.9%
	Funding Source Total	**2,742,530**	**2,059,396**	**-24.9%**

Offer 15.11: City Facility Exterior Lighting: Dark Sky Assessment and Conversion to LED - Unfunded

Offer Type: Asset Management-Enhanced

2023: $150,000 and 0.00 FTE (excluding hourly staffing)

2024: $150,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will bring select municipal buildings into compliance with the new exterior lighting code changes (2021 Exterior Lighting Standards in the City’s Land Use 3.2.4). This budget offer does not include streetlights.

A comprehensive facilities evaluation is underway to identify City buildings that need changes to meet the new standard for outdoor lighting. This offer will put the evaluation report into action, by replacing old lights and fixtures to comply with City code, while making them more energy efficient.

Operation Services has long supported the Night Sky initiatives and started the transition from conventional exterior lighting in 2009. Staff have since designed exterior lighting systems to meet Night Sky and LEED requirements. One example is the new East Community Park Maintenance Facility, which is designed to the meet the drafted lighting code. The latest LED lighting retrofits include the enhanced features with lighting temperatures that appear warmer (3000K), automated dimming, motion sensors, and higher energy performance. This offer will begin the process to replace or retrofit fixtures at City of Fort Collins buildings and parking lots to comply with these lighting standards.

In 2021 as part of the new dark sky ordinance, Council supported initiatives to audit City facilities and implement the replacement or retrofit of non compliant lighting systems. In 2022, an offer was funded to perform the audit and now this offer is to start Phase 2 of the dark sky agenda item.

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

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.
- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.

Additional Information

- This offer supports the Nature in the City Strategic Plan, City Council goals, and the Municipal Sustainability and Adaptation Plan 2.1.2.

Offer 15.11: City Facility Exterior Lighting: Dark Sky Assessment and Conversion to LED - Unfunded

Offer Type: Asset Management-Enhanced

- City staff have been evaluating and updating codes for buildings since 2015. In 2017, amendments were adopted to the Residential Code and Energy Code that require night-sky lighting on all residential and commercial buildings. In 2018, staff began evaluating the Land Use Code standards for exterior lighting. In 2022, code changes were adopted by council.

- City Council adopted a resolution in September 2016 expressing support to: 1. Protect and preserve the night sky through implementation of best lighting practices at City-owned facilities and with City-owned lighting and 2. Incorporate dark sky policies and standards into Building Codes, Land Use Codes and Streetscape Standards when applicable and appropriate.

- The goals of the exterior lighting code update are to ensure adequate light levels for 1. safety and commerce; 2. update to align with current industry metrics; 3. better control light pollution; and 4. require appropriate lighting for lower lighting in areas (Natural Areas and residential areas) and higher lighting levels in areas (Downtown and commercial corridors).

- The 2015 Nature in the City Strategic Plan calls for the City to address the protection of the night sky. In 2016, a group of City staff formed the Night Sky Team to spearhead initiatives that encourage best lighting practices, change code to reduce light pollution, and while maintaining public safety.

Impact to Ongoing Expenses

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

  $150,000

  Ongoing Cost Description:

  The total scope of the fixes and adjustment will likely take years to complete. Funding this offer will establish and start a plan to continue fixes until all the non-compliance fixtures are replaced or retrofitted. The exact cost will not be known until the audit is completed in late summer of 2022, but it could be $1 million or more.

Scalability and explanation

The intent of this offer start replacing or retrofitting identified exterior lighting at City buildings excluding street lights. The process of converting all needed lighting would be slowed down if funds were scaled back.

Our expectation be fully compliant by 2026

Links to Further Details:

- • https://www.fcgov.com/nightsky/ This site outlines the years of work on night sky initiatives. City Plan emphasizes sustainability as a community vision so it is important that the City, as an organization, lead the way..

Offer 15.11: City Facility Exterior Lighting: Dark Sky Assessment and Conversion to LED - Unfunded

Offer Type: Asset Management-Enhanced

- • https://www.fcgov.com/developmentreview/lighting-regulations This site explains the new exterior lighting regulations in the Land Use Code. The Night Sky Team worked across departments to update these codes. Now it is time to put the codes into action.
- • https://www.fcgov.com/sustainability/goals This is a link to the organization's Municipal Sustainability and Adaptation Plan. Within this plan are strategies to reduce night sky pollution.

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: As the City's assets age, renewal and replacement are critical to maintaining service standards. The City owns and maintains about 100 buildings. The average facility age is 38 years, and several buildings need exterior lighting upgrades. This project would also enhance safety and well-being because it creates better lighting and improved outdoor light quality.

- ENV 4.5 - Protect and enhance natural resources on City-owned properties and throughout the community.: This offer addresses the City's ability to protect our night skies. Strategy 2.1.2 in the Municipal Sustainability and Adaptation Plan is to implement the Nature in the City principles including night sky protections. Fort Collins average light pollution values are 20 times brighter than natural conditions.

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.: Access to nature and green infrastructure improves the integration of natural habitat with urban spaces in neighborhoods. Proactive, innovative, and effective code compliance processes are important aspects of attractive neighborhoods. The City seeks to maintain safety and security; implement best practices for exterior lighting; reduce light pollution and support human and ecological health.

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

Offer 15.11: City Facility Exterior Lighting: Dark Sky Assessment and Conversion to LED - Unfunded

Offer Type: Asset Management-Enhanced

Offer Profile

Offer Owner: sreeve

Financial Lead: ermartin

Lead Department: Operation Services

15.11: City Facility Exterior Lighting: Dark Sky Assessment and Conversion to LED

Offer Type: Asset Management-Enhanced

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
562000 - Buildings	150,000	150,000	- %
560000 - Capital Outlay	**150,000**	**150,000**	**- %**
Total Expenses	**150,000**	**150,000**	**- %**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	150,000	150,000	- %
	Funding Source Total	**150,000**	**150,000**	**- %**

Offer 15.14: Aging Facility Maintenance - Funded

Offer Type: Asset Management-Enhanced

2023: $325,000 and 0.00 FTE (excluding hourly staffing)

2024: $660,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund necessary major maintenance at City facilities. This offer does not include any HVAC systems (Offer 15.29) and is for only General Fund buildings. The 100% non General Fund departments such as Utilities and Golf have included this type of major maintenance within their offers.

In early 2022, a full condition assessment was completed for 66 City facilities. This assessment revealed a 10 year maintenance plan of $52 million (excluding HVAC) for these buildings. By prioritizing only the critical maintenance items in these buildings, this offer requests $325,000 in 2023 and $660,000 in 2024. This represents a portion of the first two years of a 10 year plan.

Some of the larger projects identified for this budget cycle are roofs at the Lincoln Center, Fossil Creek Park Maintenance Shop and Rolland Moore Tennis Center, as well as exterior wall fixes at Grandview Cemetery Shop, The Farm, and the Main Parks Shop.

The projects by category are:

2023:
- Roofing $250,000
- Interior floors/walls/ceilings $45,000
- Plumbing $20,000
- Electrical/Fire $10,000

Total $325,000

2024:
- Exterior Walls $60,000
- Roofing $350,000
- Interior floors/walls/ceilings $50,000
- Plumbing $100,000
- Electrical/Fire $100,000

Total $660,000

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

✓HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Offer 15.14: Aging Facility Maintenance - Funded

Offer Type: Asset Management-Enhanced

Additional Information

- These buildings in this offer are open to the general public and serve a diverse community of color and unrepresented social identities. A safe, well-maintained facility is welcoming for all patrons that utilize City facilities as well as individuals within our own organization.

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 everything included in this list is considered critical major maintenance.
Per BLT Scaled down to 325k in year 1 and 660k in year 2

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: These repairs are necessary to protect the safety of our occupants and extend the life of our 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: All maintenance done on-time and within budget.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer 15.14: Aging Facility Maintenance - Funded

Offer Type: Asset Management-Enhanced

Offer Owner: TOchsner

Financial Lead: ermartin

Lead Department: Operation Services

15.14: Aging Facility Maintenance

Offer Type: Asset Management-Enhanced

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
562000 - Buildings		325,000	660,000	103.1%
	560000 - Capital Outlay	**325,000**	**660,000**	**103.1%**
	Total Expenses	**325,000**	**660,000**	**103.1%**
Funding Sources				
100-General Fund: Reserves	Reserve	325,000	660,000	103.1%
	Funding Source Total	**325,000**	**660,000**	**103.1%**

Offer 15.16: New Municipal Building Design with Geothermal Component and Construction Estimate - Unfunded

Offer Type: 1-Time Enhancement

2023: $1,860,001 and 0.00 FTE (excluding hourly staffing)

2024: $2,260,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds the design of a new municipal building planned for Block 32. This is the block just east of City Hall. Last year, an updated conceptual master plan was completed for a new municipal campus, and it was approved by Council in November 2021. This offer funds just the building design (Masterplan Phase 1), which would be for a new municipal building placed on the east side of Howes Street and north of the 222 Laporte Ave. Utility Building. The new building is anticipated to be about 95,000 square feet. However, additional space planning (2022 Offer 7.17 Block 32/42 Master Plan Space Design) will confirm the actual size of the facility, which departments will be housed there, and the desired layout.

This portion is a full building design to 100% and will include a detailed cost estimate. If this offer is purchased, the design firm will begin in January 2023 and work through the first three phases of design: Conceptual Design $307k, Schematic Design (SD) $627k, and the Design Development (DD) $934k phases by the end of 2023. Then in 2024, the final phase which includes construction documents (CD) $2.26M and building development review to prepare for a building permit submittal. This would enable construction to begin in 2025 pending funding approval.

A construction manager/general contractor firm will be used to help us with cost estimating, constructability reviews and material selections through all phases to help minimize future construction cost.

This offer also includes the layout and design for a new geothermal well field, which will be placed in open areas of the campus build out and it will be associated with the Civic Center Master plan. This geothermal field will be designed to tie into the new municipal building and existing buildings as we look to replace and electrify those mechanical systems when their useful life is up.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- This offer will be funded by capital expansion fees.

Offer 15.16: New Municipal Building Design with Geothermal Component and Construction Estimate - Unfunded

Offer Type: 1-Time Enhancement

- In 2022 a Block 32/42 Master Plan Space Design was funded with the design team looking a space needs for each department along with which departments should be located adjacent to each other to be efficient for department cross sharing of information and be efficient for the public coming to use these services.

- The masterplan identifies these services located in the new municipal building: City Council Chambers, City Managers, City Attorney, City Clerk, City Safe, City Care, FCTV, Risk Management, Security, Human Resources, Finance, CPIO, and possibly Municipal Court. PDT and Neighborhood Services will be moved to 215 N Mason. The community will benefit by housing all of 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 could be scaled by slowing the design process, with 50% of design work completed by 2024, or delaying the start of the design to 2024. The first option is preferred in order to begin construction in 2025.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: This offer enables the City to adapt to the changing needs for space and facilities and move towards facilities that will serve staff and residents for years to come

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.

Offer 15.16: New Municipal Building Design with Geothermal Component and Construction Estimate - Unfunded

Offer Type: 1-Time Enhancement

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: bhergott

Financial Lead: ermartin

Lead Department: Operation Services

15.16: New Municipal Building Design with Geothermal Component and Construction Estimate

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
521000 - Professional & Technical	1,860,000	2,260,000	21.5%
520000 - Purchased Prof & Tech Services	**1,860,000**	**2,260,000**	**21.5%**
579000 - Other	1	-	- %
570000 - Other	**1**	**-**	**- %**
Total Expenses	**1,860,001**	**2,260,000**	**21.5%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
250-Capital Expansion Fund: General Government	Ongoing Restricted	1,860,001	2,260,000	21.5%
Funding Source Total		**1,860,001**	**2,260,000**	**21.5%**

Offer 15.19: Facility Restroom and Common Area High Use Cleaning - Funded

Offer Type: Enhancement

2023: $315,000 and 0.00 FTE (excluding hourly staffing)

2024: $315,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund regular day custodial services to outdoor restrooms (Oak Street, Gustav Swanson, Harmony Park and Ride) and restrooms or common areas at recreation, cultural, transit centers, golf clubhouses, and some high traffic office facilities. The day porter teams visit each of these facilities at least three times a day and on weekends.

The purpose of the cleaning is to ensure that these areas are cleaned and disinfected during the day as patrons are using these facilities to help control the spread of germs. They make sure supplies are stocked and trash is emptied throughout the day in restrooms and common areas. The teams also change shower curtains at EPIC every other month and are responsible for biohazard or other emergency cleanup at any City facility during the day.

Operation Services 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 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Additional Information

- Operation Services competitively selects a contractor who will provide three teams of two custodians (all genders) to perform these services. The contracts are reviewed for renewal each year and re bid every five years
- This offer helps to provide clean and safe facilities in order to provide programing that are inclusive and accessible to all. A clean, well-maintained facility is welcoming for all patrons that utilize City facilities as well as individuals within our own organization.
- Nightly cleaning is included in offer 15.8 Facility Custodial and Utilities.
- This offer does not include restrooms in the parks.

Offer 15.19: Facility Restroom and Common Area High Use Cleaning - Funded

Offer Type: Enhancement

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: $315,000

  Ongoing Cost Description:

  This service enhancement is intended to be ongoing in nature to continue day porter cleaning and disinfection at 3 outdoor restrooms and high-traffic City buildings

Scalability and explanation

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

This offer was scaled down by 15k in each year in order to fund.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: These services are necessary to protect the City's assets and eliminating or reducing them would severely decrease the customer experience

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: 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 provide feedback on the efficacy our our efforts.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: TOchsner

Financial Lead: ermartin

Lead Department: Operation Services

15.19: Facility Restroom and Common Area High Use Cleaning

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
532000 - Cleaning Services		315,000	315,000	- %
530000 - Purchased Property Services		**315,000**	**315,000**	**- %**
Total Expenses		**315,000**	**315,000**	**- %**
Funding Sources				
100-General Fund: Ongoing	Ongoing	190,000	190,000	- %
100-General Fund: Reserves	Reserve	125,000	125,000	- %
Funding Source Total		**315,000**	**315,000**	**- %**

Offer 15.21: 1.0 FTE Aquatic Tech - Unfunded

Offer Type: Enhancement

2023: $0 and 0.00 FTE (excluding hourly staffing)

2024: $116,803 and 1.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will address a gap in aquatics technician staffing to cover the 24/7 operation for the City’s pools, spas, and fountains. This position is needed to continue compliance with Health Department standards and to maintain the proper coverage to avoid any public health issues so that we can provide the necessary level of service to the people who use these facilities.

Currently, the City of Fort Collins operates pools and spas in four facilities: EPIC, Mulberry, Senior Center, and the City Park outdoor pool. In 2024, a fifth pool is anticipated to open in southeast Fort Collins.

Today, this team is unable to cover all pool operating hours and if a staff member is not able to cover a scheduled shift, overtime and/or loss of vacation time off is a common result. These issues, combined with the size and location of the proposed new aquatics facility in 2024, will make coverage with the current staff numbers even more difficult.

This additional aquatic technician position, if funded, would bring this team to a total of five, which includes one supervisor. These technicians are responsible for testing water quality, along with operation and maintenance of the mechanical systems to ensure all facilities meet all City, County, and Colorado Health Department standards.

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

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

Additional Information

- By providing safe and efficient operating facilities, inclusive and accessible to all. A safe and well-maintained aquatic facility is welcoming for patrons that utilize these facilities.

Impact to Ongoing Expenses

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

  $95,000

  Ongoing Cost Description:

  Funding required to support this offer would be $86,657 to be used for compensation and $8,343 for ongoing vehicle costs equipment costs. In this offer $31,500 is one-time cost to purchase, tools, training and needed supplies etc.

Offer 15.21: 1.0 FTE Aquatic Tech - Unfunded

Offer Type: Enhancement

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 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: By providing well-maintained City facilities in partnership with other departments within the organization to offer the highest level of service possible to the public.

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: By providing world-class service and efficient operating facilities, it allows for inclusive and accessible programs to all individuals.

Performance Metrics

- HPG 12. Percent of preventive maintenance work orders for Building Maintenance completed within 30 days of assignment
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91403.html

Performance Measure Reason: Maintaining compliance with Health Department standards, operations and maintenance in aquatic facilities with less overtime and/or loss of vacation time.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: jcordell

Financial Lead: ermartin

Lead Department: Operation Services

15.21: 1.0 FTE Aquatic Tech

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	1.00	- %
Expenses				
511000 - Salaries & Wages		-	62,621	- %
512000 - Benefits		-	23,174	- %
519000 - Other Personnel Costs		-	(3,392)	- %
510000 - Personnel Services		**-**	**82,403**	**- %**
521000 - Professional & Technical		-	800	- %
520000 - Purchased Prof & Tech Services		**-**	**800**	**- %**
533000 - Repair & Maintenance Services		-	500	- %
530000 - Purchased Property Services		**-**	**500**	**- %**
542000 - Communication Services		-	600	- %
540000 - Other Purchased Services		**-**	**600**	**- %**
551000 - Vehicle & Equipment Supplies		-	2,500	- %
550000 - Supplies		**-**	**2,500**	**- %**
565000 - Vehicles & Equipment		-	30,000	- %
560000 - Capital Outlay		**-**	**30,000**	**- %**
Total Expenses		**-**	**116,803**	**- %**
Funding Sources				
100-General Fund: Ongoing	Ongoing	-	85,803	- %
100-General Fund: Reserves	Reserve	-	31,000	- %
Funding Source Total		**-**	**116,803**	**- %**

Offer 15.29: Building HVAC Electrification and Efficiency Replacements - Funded

Offer Type: Asset Management-Enhanced

2023: $1,645,000 and 0.00 FTE (excluding hourly staffing)

2024: $2,080,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will replace the end-of-life HVAC systems for the first two years of a 10 year plan. The mechanical units identified for replacement are all in General Fund facilities. The 100% non-General Fund departments such as Utilities and Golf are not included in this offer but are identified in those departments' offers.

As part of a comprehensive 2022 facilities condition assessment, we identified a plan to replace 97 units with estimated cost of $41 million. In 2023, the plan is to replace six units and in 2024, nine units.

Many of these systems operate on natural gas and are overdue for replacement. The new units will be all electric so that the City can lead by example to accomplish our 2030 Climate goals. A couple of these systems are already electrified, but still need to be replaced. All replacements will be far more energy efficient. These units were prioritized on criticality based on the age of the unit, maintenance history, and the facility it serves.

The 10-year plan will provide a roadmap to reduce natural gas use with the goal to eliminate it in all City buildings, which will be necessary to help achieve 2030 Our Climate Future goals.

This offer covers most of the first two years of the plan. It also may include some building automation upgrades as part of the replacements or in other facilities as funding allows.

2023:
- $550,000 Police Services: Data Room Air Conditioner #1 and #2
- $400,000 EPIC: Air Handler #1
- $175,000 Traffic Operations: Rooftop Unit #1
- $320,000 City Hall: Chiller #1
- $200,000 Museum of Discovery: Boiler #1

Total $1,645,000

2024:
- $785,000 Senior Center: Rooftop Unit #1
- $380,000 Senior Center: Boiler #1 & #2
- $190,000 Senior Center: Pool Boiler
- $125,000 Senior Center: Storage Tank #1

Offer 15.29: Building HVAC Electrification and Efficiency Replacements - Funded

Offer Type: Asset Management-Enhanced

- $400,000 Traffic Operations: Rooftop Unit #2, #3, #4
- $200,000 Museum of Discovery: Boiler #2

Total $2,080,000

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

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

Additional Information

- The Municipal Sustainability and Adaptation Plan was completed in 2019. The city organization outlined specific goals and objectives to provide guidance to staff on how to support our sustainable organization. Goal number 5, We are Carbon Neutral, focuses on city facilities and assets be sustainably designed and retrofitted for energy efficiency, longevity, and resilience.

- In 2021 the Municipal Sustainability and Adaptation 2020 Progress Report was released. The 2020 report shows the city organization at 44% below 2005. A major factor in our municipal energy use is our natural gas use for space heating and water heating.

- Big Move number 6 for efficient, emissions free buildings in the Our Climate Future Plan is electrification of space heating systems and water heating systems. Converting our natural gas space heating and hot water in municipal buildings would be an excellent "lead by example" opportunity and replacing equipment at the end of life would have added benefits of lower utility and maintenance costs.

- The Building Energy and Water Scoring Ordinance was updated in 2022 to include Building Performance Standards using 2021 as the baseline year and a minimum reduction of 7% by 2026. By 2023 the ordinance requires the City to create a plan to meet this reduction goal. Replacing natural gas space and water heating systems would be a key strategy in meeting this goal.

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

Offer 15.29: Building HVAC Electrification and Efficiency Replacements - Funded

Offer Type: Asset Management-Enhanced

This offer could be scaled, however the need to replace these systems remains. Replacing these systems has to be coordinated with scheduled activities in each building and scaling could benefit by not shutting down entire buildings for these installations. The major risk of operating these HVAC systems to failure is that it could interrupt scheduled activities or programming in these buildings.

Scale down to $1,645k in 2023 and $2,080k in 2024

Links to Further Details:

- https://citynet.fcgov.com/sustainability/ssasustainplan.php
- https://ourcity.fcgov.com/ourclimatefuture
- https://www.fcgov.com/bews/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Maintaining HVAC systems at City facility helps ensure the building a comfortable in all seasons while being used.

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.: Replacing older systems with more efficient and electrified systems enables to City to move away from fossil fuels and save energy.

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: HVAC systems are major building systems which require maintenance and repair

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: sreeve
Financial Lead: ermartin
Lead Department: Operation Services

15.29: Building HVAC Electrification and Efficiency Replacements

Offer Type: Asset Management-Enhanced

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
535000 - Construction Services	1,645,000	2,080,000	26.4%
530000 - Purchased Property Services	**1,645,000**	**2,080,000**	**26.4%**
Total Expenses	**1,645,000**	**2,080,000**	**26.4%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: ARPA Revenue Recovery	Reserve	1,645,000	792,653	-51.8%
100-General Fund: Reserves	Reserve	-	1,287,347	- %
Funding Source Total		**1,645,000**	**2,080,000**	**26.4%**

Offer 16.1: IT Applications - Enterprise Application Services - Funded

Offer Type: Ongoing

2023: $1,392,943 and 7.00 FTE (excluding hourly staffing)

2024: $1,455,315 and 7.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds the City's Enterprise Applications support and administration, which includes staff (4 Analysts, 2 Sr. Administrators, and 1 Applications Manager), support, licensing costs, software/hardware maintenance, and managed services for multiple applications that support City staff in a variety of capacities.

The primary application supported is JD Edwards (JDE), which is the technology that supports the 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 Public Library District, and others).

The breadth of applications and services supported by this offer includes:
- Existing ERP system of record JDEdwards (JDE Enterprise)
- Budgeting application (BART Enterprise)
- Enterprise Architecture
- Application Rationalization
- 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
- Many more 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 16.1: IT Applications - Enterprise Application Services - Funded

Offer Type: Ongoing

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

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

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

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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, we 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 team supports multiple business functions to aid in the advancement of equity for all by supporting a number of applications that advance departments' community engagement efforts. These efforts include a partnership with Code for America in the development of a software application for low-income residents to apply for qualifying services.

- 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. Our 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 16.1: IT Applications - Enterprise Application Services - Funded

Offer Type: Ongoing

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: ERP works to support the organization's business processes by supporting, implementing, and consulting on the applications that make the departments successful. The tools leveraged allow for identification and development of process improvement measures for process efficiency and cost reduction.

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

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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 were 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.

- 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.

Offer 16.1: IT Applications - Enterprise Application Services - Funded

Offer Type: Ongoing

- Development of applications leveraging existing O365 licensing (PowerApps, PowerAutomate, MS Forms) allows an increase in process efficiency and for standardization. Implementation of enterprise architecture practices to centrally maintain information related to application cost and overlap in capabilities with the goal of reducing expenses and administrative overhead for support.

- Collaboration with multiple vendors and internal customers to ensure JDE was updated for the W-4 regulations, per federal and state requirements, including integrations with new systems (MuniRevs - Sales Tax) and vendors (life insurance).

- 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.

- Maintain and enhance 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 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 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 112. Effectiveness of Cybersecurity Awareness Training

Offer 16.1: IT Applications - Enterprise Application Services - Funded

Offer Type: Ongoing

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=1160877.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.

Differences from Prior Budget Cycles

- The JDE software application has a required annual support contract rate increase of approximately 5%.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: CCaudle

Financial Lead: chmartinez

Lead Department: Information Technology

16.1: IT Applications - Enterprise Application Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	7.00	7.00	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	774,921	809,796	4.5%
512000 - Benefits	203,999	213,262	4.5%
519000 - Other Personnel Costs	(39,157)	(40,923)	4.5%
510000 - Personnel Services	**939,763**	**982,135**	**4.5%**
521000 - Professional & Technical	98,000	98,000	- %
520000 - Purchased Prof & Tech Services	**98,000**	**98,000**	**- %**
533000 - Repair & Maintenance Services	350,030	370,030	5.7%
530000 - Purchased Property Services	**350,030**	**370,030**	**5.7%**
542000 - Communication Services	4,000	4,000	- %
549000 - Other Purchased Services	1,000	1,000	- %
540000 - Other Purchased Services	**5,000**	**5,000**	**- %**
559000 - Other Supplies	150	150	- %
550000 - Supplies	**150**	**150**	**- %**
Total Expenses	**1,392,943**	**1,455,315**	**4.5%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	875,299	920,068	5.1%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	517,644	535,247	3.4%
Funding Source Total		**1,392,943**	**1,455,315**	**4.5%**

Offer 16.2: IT Applications - E-Government Services - Funded

Offer Type: Ongoing

2023: $441,593 and 3.00 FTE (excluding hourly staffing)

2024: $473,699 and 3.00 FTE (excluding hourly staffing)

Offer Summary

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

E Government provides enterprise wide support for:

- FCGov.com – Public Website
- Access Fort Collins
- Content management systems
- Web databases
- Emergency messaging
- Public records access
- Automation of email notifications
- Newsletter system
- Survey integration & support
- Website search engine
- E commerce donations through Stripe
- Sharepoint support through web services
- Social media feeds
- Accessibility support for all platforms and languages
- Web server security, configuration & maintenance

CITY CLERK
- Election support
- Boards & Commissions applications
- Council meeting administration

POLICE SERVICES
- Onboarding/Offboarding for Police Services
- Police Neighborhood Enforcement Team website
- Police Criminal Investigation Division input forms

Offer 16.2: IT Applications - E-Government Services - Funded

Offer Type: Ongoing

UTILITIES
- Real-time power grid monitoring for both the City of Fort Collins & Loveland
- Utilities estimates for title companies
- Water Shares Management
- Water Shares Payments
- Automation of Utilities Service requests
- Water turnoff information for field crews
- Stream and Rain Gage data visualization

COMMUNITY SERVICES
- Natural Areas permitting system
- Searchable recycling database
- The Gardens on Spring Creek Website

TRANSPORTATION
- Auto publishing of traffic information

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

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

- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- Customer support is a core competency of eGovernment and our three-person team has closed over 3,700 tickets since 2018, accounting for over 70% of available staff time. EGov continues to enhance technologies that ensure equal access for everyone in the community. Language translation tools and user preference controls are readily accessible from every page to provide digital equity.

- EGov develops web-based applications for several City websites including, FCGov.com, Utilities, The Gardens, Police Services, and more. FCGov.com is a critical communications and outreach tool which averages over 320,000 monthly visitors and 55,000 file downloads. Approximately 2% of all pages have been machine-translated to languages other than English.

- EGov provides 24/7 operational support for critical systems including, content management, the real-time monitoring of the power grid, Utility conservation event notifications, custom APIs for Sharepoint, vendors, public records, data visualization, website search, financial tools, E-commerce payments, maintaining accessibility standards, and more.

Offer 16.2: IT Applications - E-Government Services - Funded

Offer Type: Ongoing

- EGov utilizes unit testing to reduce bugs, software versioning for collaboration, and modern frameworks to speed development. Software libraries are continually updated to avoid vulnerabilities and security exploits. Systems are continually monitored to ensure performance metrics are achieved to ensure access for all devices, regardless of connection speeds, in order to ensure digital equity.

- EGov has embraced website accessibility standards for years and develops applications to ensure equal access for all. Technologies have been deployed to allow users to adjust profiles for visual impairments (degrading vision, glaucoma, blindness), cognitive disorders (ADHD, dyslexia, autism), and language preferences, and are designed to work on all common web-enabled devices.

Links to Further Details:

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

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: EGovernment uses data from support tickets, website analytics, surveys, 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 EGovernment provides support for those technologies across a wide range of devices.

- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.: EGovernment 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.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: EGovernment stays current 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.

Improvements & Efficiencies

Offer 16.2: IT Applications - E-Government Services - Funded

Offer Type: Ongoing

- The Utilities SCADA team relies heavily on an EGov custom web app that provides real-time monitoring of the power grid and dispatched conservation events. Recent enhancements include; a native app-like experience with offline capabilities, text message alerts and desktop notifications for conservation events, and account administration. This system saves Utilities over $75K annually.

- The team continues to enhance the enterprise content management to ensure accessibility standards are followed. Recently a custom widget was deployed to allow users to adjust a variety of display options including: font sizes, colors, image alternative text, spacing, animation, and more.

- 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 has now been adopted by the entire their team and has 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

- Numerous web services have been created that allows Sharepoint Online to access and verify employee information that is behind our firewall. Access to this information is critical to providing a quality user experience in Sharepoint and allows verification of employee access to offerings such as Well Days.

- EGov web servers now all use Redhat Enterprise Linux, which makes patching, testing, and support simpler and more effective. This change has saved licensing costs while improving security and support. The one remaining server using Windows was migrated to Redhat last year.

- Sustainability's online A to Z recycling tool was improved to provide full mobile support. This service gives community members an easy way to check in advance what materials can be recycled at various locations. Mobile use for this app now exceeds 65% of all traffic.

- EGov created a custom notification system to allow Natural Areas to communicate trail conditions to the public. This service along with real-time site video has helped community members better plan their visits.

- Time of day pricing app: A "progressive web app" was created to help customers estimate their utility bills based on usage and time of year. This app is updated annually with new calculations provided by Utility finance staff.

- Several improvements were recently made to the application that allows staff to enter meetings and events in the public calendar. Those improvements include: multi-factor authentication, safeguards against duplicative meetings, URL enforcement, automatic offboarding of users, and a simplified user interface.

Offer 16.2: IT Applications - E-Government Services - Funded

Offer Type: Ongoing

- The EGov team continues to expand a suite of web-based self-service tools that allow content providers to better manage websites and content. Added recently were: site analytics, councilmember profile administration, PRPA user access, page redirects, and user reports. 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 lines of business processes for Utilities, Police Services, City Clerk's Office, Natural Areas, Recreation, and more. Uptime outside of normal maintenance windows exceeds 99.9%.

- 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, Engage (volunteer platform).

- HPG 127. % of residents responding very good/good overall quality of City services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=120047&object=measure&objectId=809164.html

Performance Measure Reason: EGov has optimized the experience for mobile users, which now accounts for the majority of traffic. Support is provided for critical communications tools for stakeholders including: City Clerk, Council, City Manager's Office, City Attorney's Office, Communications and Public Involvement, and more. The user experience is also improved by the seamless integration of third-party systems.

Differences from Prior Budget Cycles

- Dropped support of Connexion website, which is now supported through a third-party, added support of Sharepoint web services, and support for CityNet has been dropped now that Citynet is on Sharepoint.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: Jthome

Financial Lead: chmartinez

Lead Department: Information Technology

16.2: IT Applications - E-Government Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	3.00	3.00	- %
Expenses			
511000 - Salaries & Wages	321,684	336,161	4.5%
512000 - Benefits	85,304	89,301	4.7%
519000 - Other Personnel Costs	(16,280)	(17,018)	4.5%
510000 - Personnel Services	**390,708**	**408,444**	**4.5%**
533000 - Repair & Maintenance Services	42,400	45,270	6.8%
530000 - Purchased Property Services	**42,400**	**45,270**	**6.8%**
542000 - Communication Services	2,500	2,500	- %
540000 - Other Purchased Services	**2,500**	**2,500**	**- %**
555000 - Office & Related Supplies	5,985	17,485	192.1%
550000 - Supplies	**5,985**	**17,485**	**192.1%**
Total Expenses	**441,593**	**473,699**	**7.3%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	325,820	350,657	7.6%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	115,773	123,042	6.3%
Funding Source Total		**441,593**	**473,699**	**7.3%**

Offer 16.3: IT Applications - Geographic Information Services - Funded

Offer Type: Ongoing

2023: $665,048 and 3.80 FTE (excluding hourly staffing)

2024: $667,964 and 3.80 FTE (excluding hourly staffing)

Offer Summary

This offer will fund 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 Public Library District, and others. GIS is supported by one GIS Manager and three GIS Analysts. This staff provides ongoing support for existing programs such as the land base and address data maintenance. This offer provides fundamental technology services and support, which automate business processes.

GIS Services supports over 70 mapping websites including the Snowplow Tracking, Flood Warning, Patio Patrol, FCMaps, Fireworks Reporting, Cemetery locator and the Connexion service availability tool. Since January 1, 2020, there have been approximately 340,000 unique pageviews of these websites. In this same timeframe, GIS Services has processed more than 936 HelpDesk tickets.

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 (currently over 750 accounts). This solution 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 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

Offer 16.3: IT Applications - Geographic Information Services - Funded

Offer Type: Ongoing

- The GIS program can enhance equity for almost any service the city provides and is arguably the best tool to support this objective. By using GIS data, staff can determine how their work has consequences on others. Analysis can determine if something disproportionately affects historically underrepresented groups and iused to proactively prioritize work in areas that would have the largest impact.

- Cityworks: Provides database design, online mapping, management, and support of the GIS database component of Cityworks. 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.
  Performed analysis to help develop oil and gas regulations.

- 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.

- 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 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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 16.3: IT Applications - Geographic Information Services - Funded

Offer Type: Ongoing

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: 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 data is used to support the Connexion billing system and determine service availability. https://fcconnexion.com/service-availability/
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: GIS technology has allowed people to become more self-sufficient, allowing them the ability to find answers to their questions on their own. This frees up significant resources throughout the organization. GIS web mapping can answer questions about floodplain boundaries, live rainfall amounts, cemetery burial locations and zoning to name a few.

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 worked to migrate the organization over to ArcGIS Pro. This is the new modern GIS desktop application that integrates seamlessly with ArcGIS Online and ArcGIS Enterprise. GIS provided the direction, testing and links for self-training. GIS also worked with other groups to help migrate their data and services to the new environment. This keeps the organization current with technology.
- GIS, together with E-Government made enhancements to the existing Patio Patrol program The enhancement takes automated information from people who choose not to renew or ask to be removed and updated their records in GIS. This programmatically removes these people from the site and keeps the data current so it can be reliably used in investigations.
- GIS supports the stormwater department by maintaining floodplain data and providing documentation for FEMA's Community Rating System. By participating in the program and providing high-quality maps and documentation, the city is one of 8 in the nation with a score of 2 or higher. This is a program that has a direct impact on our community, lowering the rates for flood insurance within the city.
- GIS, in support of the new billing system for Connexion is providing data from the city’s master address database. This is to make sure that all service addresses within the current billing system match a validated address within the master database. This will also add newly assigned addresses to the system. Also in support of Connexion, GIS provides analysis to complete the required FCC form 477.

Offer 16.3: IT Applications - Geographic Information Services - Funded

Offer Type: Ongoing

- In support of Connexion, GIS helped implement a new web-based service availability tool. Potential customers can enter the address they are interested in and the page will let them know if service is available there. Support was also provided to a third-party vendor when Connexion migrated to a newly hosted website.

- GIS worked with streets in support of their upgrade of CompassCom. This is a product that tracks many fleet vehicles within the city and then can be used to display them on maps in real-time. This technology is used on the Snow Plow Tracking and Mosquito Tracking websites. This upgrade changed how the data is consumed, making it much more reliable.

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

- GIS has also been used several times 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's priority of Mitigating the Impacts of Oil and Gas Encroachments. Proposed regulations were drafted and those 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

Offer 16.3: IT Applications - Geographic Information Services - Funded

Offer Type: Ongoing

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

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: Mbodig

Financial Lead: chmartinez

Lead Department: Information Technology

16.3: IT Applications - Geographic Information Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	3.80	3.80	- %
Expenses			
511000 - Salaries & Wages	345,992	361,564	4.5%
512000 - Benefits	99,318	103,972	4.7%
519000 - Other Personnel Costs	(17,812)	(18,622)	4.5%
510000 - Personnel Services	**427,498**	**446,914**	**4.5%**
533000 - Repair & Maintenance Services	230,050	213,550	-7.2%
530000 - Purchased Property Services	**230,050**	**213,550**	**-7.2%**
542000 - Communication Services	4,150	4,150	- %
544000 - Employee Travel	100	100	- %
549000 - Other Purchased Services	550	550	- %
540000 - Other Purchased Services	**4,800**	**4,800**	**- %**
555000 - Office & Related Supplies	2,700	2,700	- %
550000 - Supplies	**2,700**	**2,700**	**- %**
Total Expenses	**665,048**	**667,964**	**0.4%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	368,236	371,592	0.9%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	296,812	296,372	-0.1%
Funding Source Total		**665,048**	**667,964**	**0.4%**

Offer 16.4: IT Applications - Document Management Services - Funded

Offer Type: Ongoing

2023: $406,811 and 1.75 FTE (excluding hourly staffing)

2024: $400,521 and 1.75 FTE (excluding hourly staffing)

Offer Summary

This offer funds 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 managing existing paper and digital documents while providing enhancements that are aligned with the City’s key results and outcomes.

There are several critical integrations with the ECM system including WebLink (replacing CityDocs) to allow for public search and display of documents based on specific criteria, Accounts Payable and Tungsten, GIS connection for map acquisition, integration with Larimer County to search and auto-retrieve Police documents relevant to the 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, and several websites that aggregate data for display on web pages.

This offer also provides funding for one full time Analyst I 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, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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 16.4: 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+ help desk requests annually in addition to chat, phone calls, and email correspondence.

- The Document Management program is a highly available internet-accessible hosted solution providing an interface for City departments to distribute public information while also enabling the possible exchange of information to reach a larger public audience regardless of race, ethnicity, religion age, gender, sexual orientation, mental and/or physical abilities.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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 - Optimize technology, data analysis 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 citizens. It also aligns with the City’s Baldrige efforts and best practices.

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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.

Offer 16.4: IT Applications - Document Management Services - Funded

Offer Type: Ongoing

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

- Enhanced security management possibilities with Windows-based integration were deployed 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

Offer 16.4: IT Applications - Document Management Services - Funded

Offer Type: Ongoing

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 increase public transparency.

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

Offer Profile

Offer Owner: Bmorgan

Financial Lead: chmartinez

Lead Department: Information Technology

16.4: IT Applications - Document Management Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.75	1.75	- %
Expenses			
511000 - Salaries & Wages	155,500	162,498	4.5%
512000 - Benefits	44,251	46,326	4.7%
519000 - Other Personnel Costs	(7,990)	(8,353)	4.5%
510000 - Personnel Services	**191,761**	**200,471**	**4.5%**
533000 - Repair & Maintenance Services	198,000	198,000	- %
530000 - Purchased Property Services	**198,000**	**198,000**	**- %**
542000 - Communication Services	1,950	1,950	- %
540000 - Other Purchased Services	**1,950**	**1,950**	**- %**
555000 - Office & Related Supplies	15,100	100	-99.3%
550000 - Supplies	**15,100**	**100**	**-99.3%**
Total Expenses	**406,811**	**400,521**	**-1.5%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	303,346	299,381	-1.3%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	103,465	101,140	-2.2%
Funding Source Total		**406,811**	**400,521**	**-1.5%**

Offer 16.5: IT Applications - Development Tracking Services - Funded

Offer Type: Ongoing

2023: $563,504 and 3.25 FTE (excluding hourly staffing)

2024: $587,135 and 3.25 FTE (excluding hourly staffing)

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 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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 16.5: 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 standardizes customizations and centralizes processes, reducing end-user time and effort.

- The DTS Program provides software and data for both internal and public users. A hosted public web site can be accessed by anyone with an internet capable device, regardless of race, ethnicity, religion, age, gender, sexual orientation, mental and/or physical abilities. An example of an equitable outcome is the classification of affordable housing projects that can influence future development.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: This offer provides support for the organization's Land Development processes by implementing, consulting, and maintaining the applications that make departments successful. The tools are leveraged to allow for the identification and development of process improvement measures for both efficiency and cost reduction.

- HPG 7.6 - Optimize technology, data analysis 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 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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 cost 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

Offer 16.5: IT Applications - Development Tracking Services - Funded

Offer Type: Ongoing

- Completed an overhaul of how Building permit fees and Development Review fees are calculated in Accela as requested by Building Services.

- Worked with departments using Accela to identify reporting needs that would reduce manual efforts to either conduct research or communicate with customers such as annual demographics reporting, letters to external customers, etc.

- By use of CARES funding, implemented self service 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 them in person.

- 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.

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

- Implemented 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 the City building in lieu of wasted time leaving premises in order to update fields, etc.; improved customer service.

- AutoCAD deployment was upgraded to Infrastructure Design Suite Premium 2019. Keeps us current with industry standards. 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.

Performance Metrics

- 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 the overall time from submittal to final plan review.

Offer 16.5: IT Applications - Development Tracking Services - Funded

Offer Type: Ongoing

- 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.

Differences from Prior Budget Cycles

- N/A

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: Bmorgan

Financial Lead: chmartinez

Lead Department: Information Technology

16.5: IT Applications - Development Tracking Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	3.25	3.25	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	319,398	333,773	4.5%
512000 - Benefits	87,773	91,888	4.7%
519000 - Other Personnel Costs	(16,287)	(17,026)	4.5%
510000 - Personnel Services	**390,884**	**408,635**	**4.5%**
533000 - Repair & Maintenance Services	168,120	174,000	3.5%
530000 - Purchased Property Services	**168,120**	**174,000**	**3.5%**
542000 - Communication Services	3,250	3,250	- %
540000 - Other Purchased Services	**3,250**	**3,250**	**- %**
555000 - Office & Related Supplies	1,250	1,250	- %
550000 - Supplies	**1,250**	**1,250**	**- %**
Total Expenses	**563,504**	**587,135**	**4.2%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	563,504	587,135	4.2%
	Funding Source Total	**563,504**	**587,135**	**4.2%**

Offer 16.6: 1.0 FTE - Analyst I Records and Document Management - Funded

Offer Type: Enhancement

2023: $75,354 and 1.00 FTE (excluding hourly staffing)

2024: $103,197 and 1.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds a 1.0 FTE Analyst I responsible for top tier escalations, configuration, training for staff and partners, documentation, reporting, process improvements, and innovation across the City's Document Management environment. This position will work with our vendor to complete the remaining project work, and prioritize and address functionality issues as well as enhancement requests.

The City's Records & Document Management system manages content (documents, images, audio/video, and more) for both active use and archiving. The solution provides business process tools such as electronic forms and workflow management. There are more than 12 million records and 700 users of the systems. More than 70% of City departments are using Laserfiche, which is critical to department operations in managing existing paper and digital documents while providing enhancements that are aligned with the City’s key priorities and outcomes.

There are several critical integrations with the Records & Document Management 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, and several web-sites that aggregate data for fcgov.com.

The project to migrate to the Records & Document Management system has been understaffed and not properly managed resulting in an extended four year implementation of the new system. During this time several critical issues have been identified. These include issues with accessibility, system performance, and overall user experience. There is also a backlog of 150+ enhancement requests that will not be implemented as needed due to chronic understaffing.

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

✓ HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Offer 16.6: 1.0 FTE - Analyst I Records and Document Management - Funded

Offer Type: Enhancement

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.

- 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+ help desk requests annually in addition to chat, phone calls, and email correspondence.

- The Document Management program is a highly available internet-accessible hosted solution providing an interface for City departments to distribute public information while also enabling the possible exchange of information to reach a larger public audience regardless of race, ethnicity, religion age, gender, sexual orientation, mental and/or physical abilities.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $105,000
  Ongoing Cost Description:
  Costs are represented by the ongoing total compensation costs for this position.

Scalability and explanation

If ARPA dollars are approved for a consultant for 2023, IT can defer the start of this position to 2024. Otherwise, other alternatives would start mid-year 2023 or 2024.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 16.6: 1.0 FTE - Analyst I Records and Document Management - Funded

Offer Type: Enhancement

✓ HPG 7.6 - Optimize technology, data analysis 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 citizens. It also aligns with the City's Baldrige efforts and best practices.

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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.

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: 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.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: Bmorgan

Financial Lead: chmartinez

Lead Department: Information Technology

16.6: 1.0 FTE - Analyst I Records and Document Management

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	58,864	82,017	39.3%
512000 - Benefits	17,807	24,855	39.6%
519000 - Other Personnel Costs	(3,067)	(4,275)	39.4%
510000 - Personnel Services	**73,604**	**102,597**	**39.4%**
542000 - Communication Services	500	600	20.0%
540000 - Other Purchased Services	**500**	**600**	**20.0%**
555000 - Office & Related Supplies	1,250	-	- %
550000 - Supplies	**1,250**	**-**	**- %**
Total Expenses	**75,354**	**103,197**	**36.9%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	51,677	74,229	43.6%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	23,677	28,968	22.3%
Funding Source Total		**75,354**	**103,197**	**36.9%**

Offer 16.8: 1.0 FTE - Analyst I Enterprise Service Delivery Support - Unfunded

Offer Type: Enhancement

2023: $74,854 and 1.00 FTE (excluding hourly staffing)

2024: $102,597 and 1.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds 1.0 FTE to create and maintain the foundation of Enterprise Service Management (ESM), which centralizes and standardizes how employees request services from departments throughout the City.

An ESM has three primary areas of focus: Risk Management, Governance, and Compliance. An ESM aligns many decentralized capability areas, including privacy management, integration management, authorization management, asset management, vendor management, service delivery management, knowledge management, and more. Enhancing digital analytics through unified process management provides critical information necessary to secure transactions, protect data and drive intelligent business decisions. By leveraging a modern best in class platform, the City will take advantage of the hundreds of integrated solutions that help secure and automate processes.

This offer will create guard rails for service requests and service delivery by establishing internationally recognized governance practices within the Information Technology Infrastructure Library (ITIL) and Control Objectives for Information and Related Technologies (COBIT) frameworks, ensuring the City continuously learns from industry best practices and is focused on maximizing the value delivered to partners.

Establishing the operational framework for an ESM requires enhanced communication between administration and departmental service agents, providing opportunities to drive modern business goals, such as focusing on the customer journey from request to delivery. An ESM will allow users to quickly search and find information, request departmental services through a secure platform, and reduce the extensive, manual methods to coordinate and deliver services. Increasing process efficiency and effectiveness enhances business value by empowering departments and users to co create a successful engagement.

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

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

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

Offer 16.8: 1.0 FTE - Analyst I Enterprise Service Delivery Support - Unfunded

Offer Type: Enhancement

- The City uses a Web Content Accessibility Guidelines (WCAG) 2.1 compliant software application to ensure persons with disabilities can access and request services from departments effectively. This offer also takes into account the Colorado web accessibility standards.

- This offer sets the groundwork for establishing an ESM procedural framework to extend centralized service requests through a "single pane of glass" for the end-user, ensuring users can quickly and easily find and request services. As the ESM extends, the public will be considered as a future phase in ESM centralization, allowing the public to easily find and request City services.

- The ESM effort will consolidate dozens of disparate processes and software applications in use but requires a resource to identify, align, and rationalize process overhead and complexity. Additionally, centralized governance of the ESM is critical to ensure continued alignment, mitigating process, and data duplication.

- The Total Cost of Ownership (TCO) includes multiple factors that include both software costs and costs associated with the time to process a request per FTE. By reducing the number of applications and streamlining processes, the City can reduce its total cost of ownership with both hard and soft costs, such as mitigating the need for additional resources within IT and service areas.

- The ESM platform centralizes knowledge articles, allowing employees to go to a single location for information and request assistance. The many methods to find information and request services makes it confusing for employees and increase the administrative overhead for each department to maintain their individual applications and knowledge articles.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $105,000
  Ongoing Cost Description:
  This offer funds one (1) FTE who will support the expansion of the risk management framework and service management governance, and underlying services across the IES service area.

Scalability and explanation

This offer can be scaled based on the start time for this employee which can be 2023 or 2024.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 16.8: 1.0 FTE - Analyst I Enterprise Service Delivery Support - Unfunded

Offer Type: Enhancement

✓HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: This offer will focus on consolidating applications and work efforts to reduce costs and process overhead while establishing a baseline for data analytics. Centralizing data related to citywide processes allows for a holistic analysis of data that better informs City leadership to make more meaningful business decisions.

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.: This offer leverages best-in-class security measures through a trusted partner, allowing the City to continuously harden its defenses against cyber criminals while providing standardized governance practices to protect data and privacy through the consolidation of the currently unmanageable methods to request and deliver services.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: The analyst will identify, map, centralize, and standardize processes from request to delivery, enabling departments to serve partners and citizens more effectively and efficiently. The efforts will reduce the sprawl of methods to request services and enhance the user experience to find and request.

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: This offer will enhance the ability of departments throughout the City to provide more streamlined and centralized services by leveraging process alignment and technology - Business Digital Transformation. By decreasing the time for employees to locate and request services, the Internal Services Survey will identify user satisfaction.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: CCaudle

Financial Lead: chmartinez

Lead Department: Information Technology

16.8: 1.0 FTE - Analyst I Enterprise Service Delivery Support

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	58,864	82,017	39.3%
512000 - Benefits	17,807	24,855	39.6%
519000 - Other Personnel Costs	(3,067)	(4,275)	39.4%
510000 - Personnel Services	**73,604**	**102,597**	**39.4%**
555000 - Office & Related Supplies	1,250	-	- %
550000 - Supplies	**1,250**	**-**	**- %**
Total Expenses	**74,854**	**102,597**	**37.1%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	51,317	73,797	43.8%
603-Data and Communications Fund: Reserves	Reserve	23,537	28,800	22.4%
Funding Source Total		**74,854**	**102,597**	**37.1%**

Offer 16.9: Geographic Information System (GIS) Cloud Modernization - Funded

Offer Type: Enhancement

2023: $194,100 and 0.00 FTE (excluding hourly staffing)

2024: $135,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will migrate the existing ArcGIS Enterprise Portal off our local infrastructure into the cloud. Currently, the City has a locally installed ArcGIS Enterprise solution and access to ArcGIS Online, a cloud software as a service (SaaS) solution. This proposal requests funding to maintain and stabilize the existing local environment while completing the modernization plan and moving to the cloud.

The current installation was implemented without appropriate resources, creating a gap. Funding this offer alleviates the need to hire an FTE to support this while improving reliability. This offer will reduce the City's local data center footprint and reduce the support required from IT to maintain this system. This also frees resources to focus on higher value work. This will result in lower overhead and cost and aligns with the City's Cloud First initiative.

This offer includes funding for a contractor to work on implementing this. The consultant may help evaluate existing data models, solutions, and scripts, helping to determine what to keep. Once evaluated, they can help migrate the data to SQL Server, update scripts, GIS services, and recreate solutions on ArcGIS Online. These improvements are necessary for taking advantage of newer capabilities and for the migration to the cloud. These improvements will also free up resources that are maintaining outdated solutions. This resource will also work with the vendor to implement the cloud solution.

This offer will reduce the overall cost and support of the GIS infrastructure while ensuring the stability, availability, and security of the environment for its 641 users. Consolidating most solutions onto ArcGIS Online will also help reduce the IT footprint, allowing for reduced confusion and application fatigue. There is a need to work with other teams, including IT Security, to make sure this solution meets all requirements. The overall timeline would be a couple of years of transition.

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

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

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

Offer 16.9: Geographic Information System (GIS) Cloud Modernization - Funded

Offer Type: Enhancement

- GIS Portal as a cloud-managed service can enhance equity for almost any service the city provides and is arguably the best tool to support this objective. This tool helps democratize the city's geospatial data, giving staff information that can help determine if something disproportionately affects historically underrepresented groups. Plans can then be made to mitigate this impact.
- Cloud-managed services will provide better support for the ArcGIS Enterprise application for our organization. For about the same cost as an FTE, the city gains access to 24/7 support and more proactive administration from an external partner. Currently, there are no resources dedicated to supporting this solution.
- A simple calculation of what the appropriate staffing needed to manage this on-premises solution correctly would cost annually shows a quick ROI. Part of an IT Systems Administrator would run around $30,000 and a GIS Administrator FTE would run closer to $90,000. This indicates that staff alone would cost approximately $120,000 annually. This does not include any of the ongoing hardware costs.
- The delayed GIS modernization plan included evaluating the current GIS data models, determining if the data is being used of if it can be acquired from a different authoritative source. If not being used, GIS would discontinue maintenance freeing up resources. Once evaluated, the data would be migrated from Oracle to SQL Server. Any supporting scripts would be updated, and services republished.
- There will be an additional effort to recreate existing ArcGIS Enterprise solutions on ArcGIS Online. There was a significantly different licensing agreement in place when the Enterprise Solution was implemented. With the current licensing agreement, we have enough user licenses to take advantage of the SaaS solution, significantly reducing the footprint of the proposed Hosted Cloud Environment.

Impact to Ongoing Expenses

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

  $135,000

  Ongoing Cost Description:

  Annual payment for the GIS Cloud Managed Solution. The solution includes OS Updates and Patching, Monitoring, Backup and Retention Management, Security Management, ESRI COTS Upgrades, and 24/7 support and SQL Server Licensing and administration.

Scalability and explanation

This offer is not scaleable except for delaying the start until 2024.

Links to Further Details:

- https://doc.arcgis.com/en/arcgis-online/get-started/what-is-agol.htm

Offer 16.9: Geographic Information System (GIS) Cloud Modernization - Funded

Offer Type: Enhancement

- https://enterprise.arcgis.com/en/get-started/latest/windows/what-is-arcgis-enterprise-.htm

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: Modernizing the existing GIS implementation will inherently optimize the existing work. Removing obsolete processes allows GIS resources to focus on more innovative, important, and relevant work.

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Multiple asset management systems currently within the city depend upon GIS data that is integrated through the GIS Enterprise solution. Various mobile applications are inherently integrated with the enterprise solution and are used by staff to collect and maintain asset data. Modernizing the solution will make this more reliable.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: GIS web technology has allowed people to become more self-sufficient, allowing them the ability to find answers to their questions on their own, freeing up resources throughout the organization. Having a modern, reliable, hosted implementation will ensure that the city can take advantage of the newer innovative solutions without the overhead of additional GIS FTE.

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 hosted software solution 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.

- 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 hosted software solution that directly supports the mapping and analytical needs within the Emergency Operations Center (EOC). By modernizing and moving to a web hosted solution, the data and systems used to support emergency services will be housed off-premise making for better reliability of the system in the event of a disaster.

- HPG 26. Internet availability

Offer 16.9: Geographic Information System (GIS) Cloud Modernization - Funded

Offer Type: Enhancement

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91415.html

Performance Measure Reason: Funding this offer provides the hosted software solution that supports the GIS mapping websites and tools that are part of the city's Internet presence.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: Mbodig

Financial Lead: chmartinez

Lead Department: Information Technology

16.9: Geographic Information System (GIS) Cloud Modernization

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
529000 - Other Prof & Tech Services	40,000	-	- %
520000 - Purchased Prof & Tech Services	**40,000**	**-**	**- %**
533000 - Repair & Maintenance Services	154,100	135,000	-12.4%
530000 - Purchased Property Services	**154,100**	**135,000**	**-12.4%**
Total Expenses	**194,100**	**135,000**	**-30.4%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Reserves	Reserve	194,100	135,000	-30.4%
	Funding Source Total	**194,100**	**135,000**	**-30.4%**

Offer 16.10: Enterprise Resource Planning (ERP) System Replacement - Funded

Offer Type: Enhancement

2023: $300,000 and 0.00 FTE (excluding hourly staffing)

2024: $0 and 0.00 FTE (excluding hourly staffing)

Offer Summary

ERP-enabled transformation is a top issue for the City. This offer will identify the components necessary for the City to implement a modernized ERP ecosystem, accounting for all readiness components, and will focus on the first two phases necessary to transform our business processes into a modern solution while minimizing customizations that exponentially increase implementation and support costs. This offer reflects the implementation costs to modernize our ERP platform that has reached end of life, and we are paying increased costs to support and license.

Our current Oracle platform was implemented in 1997, and supported by 32+ ancillary applications, are expensive to maintain ($1.0M annual costs), and quickly reaching its end of life requiring us to initiate an upgrade to a modern Software as a Service (SaaS) solution to meet our efficiency and regulatory goals mandated under the CO HB 21-1110 act for accessibility requirements. A 3rd party assessment concluded that we must act now to start the transformation, taking an incremental approach to delivering new digital solutions while managing resource interdependencies with other City transformation initiatives.

To succeed this must become a business-led, technology-enabled transformation and we must plan this modernization in six key phases: 1) discovery and planning, 2) business process transformation, 3) design and development, 4) change management and training, 5) testing and implementation, and 6) operational support. Maintaining our current platform amplifies the need for high-touch, manual support. Once we implement a new solution, we will lower our costs, while increasing our ability to support increased needs with no additional FTEs.

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

✓ HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Additional Information

- A third party vendor has identified the following components for ERP change readiness: Executive Commitment, Business Maturity, Organizational Maturity, Business Process Maturity, Data Management, Funding, Skills, Business & Technology Strategy, and Effectiveness. The City scores low in all categories, making it critical to address each of these to succeed in the transformation.

Offer 16.10: Enterprise Resource Planning (ERP) System Replacement - Funded

Offer Type: Enhancement

- Competing priorities across the City highlight the findings, notably our willingness to redesign our business processes enabled by active executive sponsors, addressing continued application sprawl increasing licensing and support costs. This offer will address the components to implement, accounting for all components. Addressing high-touch manual work with self-services.
- Replacing only the main application, JDE, would increase ongoing costs by approximately $600,000 annually. To reduce future expenses, a large portion of integrated application will be consolidated to reduce licensing costs, administrative overhead, and external support costs. Integrated application cost can be reduced through consolidation by at least $765,000 annually.
- The recently enacted CO HB 21-1110 anti-discriminatory act requires the City to provide accessible digital solutions to our employees. Our current solution does not meet these mandates and will require us to modernize our ERP platform to become compliant in 2024. The platform can also provide a more robust disaster recovery solution in the event of an outage reducing manual intervention support.
- A new ERP solution will implement industry best practices necessary to standardize not customize to reduce costs, address talent resiliency while improving our risk management, and disaster recovery practices, and ensure compliance with our pending end-of-life support. Also, implementing a standard solution will reduce the 32+ interfaces necessary to support today.

Impact to Ongoing Expenses

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

  $600,000

  Ongoing Cost Description:

  $600,000-$900,000. This the estimated, ongoing cost that would cover annual licensing and support for the modern ERP System. This increase is net the ongoing costs of the current support for JDE.

Scalability and explanation

This offer will be implemented with Agile delivery principles, allowing the City to mitigate risk and balance cost over a multi-year deployment. Phased implementation balances workload on existing staff and enables the City to consider fiscal constraints for planning. Staged and delayed funding allow for proper planning and implementation, such as $500,000 for 2023, and $3 million annually for project expenses starting in 2024.

Links to Further Details:

- https://www.erpsoftwareblog.com/2021/06/how-erp-modernization-delivers-scalability-security/
- https://www.washington.edu/uwit/collaborations/hrpm/program-news-and-updates/the-benefits-of-workday/

Offer 16.10: Enterprise Resource Planning (ERP) System Replacement - Funded

Offer Type: Enhancement

- https://www.workday.com/en-us/solutions/industries/public-sector.html

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: This offer consolidates new and existing technology for the purpose of centralizing and standardizing data and processes for more effective and efficient service delivery while providing enhanced metrics that allow leaders to make more informed business decisions for the City. Consolidating the 30+ applications allows operational optimization by removing administrative process redundancies.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: This offer supports organization's business processes by analyzing, implementing, and informing leadership on software and processes that increase the value of services provided to the City. Streamlining processes provide a direct benefit to citizens, as their requests will be fulfilled quickly by the business and the software metrics will allow for future improvements.

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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 considerations and practices.

Performance Metrics

- HPG 163. $ Saved through Process Improvement
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=531750.html

Performance Measure Reason: This offer will map and align Human Resources, Finance, and IT business processes to industry best practices while also consolidating as many of the 30+ third-party applications into a proper ERP ecosystem. This includes the cataloging and structuring of data into a single hub of information to allow information to flow easy, significantly reducing double entry for data and redundant processes.

- 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 will migrate the bulk of ERP functionality to "cloud" or hosted infrastructure, promoting significantly reduce Recovery Point Objective (RPO) and Recovery Time Objective (RTO) times. With modern infrastructure, the City's downtime for HR and Finance functions, in the event of an outage/disaster, will be reduced to seconds or minutes, rather than hours and days.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer 16.10: Enterprise Resource Planning (ERP) System Replacement - Funded

Offer Type: Enhancement

Offer Profile

Offer Owner: kwilkins	Financial Lead: chmartinez
Lead Department: Information Technology	

16.10: Enterprise Resource Planning (ERP) System Replacement

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
529000 - Other Prof & Tech Services	300,000	-	- %
520000 - Purchased Prof & Tech Services	**300,000**	**-**	**- %**
Total Expenses	**300,000**	**-**	**- %**

Funding Sources		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Reserves	Reserve	300,000	-	- %
Funding Source Total		**300,000**	**-**	**- %**

Offer 17.1: IT Infrastructure - Network Services - Funded

Offer Type: Ongoing

2023: $1,265,300 and 1.00 FTE (excluding hourly staffing)

2024: $1,307,251 and 1.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds the City's IT networks that provide every City employee, Fort Collins first responder, resident and City Councilmember 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 service interruptions from external and internal events.

Specifically, this offer funds network operations, which includes 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 the following components:

- Hardware maintenance: upgrading City network equipment covering switches, routers, security & licensing appliances, wireless access points and related wireless infrastructure, and Internet access.
- Software maintenance: upgrading/patching of switch & 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 lack 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) that report into Connexion, but who support all the networks. These personnel are paid via a scheduled transfer of $810,682 for 2023 and $834,702 for 2024 to Connexion.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information

Offer 17.1: 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.

- City networks, wireless, enterprise, and security provide services that are accessible both internally and externally without prejudice or knowledge of the user's identity or status. These networks enable City Council meetings to be made available publicly, increasing accessibility for all.

- All City personnel use 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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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 17.1: IT Infrastructure - Network Services - Funded

Offer Type: Ongoing

- HPG 7.6 - Optimize technology, data analysis 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 are able to function remotely with minimal impact during the Covid-19 pandemic.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: 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 update services that included planning for and updating the software on the equipment as well as hardware replacements.
- 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.

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

- The amount transferred between IT and Connexion in the prior offer was $789k in 2021 and is $810,682 for 2023 and $834,702 for 2024.

Explanation of Any Adjustments to Personnel Costs using object 519999

Offer 17.1: IT Infrastructure - Network Services - Funded

Offer Type: Ongoing

- Not applicable

Offer Profile

Offer Owner: JRobbins

Financial Lead: chmartinez

Lead Department: Information Technology

17.1: IT Infrastructure - Network Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	115,603	120,806	4.5%
512000 - Benefits	30,426	31,849	4.7%
519000 - Other Personnel Costs	(5,841)	(6,106)	4.5%
510000 - Personnel Services	**140,188**	**146,549**	**4.5%**
529000 - Other Prof & Tech Services	75,000	75,000	- %
520000 - Purchased Prof & Tech Services	**75,000**	**75,000**	**- %**
533000 - Repair & Maintenance Services	215,430	225,900	4.9%
530000 - Purchased Property Services	**215,430**	**225,900**	**4.9%**
542000 - Communication Services	20,800	21,900	5.3%
540000 - Other Purchased Services	**20,800**	**21,900**	**5.3%**
555000 - Office & Related Supplies	3,200	3,200	- %
550000 - Supplies	**3,200**	**3,200**	**- %**
591000 - Transfers to Funds	810,682	834,702	3.0%
590000 - Transfers Out	**810,682**	**834,702**	**3.0%**
Total Expenses	**1,265,300**	**1,307,251**	**3.3%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	399,575	428,169	7.2%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	865,725	879,082	1.5%
Funding Source Total		**1,265,300**	**1,307,251**	**3.3%**

Offer 17.2: IT Infrastructure - Email & Voice Services - Funded

Offer Type: Ongoing

2023: $457,378 and 0.50 FTE (excluding hourly staffing)

2024: $559,760 and 0.50 FTE (excluding hourly staffing)

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 City Hall, Cultural Services, Parks, Police, the Broadband Network Operations Center, Utilities Customer Care, the Light & Power operations center, Water services and the 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. 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.

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 throughout the City. Support for voice comes from the Connexion Network Operations Team 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 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

Offer 17.2: 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 personal 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.

- 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.

- Voice and email services are accessible both internally and externally without prejudice or knowledge of the users identity or status. These services support City department's ability to advance community engagement and outreach methodologies. The data stored and services provided enable all City departments to achieve City Equity objectives.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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. 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.

- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: The Network Operations Center in Connexion is a beneficiary of the excellent voice services and the entire team benefits from the secure email services.

Offer 17.2: IT Infrastructure - Email & Voice Services - Funded

Offer Type: Ongoing

- HPG 7.6 - Optimize technology, data analysis 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.

Improvements & Efficiencies

- 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.

- 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 McAffee and made management of the tool and its operation more efficient.

- 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.

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.

Offer 17.2: IT Infrastructure - Email & Voice Services - Funded

Offer Type: Ongoing

Differences from Prior Budget Cycles

- N/A

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: JRobbins	Financial Lead: chmartinez
Lead Department: Information Technology	

17.2: IT Infrastructure - Email & Voice Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	0.50	0.50	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	29,319	30,638	4.5%
512000 - Benefits	10,398	10,883	4.7%
519000 - Other Personnel Costs	(1,589)	(1,661)	4.5%
510000 - Personnel Services	**38,128**	**39,860**	**4.5%**
521000 - Professional & Technical	10,000	10,000	- %
520000 - Purchased Prof & Tech Services	**10,000**	**10,000**	**- %**
533000 - Repair & Maintenance Services	105,750	196,400	85.7%
530000 - Purchased Property Services	**105,750**	**196,400**	**85.7%**
542000 - Communication Services	303,500	313,500	3.3%
540000 - Other Purchased Services	**303,500**	**313,500**	**3.3%**
Total Expenses	**457,378**	**559,760**	**22.4%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	80,657	82,022	1.7%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	376,721	383,140	1.7%
603-Data and Communications Fund: Reserves	Reserve	-	94,598	- %
Funding Source Total		**457,378**	**559,760**	**22.4%**

Offer 17.3: IT Infrastructure - Systems Engineering - Funded

Offer Type: Ongoing

2023: $1,158,133 and 6.00 FTE (excluding hourly staffing)

2024: $1,197,716 and 6.00 FTE (excluding hourly staffing)

Offer Summary

The Data Management (herein referred to as Systems Engineering) staff funded by the offer is responsible for the 24/7/365 operation and architecture of both the public and private clouds. The mission of the Systems Engineering team is to build, sustain and integrate the various IT technologies they support to accomplish the business objectives of the systems, and to satisfy our customers'/stakeholders' needs while complying with industry and security best practices. This team consists of five System Engineers and one Systems Engineering manager.

This ongoing budget offer also supports the sustainment and ongoing modernization of the City's private technology cloud, as well as its disaster recovery data center. The City maintains two data centers, a primary and a secondary off site. Each of these data centers is made up of servers, virtualization tools, environmental (HVAC, power, fire suppression), storage devices, networking devices, cabling, and many tools used to monitor and manage the data center. The infrastructure in these data centers provide for the daily operations of business units across the City, including their application, web and database hosting.

Also supported by the offer are the public cloud services, used throughout the City, including Office 365, Microsoft Teams, PowerApps, SharePoint, and our off site identify management services.

The City's cloud architectures and their management and sustainment standards are a key part of the City's overall risk management strategy, which establishes protections and barriers to outside threats and builds resilience for unexpected events, including disaster recovery strategies.

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

✓ HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.

Additional Information

- The department will use this offer to continue to provide technical services that are accessible both internally and externally without prejudice or knowledge of the user's identity or status. The services provided enable all City departments to achieve their equity objectives through data access which is governed by privacy policies and application access which is governed by job roles.

Offer 17.3: IT Infrastructure - Systems Engineering - Funded

Offer Type: Ongoing

- Systems Engineering is responsible for highly-available, secure data center services. The team also responds to an average of 240 service requests/month, including supporting cybersecurity incidents. 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 and demand for city projects have continued to increase.

- This 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, and 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 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: Continually evaluating technology and assessing its applicability to business requirements enables Systems Engineering to partner effectively with a wide variety of teams throughout the City. When brought to the table upfront, the team offers innovative, creative, cost-effective, and secure options to enable City partners to implement new tools and applications.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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.

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.: System Engineering plays a significant role in administering environmental changes, user administration, and audits to ensure data privacy, appropriate access controls, and secure data management across all stakeholders. This is made more challenging by evolving external threats and internal processes. The speed of change in these areas continues to increase requiring ongoing investment.

Improvements & Efficiencies

Offer 17.3: IT Infrastructure - Systems Engineering - Funded

Offer Type: Ongoing

- The system engineering team has helped to clarify roles and responsibilities across the Information Technology organization, as well as begun to off-load activities better suited for other teams (e.g. Information Security). This effort is freeing up Systems Engineering resources, to allow them to focus on their core mission and competencies.

- The engineering team is now being integrated into both a newly established "Technology Architecture Committee (TAC)" and maturing acquisition practices. This will enable better planning and execution of technology projects in the future, reducing re-work and total costs of ownership. The team is now actively engaging with solution development at the ground floor.

- Great strides have been made to create standards around infrastructure criticalities and use this data to focus our operational focus better. False-Positive and "noisy" system alert now consider the criticality of systems, which improves the team's performance and response time when addressing those critical assets affecting business operations.

- The team has implemented standards and audit controls around their enforcement to better manage our identities used throughout our network. This work has had real-world effects on reducing our vulnerability to attack and streamlining our sustainment processes.

- Working within the current fiscal constraints, the system engineering team was able to re-architect server architecture to 1) reduce the risk/threat vectors from multiple locations and 2) consolidate and centralize network traffic. Both substantially improve our security posture and reduce our total cost of ownership.

- The Systems Engineering team is working to eliminate overlaps in the city's technology and tools, eliminating that which provides little or no value, and/or is being met by other teams with primary responsibility.

- The Systems Engineering team is assisting the InfoSec team in the implementation and operation of a Risk Management Framework (RMF), which will better focus our cybersecurity strategies on that which provides for the largest return on resource investments and elimination of critical risks.

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 17.3: IT Infrastructure - Systems Engineering - 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

- This offer was originally titled

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: jking

Financial Lead: chmartinez

Lead Department: Information Technology

17.3: IT Infrastructure - Systems Engineering

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	6.00	6.00	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	621,949	649,939	4.5%
512000 - Benefits	164,939	172,671	4.7%
519000 - Other Personnel Costs	(31,476)	(32,904)	4.5%
510000 - Personnel Services	**755,412**	**789,706**	**4.5%**
533000 - Repair & Maintenance Services	391,271	396,360	1.3%
530000 - Purchased Property Services	**391,271**	**396,360**	**1.3%**
542000 - Communication Services	7,200	7,200	- %
540000 - Other Purchased Services	**7,200**	**7,200**	**- %**
555000 - Office & Related Supplies	4,250	4,450	4.7%
550000 - Supplies	**4,250**	**4,450**	**4.7%**
Total Expenses	**1,158,133**	**1,197,716**	**3.4%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	799,176	829,227	3.8%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	358,957	368,489	2.7%
Funding Source Total		**1,158,133**	**1,197,716**	**3.4%**

Offer 17.4: IT Infrastructure - Client Services - Funded

Offer Type: Ongoing

2023: $2,290,990 and 12.50 FTE (excluding hourly staffing)

2024: $2,419,432 and 12.50 FTE (excluding hourly staffing)

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 related to enhancing service delivery and innovation. Client Services has a strong customer relationship focus 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 1 Manager, 2 Supervisors, 3 Technicians, 5 Senior Technicians, 3 Application Analysts, and 1 Systems Administrator.

Programs and services offered by Client Services:

- Helpdesk: Focuses on providing exceptional service as the initial contact for users in need of IT assistance.
- Desktop Support: Second-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 and personnel changes, and manages VPN access setup.
- Training services as needed.
- On Call Services: Provides after hours enterprise IT support 24/7/365.

Offer 17.4: IT Infrastructure - Client Services - Funded

Offer Type: Ongoing

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

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Additional Information

- Client Services provides and supports the tools that are used to engage with citizens and staff in a safe and equitable manner. For example, we supported the movement of many City meetings to an online delivery format which has included subtitling and translation services for improved accessibility.

- 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 for Client Services continues to grow, as you can see from the ticket trend between 2018-2020: 2018 (23,808), 2019 (25,146), & 2020 (27,931). Due to the increased need for hybrid work, a new Help Desk ticketing system is being implemented to streamline service delivery and mitigate manual ticket routing overhead. The Help Desk system will also enhance security and self-service.

- A new Help Desk system will enable centralized knowledge management, asset management, program and project management, change management, and software license management. Because of this, many manual processes will be eliminated, allowing staff to focus efforts on automating and streamlining how services are delivered to business partners and the public.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 17.4: IT Infrastructure - Client Services - Funded

Offer Type: Ongoing

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: This offer meets this objective to provide world-class services by centralizing and coordinating all technology requests with a future expansion to centralize and coordinate enterprise services throughout the City. Client Services is adopting international governance and delivery standards and expanding them into service delivery throughout the City by focusing on people, process, and technology.

- HPG 7.6 - Optimize technology, data analysis 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, provide layers of security, and improve visibility and productivity.

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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.

Improvements & Efficiencies

- In collaboration with purchasing, the CS team has received the nationwide State Electronic Challenge gold award for the eighth consecutive years 2015-2022. The City was recognized for its accomplishments in green purchasing, energy conservation, and responsible recycling of electronic office equipment. We continue to review the processes and look for new ways to reuse our equipment responsibly.

- Implemented process to vet computer usage that has reduced support footprint and financial responsibility by removing over 200 unneeded computers in 2019-2022. 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 2019-2022. 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 (such as "Coffee and Computers") have been held regularly for IT New Employee Orientation and in response to demand for Teams, Zoom, and various other tools we have.

Offer 17.4: IT Infrastructure - Client Services - Funded

Offer Type: Ongoing

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

- Continue work streamlining the production process and security level on the PCs, as well as City-owned and employee-owned mobile devices through the use of tools and policies eliminating opportunities for outside security threats. AirWatch Mobile Device Management shows over 2,200 devices enrolled, including tablets devices delivered throughout the City.

- 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.

- Ongoing multiple LEAN (systematic elimination of waste) engagements to address productivity and customer service with fluctuating staff availability.

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: 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.

- SAFE 112. Effectiveness of Cybersecurity Awareness Training
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=1160877.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.

- 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

- Not applicable

Offer 17.4: IT Infrastructure - Client Services - Funded

Offer Type: Ongoing

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: CCaudle

Financial Lead: chmartinez

Lead Department: Information Technology

17.4: IT Infrastructure - Client Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	12.50	12.50	- %
Expenses			
511000 - Salaries & Wages	998,229	1,042,547	4.4%
512000 - Benefits	297,293	311,248	4.7%
519000 - Other Personnel Costs	(51,282)	(53,613)	4.5%
510000 - Personnel Services	**1,244,240**	**1,300,182**	**4.5%**
521000 - Professional & Technical	15,000	40,000	166.7%
529000 - Other Prof & Tech Services	3,500	3,500	- %
520000 - Purchased Prof & Tech Services	**18,500**	**43,500**	**135.1%**
533000 - Repair & Maintenance Services	982,500	1,030,000	4.8%
530000 - Purchased Property Services	**982,500**	**1,030,000**	**4.8%**
542000 - Communication Services	14,250	14,250	- %
544000 - Employee Travel	300	300	- %
549000 - Other Purchased Services	300	300	- %
540000 - Other Purchased Services	**14,850**	**14,850**	**- %**
555000 - Office & Related Supplies	30,900	30,900	- %
550000 - Supplies	**30,900**	**30,900**	**- %**
Total Expenses	**2,290,990**	**2,419,432**	**5.6%**

Funding Sources

100-General Fund: Ongoing	Ongoing	1,582,916	1,673,576	5.7%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	708,074	745,856	5.3%
Funding Source Total		**2,290,990**	**2,419,432**	**5.6%**

Offer 17.5: IT Infrastructure - Asset Equipment Lifecycle Replacement - Funded

Offer Type: Asset Management-Ongoing

2023: $1,334,325 and 0.00 FTE (excluding hourly staffing)

2024: $1,419,435 and 0.00 FTE (excluding hourly staffing)

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/Systems Engineering, and Voice operations with critical infrastructure that represents the backbone of the IT operations for both internal and 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 Replacements: This offer will fund the replacement of approximately 468 laptops, desktops and tablets in 2023 and 447 in 2024 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 provide 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 1,600 terabytes of space, virtual servers, and other data storage that is replaced via a lifecycle 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 devices.

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

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

Offer 17.5: IT Infrastructure - Asset Equipment Lifecycle Replacement - Funded

Offer Type: Asset Management-Ongoing

Additional Information

- IT asset team manages over 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.

- IT provides the technology and infrastructure that is accessible and utilized both internally and externally without prejudice or knowledge of the users' identity, race, income, location, or status. The infrastructure is procured via local, State, and Regional vendors to acquire the tools to enable departments to achieve equity objectives and advance the ability to increase community engagement.

- The aim of the process of replacement for PCs is to keep City staff working as efficiently as possible. Contained within that goal are cybersecurity, stewardship, sustainability, and environmental impact. Replacing the devices on a schedule allows the City to meet these goals within our budgeting pacing.

- The funding breakdown for planned replacements for 2023-24 is as follows: $228k for Network Equipment, $1.4M for Data Management equipment, and $1.1M for Laptop/Desktop/Monitor replacements. There is Asset Management Enhancement offer that supplements this Asset offer due to a 2024 replacement "bubble" based on the City's infrastructure replacement plan.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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's daily operations. Because these IT assets are continuously updated, we are better able to configure them for greater security and ease of use.

Offer 17.5: IT Infrastructure - Asset Equipment Lifecycle Replacement - Funded

Offer Type: Asset Management-Ongoing

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and 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.

- HPG 7.6 - Optimize technology, data analysis 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 needs. 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 Profile

Offer Owner: CHMartinez

Financial Lead: chmartinez

Lead Department: Information Technology

17.5: IT Infrastructure - Asset Equipment Lifecycle Replacement

Offer Type: Asset Management-Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
533000 - Repair & Maintenance Services	50,000	50,000	- %
530000 - Purchased Property Services	**50,000**	**50,000**	**- %**
555000 - Office & Related Supplies	1,284,325	1,369,435	6.6%
550000 - Supplies	**1,284,325**	**1,369,435**	**6.6%**
Total Expenses	**1,334,325**	**1,419,435**	**6.4%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	773,501	798,279	3.2%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	560,824	621,156	10.8%
Funding Source Total		**1,334,325**	**1,419,435**	**6.4%**

Offer 17.7: Data Management Storage & Network Lifecycle Replacement - Funded

Offer Type: Asset Management-Enhanced

2023: $0 and 0.00 FTE (excluding hourly staffing)

2024: $500,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds two large IT Asset replacements: end of life (EOL) replacements of network storage devices and end-of-Software-support network switches throughout the City.

This offers funds the like for like replacement of network storage devices (servers and arrays) in our private cloud, which will be at EOL in 2023 and 2024, for another 10 years. These devices support nearly every on premise IT capability within the City, including video recordings, Utility services, server virtualization, and public services. Key IT initiatives are currently underway as part of the City's Digital Transformation, which will likely reduce our storage needs in our private cloud in the coming years, including further virtualization, consolidation, and use of public cloud options. These will further reduce our future costs and total cost of ownership. The reliability and availability of the City's storage infrastructure will sustain current capabilities and aid in making that Digital Transformation a reality. Approximately 43% of the $595k required for this technology refresh is to be funded from Utilities.

Secondly, this funds replacement of network switches in the City Network that will be at End of Software Support in 2023-2024. End of Software Support refers to the time when a network equipment vendor stops providing security and other critical patches for the equipment. Typically, the End of Software Support for a device occurs two years prior to End of Hardware Support. End of Hardware Support is the date in which an equipment vendor will not provide any support at all for the target equipment. It is imperative that our network infrastructure be "in support" by the vendor to combat the ever developing security vulnerabilities and threats on those devices. The best way to minimize cyber security threats is through the regular application of security and other critical patches, which are only available for supported equipment.

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

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

Offer 17.7: Data Management Storage & Network Lifecycle Replacement - Funded

Offer Type: Asset Management-Enhanced

- This offer provides information technology services that are accessible both internally and externally without prejudice or knowledge of the user's identity or status. The services provided enable all City departments to achieve their equity objectives through data access which is governed by privacy policies and application access which is governed by job roles.

- Much of this current EOL storage was acquired, five years into a ten lifecycle, thus the earlier than ideal replacement requirement. Replacing now will 1) reduce our security risk vulnerabilities of running unsupported hardware, and 2) allow the city to reap the benefit of the full 10-year lifecycle cost and benefits, decreasing the city's Total Cost of Ownership (TCO) over the next decade.

- The increasing risk of security breaches, exposure, and extortion of sensitive data has changed organizations’ behavior to a proactive data management practice as part of a broader data governance strategy. Ensuring our storage infrastructure is up-to-date and vendor-supported is critical.

- City staff use 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.

- The breakdown of these replacements includes $768,356 for switches, $340,000 for Enterprise storage replacement, and $255,000 for dedicated Utilities storage that is being funded 100% by Utilities.

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 are a couple of options to reduce this offer based on either reverting back to Hardware EoL for the switches thus reducing the offer by $768k in switch replacements but could introduce vulnerabilities in the management software. If resources are available to accellerate virtualization of servers, storage needs could be reduced. Additional vendor discounts may be available, but will not be known until that time. Therefore cost estimates are based on current-state cost realities.

Links to Further Details:

- https://www.fc4.co.uk/2021/01/21/the-hidden-dangers-of-not-updating-your-infrastructure/
- https://virtualarmour.com/what-are-the-risks-of-using-unsupported-hardware
- https://www.cisa.gov/uscert/ncas/tips/ST18-001

Offer 17.7: Data Management Storage & Network Lifecycle Replacement - Funded

Offer Type: Asset Management-Enhanced

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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's 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 sensitive data, against new and increasing cybersecurity threats.: Outdated systems and processes do not have the necessary resiliency needed to be ready for today's threat environment. Risk management is the most important element of modern cyber security, so it is crucial that you mitigate risk wherever possible. This offer ensures our storage and network switches are always under vendor support against ever growing threats.

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: Using the most current technologies ensures city employees are able to do their jobs more efficiently, with fewer interruptions, thus increasing service delivery reliability and satisfaction. It also enhances usability and customer satisfaction in citizen-facing applications. More reliable IT services enable further expansion and improvements to business capabilities.

Performance Metrics

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

Performance Measure Reason: The reduction of risk, by ensuring our network switches are replaced before end-of-life, inherently increases the availability of the network providing Internet availability to city business users, access to the business network from remote workers, and availability of Citizen-Facing services that are exposed to the Internet.

- 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 new ITSM platform will be establishing new metrics around Service Delivery metrics, including networking services and storage infrastructure.

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

Offer 17.7: Data Management Storage & Network Lifecycle Replacement - Funded

Offer Type: Asset Management-Enhanced

Performance Measure Reason: This 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 to citizens.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: jking

Financial Lead: chmartinez

Lead Department: Information Technology

17.7: Data Management Storage & Network Lifecycle Replacement

Offer Type: Asset Management-Enhanced

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
555000 - Office & Related Supplies		-	500,000	- %
	550000 - Supplies	**-**	**500,000**	**- %**
	Total Expenses	**-**	**500,000**	**- %**
Funding Sources				
100-General Fund: Reserves	Reserve	-	500,000	- %
	Funding Source Total	**-**	**500,000**	**- %**

Offer 17.8: Call Manager Server Upgrade - Unfunded

Offer Type: Asset Management-Enhanced

2023: $0 and 0.00 FTE (excluding hourly staffing)

2024: $350,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This enhancement offer funds the replacement of server infrastructure for the Cisco Call Manager (CCM), which includes advanced telephone systems, Interactive Voice Response (IVR) and voicemail, as well as the Call Center operations such as Utilities Customer Care & Technology and Connexion Network Operations Center. The replacement is necessary due to the End of Support, after which the equipment vendor no longer provides support for any security patches or bug fixes. The infrastructure also supports softphone use for remote or hybrid workers to access City voice services without the use of a virtual private network (VPN), which has caused service areas to find alternative solutions during and post pandemic.

This replacement supports the ongoing offer (17.2) for City voice service that provides telephony services to City employees, Fort Collins first responders, community members, and City Councilmembers. 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. Critical infrastructure is dependent on the voice networks in conjunction with 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, and Water and Electric utilities for a variety of needs. This investment is necessary to minimize any vulnerabilities that may trigger service interruptions from external and internal events.

The Call Manager upgrade is estimated to be $350,000, which is comprised of $150,000 in professional services and $200,000 in Voice call control infrastructure equipment that will need to be replaced.

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

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

Offer 17.8: Call Manager Server Upgrade - Unfunded

Offer Type: Asset Management-Enhanced

- The City's voice networks have provided much flexibility with a mix of work-from-home and on-site City employees. The deployment of Expressway servers in 2022 has allowed the virtual workforce to have seamless access to softphone technology, working remote, without the need to be tunneled into the City network.

- The Call Manager system has not been upgraded since 2017 and is past due on these updates to stay current with voice technology, functionality, and to keep business continuity and disaster recovery. This upgrade addresses known operational and cybersecurity vulnerabilities to maintain a consistent and stable voice system.

- New voice softphone application Jabber, available as of 2022, is fully integrated into existing City voice infrastructure and works on mobile devices, BYOD (bring your own device), or City issued computing platforms.

- City personnel may use voice 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.

- Voice servers, such as those provided by this Call Manager enhancement offer, provide valuable telephony services for City public and business segments that are accessible without prejudice or knowledge of the user's identity or status. These voice networks enable efficient and easy-to-use communication for diverse public and internal City initiatives, increasing accessibility for all.

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

None

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 17.8: Call Manager Server Upgrade - Unfunded

Offer Type: Asset Management-Enhanced

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Replacing older servers, switches, and call/voice management assets with new ones will result in a voice system that is up-to-date, reliant, and thus improves productivity and reliability for the employees that are serving the City's daily operations. Because these IT assets are continuously updated, we are better able to configure them for greater security and ease of use.

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: Updating, securing, and enhancing voice networks allows citizen-facing teams like Customer Care & Technology and Fort Collins Police Services to improve their service delivery. Utility Customer Services, Network Operation Center for Connexion Broadband are able to continue to perform telephony services remotely with voice services provided by this enhancement offer.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: A reliable and secure voice network 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 communicate with one another.

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 Call Manager voice network enhancement offer supports servers and host applications that enable City departments from Municipal Court to Restorative Justice to perform their services for citizens.

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

Performance Measure Reason: The Call Manager voice network enhancement offer funds the business network over which City electronic communications and services run.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer 17.8: Call Manager Server Upgrade - Unfunded

Offer Type: Asset Management-Enhanced

Offer Owner: JRobbins

Financial Lead: chmartinez

Lead Department: Information Technology

17.8: Call Manager Server Upgrade

Offer Type: Asset Management-Enhanced

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
529000 - Other Prof & Tech Services		-	150,000	- %
520000 - Purchased Prof & Tech Services		**-**	**150,000**	**- %**
555000 - Office & Related Supplies		-	200,000	- %
550000 - Supplies		**-**	**200,000**	**- %**
Total Expenses		**-**	**350,000**	**- %**
Funding Sources				
100-General Fund: Reserves	Reserve	-	252,000	- %
603-Data and Communications Fund: Reserves	Reserve	-	98,000	- %
Funding Source Total		**-**	**350,000**	**- %**

Offer 17.9: WiFi Network Technology Modernization - Unfunded

Offer Type: Asset Management-Enhanced

2023: $150,000 and 0.00 FTE (excluding hourly staffing)

2024: $150,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This enhancement offer provides a new Wi-Fi architecture using today's standards (W-iFi 6), greatly improving performance, capacity, resiliency and coverage for CIty operational locations. The 2022 mid cycle ARPA enhancement will provide Public Wi-Fi at sites that provide public services such as the Lincoln Center, Fort Collins Museum of Discovery (FCModD), Northside Aztlan Center, Senior Center, EPIC, Mulberry Pool, and the Foothills Activity Center, which are currently unable to support large public events. These facilities serve as hosts to thousands who learn and connect through community meetings and events. As one example, FCMoD visitation exceeds 120,000 annually, now at pre pandemic levels. Wi Fi at the museum is heavily trafficked and regularly experiences disruptions that inhibit continued learning and connections that may be corrected with this Wi-Fi Refresh offer.

City personnel regularly use the Wi-Fi networks to conduct City business. This includes financial and HR functions, City Council sessions, the City Clerk's Office and Boards & Commissions, Municipal Court, recreation registrations, Housing Catalyst, FCMoD, Lincoln Center, Police, and the Library District. This equates to 51 locations that would address 283 Wi-Fi access points.

Wireless coverage and bandwidth at many facilities are severely lacking the required level of service to perform normal business operations. The migration to hybrid workspace environments has led to a dramatic increase in bandwidth demand from today's applications where addressing wireless technology for business services is more pressing than ever. Our current Wi-Fi network performance continues to degrade as demand continues to increase and does meet business requirements for collaborative meeting applications and other critical business functions and community events.

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

✓HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

- The City’s wireless network is continually improved to securely meet the needs of the City and our citizens.

Offer 17.9: WiFi Network Technology Modernization - Unfunded

Offer Type: Asset Management-Enhanced

- Secure networks often use WiFi networks for critical operations. Departments dependent on secure networks include Traffic Operations, MAX buses & Transit, Water and Electric utilities for a variety of needs. Police use a combination of Mobile and City WiFi networks to upload evidence data from a body camera and other investigative sources.
- The current infrastructure has many vulnerabilities that need to be improved for the security and scalability of our networks, and these risks continue to increase.
- Costs associated with this offer include $150,000 for hardware and cabling and $150,000 for technical and installation services for RF surveys and WiFi design assistance. This project implementation will be phased over 2-3 years, prioritized by location as a continuation and complement to the 2022 Public WiFi ARPA-funded project.
- WiFi networks provide services for City public and business segments that are accessible without prejudice or knowledge of the user's identity or status. These networks enable many communication services for diverse public and internal City initiatives, increasing accessibility for all.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $0
  Ongoing Cost Description:
  Although there are $0 annual ongoing costs, there will be lifecycle replacement costs for all new wireless access points that will be incorporated into City IT's asset management lifecycle plans.

Scalability and explanation

This offer can be scaled at various levels depending on the prioritization of the City facilities needing the WiFi refresh based on the business need and demands.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Replacing WiFi assets with new ones will result in an IT infrastructure that runs faster, more efficient, and is more secure thus improving productivity and reliability for the employees that are serving the City's daily operations. The enterprise WiFi network provides connectivity to all City resources including CityHub, JDE, Sharepoint, network files shares, and other resources.

Offer 17.9: WiFi Network Technology Modernization - Unfunded

Offer Type: Asset Management-Enhanced

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.: A reliable and secure wifi 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.

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: Updating, securing, and enhancing the business and secure WiFi 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.

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

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: JRobbins

Financial Lead: chmartinez

Lead Department: Information Technology

17.9: WiFi Network Technology Modernization

Offer Type: Asset Management-Enhanced

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

529000 - Other Prof & Tech Services	75,000	75,000	- %
520000 - Purchased Prof & Tech Services	**75,000**	**75,000**	**- %**
555000 - Office & Related Supplies	75,000	75,000	- %
550000 - Supplies	**75,000**	**75,000**	**- %**
Total Expenses	**150,000**	**150,000**	**- %**

Funding Sources

100-General Fund: Reserves	Reserve	150,000	150,000	- %
	Funding Source Total	**150,000**	**150,000**	**- %**

Offer 17.10: ARPA - Future of Work - Funded

Offer Type: 1-Time Enhancement

2023: $450,000 and 0.00 FTE (excluding hourly staffing)

2024: $450,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This ARPA-funded enhancement will modernize infrastructure, digital solutions and workspace configurations to provide secure and accessible solutions, including hybrid office spaces; key meeting workspaces (e.g., CIC Council Conference rooms and community spaces); content digitization and records for online access; digital literacy programs; network modernization to support increased demands for video collaboration, Wi Fi and voice; and process modernization for online/remote services. This offer encompasses multiple deliverables to improve our ability to serve the community with a focus on accessibility and equity and optimizes enterprise processes and solutions to improve services.

The City continues to face challenges in our recovery efforts. The organization is encumbered with difficulty as we work to recruit and retain talent, deliver services and support 24/7/365 operations in the community, and integrate Flexible Work Practices. Unfortunately, this transition implemented during a crisis lacked robust marketing and training programs for our workforce, resulting in gaps in digital literacy and design. This situation amplifies the need for programs to establish foundational training to support inclusive engagement for the community and staff. This includes implementing equitable practices in alignment with state and federal accessibility laws and supporting the City's strategic commitment to creating an inclusive culture. Exponential increases in the volume of high touch and manual requests alongside inefficient and unsustainable legacy systems contribute to burnout, resulting in costly turnover and service delivery degradation. With an average of 10.9% turnover in 2021 at an estimated cost of $150,253 per employee, this challenge is costly. It requires innovative solutions by leveraging people, processes and technology to achieve organizational goals.

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

✓HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- ARPA Funding Recovery Theme: Equity and Community Resilience
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

Additional Information

- Workspaces: Adapt community workspaces and meeting places for hybrid engagement. Examples include City Hall, Board and Commissions, equipment/hybrid solutions for our staff in offices, working remotely, and select community meeting spaces.

- Online Access: Digitize critical paper-based records for remote community and staff access. Modernize high-touch, manual processes through re-design and automation to enable remote, self-service. Revise policies and standards to align and support new services and solutions.

Offer 17.10: ARPA - Future of Work - Funded

Offer Type: 1-Time Enhancement

- Education and Resourcing: Implement digital literacy training programs for the community and staff to confidently utilize digital, online, and self-service, with a focus on simplicity and equity for all we serve. Employ temporary resources and advisory services to support this offer ensuring we effectively plan, execute, manage change, and foster adoption.
- Self-Services: Implement revised standards, practices, and digital services key functions; scheduling, routing, and prioritizing requests to support both onsite, hybrid and remote users with secure, zero-touch capabilities.

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

Offer is a one-time enhancement that provides scalability for our workspaces and community-focused meeting places to foster online, remote engagement.

Links to Further Details:

- https://www.govtech.com/sponsored/the-future-of-work-governments-next-normal

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: This offer provides critical improvements and upgrades to processes, tools, workspaces, and places to enhance digital services and solutions for remote community members and the workforce. Implement upgrades to infrastructure to improve our ability to provide online, remote, and hybrid capabilities for community meetings, public events, and hybrid work environments.

- ARPA Funding Recovery Theme: Equity and Community Resilience: The program will modernize our infrastructure, digital solutions, and office configurations necessary to provide secure, and equitable solutions, including city facility network capabilities, digital literacy training, and hybrid workspaces and meeting spaces.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: Provide digital literacy training programs for the community to foster higher levels of proficiency with using digital, and online applications to foster increased online engagement and adoption of digital services for all we serve.

Offer 17.10: ARPA - Future of Work - Funded

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: If this Offer is funded, the ARPA Recovery Team will work with the Offer Owner to develop Performance Measures.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: kwilkins

Financial Lead: chmartinez

Lead Department: Information Technology

17.10: ARPA - Future of Work

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
521000 - Professional & Technical	100,000	100,000	- %
529000 - Other Prof & Tech Services	250,000	250,000	- %
520000 - Purchased Prof & Tech Services	**350,000**	**350,000**	**- %**
555000 - Office & Related Supplies	100,000	100,000	- %
550000 - Supplies	**100,000**	**100,000**	**- %**
Total Expenses	**450,000**	**450,000**	**- %**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: American Rescue Plan Act (ARPA)	Reserve	450,000	450,000	- %
	Funding Source Total	**450,000**	**450,000**	**- %**

Offer 18.1: IT Administration Services - Funded

Offer Type: Ongoing

2023: $1,150,238 and 6.00 FTE (excluding hourly staffing)

2024: $1,187,447 and 6.00 FTE (excluding hourly staffing)

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.

IT administration staff that support the objectives of this offer include the Chief Information Officer, IT Applications Operations Manager, IT Infrastructure Manager, Financial Coordinator, Administrative Analyst and 50% of a Senior Financial Analyst. The staff provides the general oversight, management and strategic plan development/deployment of the Applications, Infrastructure, programs 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 are 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 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 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

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 18.1: IT Administration Services - Funded

Offer Type: Ongoing

- IT exists within a service area, 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 the IES Service Area.

- 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 staff are leading the virtual engagement solutions management to increase digital equity for all businesses and residents to engage in public events remotely. Admin staff help promote the education and use of technology to advance City equity objectives and advance the ability for departments to effectively engage the community.

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

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: IT Administration manages the overall delivery and coordination of the City’s 24x7 digital infrastructure, which directly supports community services such as, utilities, 911, transit, traffic, development services, community governance and engagement, all citizen and staff applications, among many others.

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: IT Administration provides for the oversight of the IT Department, which ensures that the financial, communication, and management of the City’s sophisticated and extensive technology portfolio are strategic and well-managed, providing for an efficient, secure, coordinated, business-aligned, and predictably available delivery of services.

Improvements & Efficiencies

Offer 18.1: IT Administration Services - Funded

Offer Type: Ongoing

- 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.

- 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.

- The launch of the Digital Strategic Portfolio Office enables prioritization of all strategic initiatives to improve citywide transparency and monitoring of all key initiatives throughout their lifecycle while implementing governance, standards and practices aligned with digital transformation and risk management strategies to help ensure the success of such projects through change management.

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.

Differences from Prior Budget Cycles

- A reorganization within IT moved (2) Snr Managers and 1 Director to IT Administration from previous Offers such as Data Management, ERP, and Infrastructure.

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 Profile

Offer Owner: kwilkins

Financial Lead: chmartinez

Lead Department: Information Technology

18.1: IT Administration Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	6.00	6.00	- %
Expenses			
511000 - Salaries & Wages	739,091	770,415	4.2%
512000 - Benefits	214,767	222,201	3.5%
519000 - Other Personnel Costs	(37,120)	(38,669)	4.2%
510000 - Personnel Services	**916,738**	**953,947**	**4.1%**
533000 - Repair & Maintenance Services	2,500	2,500	- %
530000 - Purchased Property Services	**2,500**	**2,500**	**- %**
542000 - Communication Services	5,000	5,000	- %
544000 - Employee Travel	90,150	90,150	- %
549000 - Other Purchased Services	2,350	2,350	- %
540000 - Other Purchased Services	**97,500**	**97,500**	**- %**
555000 - Office & Related Supplies	3,500	3,500	- %
559000 - Other Supplies	5,000	5,000	- %
550000 - Supplies	**8,500**	**8,500**	**- %**
563000 - Infrastructure	125,000	125,000	- %
560000 - Capital Outlay	**125,000**	**125,000**	**- %**
Total Expenses	**1,150,238**	**1,187,447**	**3.2%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	821,730	851,364	3.6%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	328,508	336,083	2.3%
Funding Source Total		**1,150,238**	**1,187,447**	**3.2%**

Offer 18.2: IT Applications - Digital Strategic Portfolio Office - Funded

Offer Type: Ongoing

2023: $213,835 and 1.50 FTE (excluding hourly staffing)

2024: $221,488 and 1.50 FTE (excluding hourly staffing)

Offer Summary

This offer funds ongoing operations for the Digital Strategic Portfolio Office (DSPO). Digital Strategic Portfolio Management articulates business strategies with their associated business outcomes, and then enables action on those outcomes in the form of business capabilities, investments, programs, services, etc. In short, it aligns work to the City's digital transformation and risk management strategies and helps ensure the success of such projects.

The DSPO supports the entire City and community by:

- enhancing data informed decision making by providing visibility into the health of our project portfolio
- gaining efficiencies by facilitating collaboration between project managers and teams, project touchpoints, shared resources, processes requiring coordination, and dependencies
- eliminating duplicated effort, blockers and bottlenecks, and waste

This offer funds 1.0 FTE Portfolio Management Architect who functions as the organization’s Digital Strategic Portfolio Manager and a 0.5 FTE Applications Analyst. This person creates and matures the DSPO governance, processes, and metrics while also administering the program. Organizations that have implemented successful Strategic Portfolio Management programs cite staffing of this position as critical to success and full utilization. The ultimate need is for staffing to support the anticipated future maturity of the DSPO.

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

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

Additional Information

- DSPO is new to the City as of January 2022. It is currently staffed by one person who is developing foundational policies, processes, and tools with support by 0.5 Applications Analyst. By 2023, the Office will be functioning at a basic level. For the City to fully realize the benefits of the DSPO, another dedicated staff member is needed.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 18.2: IT Applications - Digital Strategic Portfolio Office - Funded

Offer Type: Ongoing

✓HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: The purpose of the DSPO is to ensure we are delivering the best value to the community, by aligning projects as closely as possible to Council Priorities and Strategic Objectives. Understanding project risks, expected vs actual value, and our capacity to implement and maintain are vital to our "doing the right things", actualizing business value as soon as possible, and sustaining results.

Improvements & Efficiencies

- As this is a relatively new expansion of services, any improvement and efficiencies gained will be reported starting in 2023.

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: As this is a relatively new expansion of services, any improvement and efficiencies gained will be reported starting in 2023.

Differences from Prior Budget Cycles

- N/A

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: jbarna

Financial Lead: chmartinez

Lead Department: Information Technology

18.2: IT Applications - Digital Strategic Portfolio Office

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.50	1.50	- %
Expenses			
511000 - Salaries & Wages	180,561	186,748	3.4%
512000 - Benefits	41,663	43,447	4.3%
519000 - Other Personnel Costs	(8,889)	(9,207)	3.6%
510000 - Personnel Services	**213,335**	**220,988**	**3.6%**
542000 - Communication Services	500	500	- %
540000 - Other Purchased Services	**500**	**500**	**- %**
Total Expenses	**213,835**	**221,488**	**3.6%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	157,517	163,709	3.9%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	56,318	57,779	2.6%
Funding Source Total		**213,835**	**221,488**	**3.6%**

Offer 18.3: 1.0 FTE - Analyst I Digital Strategic Portfolio Office - Unfunded

Offer Type: Enhancement

2023: $75,454 and 1.00 FTE (excluding hourly staffing)

2024: $103,197 and 1.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds a 1.0 FTE Analyst I position to support the Digital Strategic Portfolio Office (DSPO). Digital Strategic Portfolio Management is a new function to establish citywide policies, practices and strategic portfolio management that is critical to ensuring all digital strategic initiatives are properly prioritized, resourced, and aligned with business strategies and outcomes, including business capabilities, investments, programs and services, in alignment with the digital transformation roadmap, risk management, and digital equity strategies, ensuring the success of those projects.

While financed by IT, the office benefits the entire City and community by:
- providing visibility allowing data informed decisions that impact all projects
- facilitating collaboration between project managers and teams, project touchpoints, shared resources, and dependencies
- addressing duplicated effort, blockers and bottlenecks, and waste

The City has grown tremendously over the past several years, yet we remain unable to take advantage of data and collaboration to more effectively meet the needs of our community. As the past two years have emphasized, the way our community accesses City services and the services they expect have evolved, yet we need additional resources to keep pace. Per the City's 2021 Community Survey resident satisfaction with the City has been declining since 2013 and is now rated at 62.5/100 points. The services we provide and the way we provide them must be rethought. Part of this is making sure the work we do aligns with the strategy that our elected officials set forth, and that the projects we take on are managed in a way that provides the most bang (financially, socially, and environmentally) per taxpayer dollar. This is the primary purpose of the DSPO that this position will advance and support.

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

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

Additional Information

- DSPO is relatively new and staffed by one person who is developing policies, processes, and tools. By 2023, DSPO will function at a basic level. For the City to fully realize its benefits, another dedicated staff member is needed. Key strengths: business acumen plus technical capabilities, ability to liaison with those having diverse knowledge, process improvement and change management experience.

Offer 18.3: 1.0 FTE - Analyst I Digital Strategic Portfolio Office - Unfunded

Offer Type: Enhancement

- The budget process aligns funds to strategic objectives. DSPO goes further by including operationally-funded projects and evaluating all projects on criteria such as strategic alignment, risk, total cost of ownership, capacity, and the likelihood of success; ensures projects we start achieve maximum business value as quickly as possible by maturing project and organizational change management.
- A related option would be the implementation of a Project Management Office. While a PMO would provide project management oversight, or ensure we're "doing the things right", it would not help us "do the right things."
- If not funded, the City will not realize the full value of the DSPO as there will be a lack of data and resources necessary for the best executive-level decision-making, and continue to endure projects that fail to deliver promised business value.
- The DSPO will support work to advance equity objectives and the ability for departments to engage with the community by not only promoting the appropriate tools and technology that increases community engagement but by supporting multiple business functions to aid in the advancement of equity.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $105,000
  Ongoing Cost Description:
  The ongoing cost accounts for the total compensation costs for this FTE position.

Scalability and explanation

This position can start in mid-2023 or 2024.

Links to Further Details:

- https://monday.com/blog/project-management/strategy-portfolio-management/
- https://www.youtube.com/watch?v=-VTRfw0PRv4&t=103s
- https://www.gartner.com/en/webinars/4001461/leverage-strategic-portfolio-management-to-enable-business-agili

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: The purpose of the DSPO is to ensure we are delivering the best value to the community, by aligning projects as closely as possible to Council Priorities and Strategic Objectives. Understanding project risks, expected vs actual value, and our capacity to implement and maintain are vital to our "doing the right things", actualizing business value as soon as possible, and sustaining results.

Offer 18.3: 1.0 FTE - Analyst I Digital Strategic Portfolio Office - Unfunded

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: The Strategic Portfolio office is relatively new where metrics and outcomes will be measured in 2022 for more effective reporting of impacts.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: jbarna

Financial Lead: chmartinez

Lead Department: Information Technology

18.3: 1.0 FTE - Analyst I Digital Strategic Portfolio Office

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	58,864	82,017	39.3%
512000 - Benefits	17,807	24,855	39.6%
519000 - Other Personnel Costs	(3,067)	(4,275)	39.4%
510000 - Personnel Services	**73,604**	**102,597**	**39.4%**
542000 - Communication Services	600	600	- %
540000 - Other Purchased Services	**600**	**600**	**- %**
555000 - Office & Related Supplies	1,250	-	- %
550000 - Supplies	**1,250**	**-**	**- %**
Total Expenses	**75,454**	**103,197**	**36.8%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	51,749	74,229	43.4%
603-Data and Communications Fund: Reserves	Reserve	23,705	28,968	22.2%
Funding Source Total		**75,454**	**103,197**	**36.8%**

Offer 20.1: Creative Services - Funded

Offer Type: Ongoing

2023: $878,844 and 9.00 FTE (excluding hourly staffing)

2024: $917,001 and 9.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds centralized creative services as part of the Communications & Public Involvement Office (CPIO). The Creative Services team upholds the City’s brand image and provides critical communication services to City staff and community members. This includes all graphic design and Fort Collins Television (FCTV) video production services for the entire organization.

Key services within this offer include brand management; graphic design; photography; motion graphics and animations; City and County meeting broadcasts and recordings; field shooting; studio production; video production and editing; live broadcast, streaming and on demand video; drone footage; 360 and virtual reality footage; community bulletin board system; audio/visual (AV) and event support; and emergency cable override messaging.

In addition to graphics and video services, this offer also includes technical consulting, digital asset management, training, software support and AV engineering services. The offer enables the administration of a non exclusive cable franchise agreement and management of FCTV video programming available on Comcast channels 14 & 881, the new Connexion TV, other streaming services and the City’s YouTube channel.

This offer supports the accessible delivery of essential information to the community about local government services and programs and enables the City to better communicate complex policy discussions and decisions and legislative action through visual storytelling.

The offer includes:

- Creative services and media production support for community and employee training and awareness
- Print & digital media services, including content creation, design and distribution
- Complete video production, including recording, editing, post production and distribution
- Live broadcasting/streaming and closed captioning of City and County meetings and events
- Digital asset management, templates and video on demand services and archival

Offer 20.1: Creative Services - Funded

Offer Type: Ongoing

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

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

Additional Information

- Revenue Generation Impact: An Intergovernmental Agreement with Larimer County is projected to generate $56,000 annually. In addition, FCTV occasionally provides video production and editing services to other external partners generating additional revenues and opportunities to fund other projects, departmental video requests, and other needs across the organization.

- This offer enables consistent and accessible branding and design for a broad range of annual reports and publications including the City Manager’s Monthly Report, Strategic Plan, Adopted Biennial Budget and Budget in Brief, Comprehensive Annual Financial Report (CAFR), Recreator, NoCo Bloom and many more department/program annual reports.

- The offer enables all FCTV/YouTube content, including live stream/broadcasts of City Council Meetings and Work Sessions, Planning & Zoning Board deliberations, a variety of video shorts and features, animations, and the annual State of the City address and includes inclusive captioning in both English & Spanish.

- The offer supports in-house photography services and includes an archive of nearly 19,000 photos on Flickr. The offer also enables drone photography and video footage to aid in documenting the design and development of various City projects and infrastructure.

Links to Further Details:

- https://www.fcgov.com/fctv/
- https://www.youtube.com/user/cityoffortcollins
- https://www.flickr.com/photos/fortcollinsgov/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse 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 accessibility and transparency of municipal operations to the public.

Offer 20.1: Creative Services - Funded

Offer Type: Ongoing

- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.: This offer enables critical crisis & emergency communication services during disaster events. It improves public safety through proactive outreach and education and timely and accessible emergency response and recovery information.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.: This offer improves access to City information through visual storytelling, inclusive design & representation, language justice (translated or dual language materials and video, live interpretation) and accessibility (closed captioning, accessible design).

Improvements & Efficiencies

- In 2021/22 FCTV updated the closed captioning system which uses Artificial Intelligence technology for a quicker and more cost-effective solution to provide closed captions for City Council meetings and other videos/events. This system can be expanded to include Spanish language captions and has lowered the cost of closed captioning from $20/ hour to $0.16/hour.
- The brand guide was updated in 2021 to include accessibility enhancements to ensure digital and print materials are more accessible. The guide includes updates to the City's color palette to ensure greater contrast and readability. The team also created an enhanced file sharing and archiving system in SharePoint to more quickly and easily find and share files and assets.
- In response to increased hybrid meetings, FCTV continued to upgrade the AV and cablecasting capabilities in the Colorado Room in the 222 LaPorte building and the Police Community room with both audio and software updates to support continued remote and hybrid meetings including Council meetings, telephone town halls, executive recruitments, and numerous employee and community engagement forums.
- A new 4K video drone was purchased in 2022, enabling stunning 4K resolution images and almost doubling the flight time from the previous drone.
- FCTV upgraded its portable flypack with a new broadcast switcher, enabling enhanced video streaming and integration with existing equipment. A new remote mini-broadcast switcher was also purchased, enabling a one-person setup for live multi-camera switching and streaming. Additional software updates were completed, enabling greater efficiencies in FCTV control rooms.

Performance Metrics

- HPG 81. % of residents responding very good/good on the City's performance in informing community members

Offer 20.1: Creative Services - Funded

Offer Type: Ongoing

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=109939.html

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

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

Performance Measure Reason: As more people are shifting from traditional cable television, much of the City's video programming and general information 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

- This offer was previously the FCTV operational budget offer. An organizational change within CPIO has shifted this to Creative Services which now encompasses Graphic Design, Video Production (FCTV), and creative services. This offer now funds 9 FTEs vs. 5 FTEs from last year's budget offer due to the org change.

Explanation of Any Adjustments to Personnel Costs using object 519999

- CPIO submitted a Reorg that included adding a number of positions including regrading 4 positions in this offer for the Tech II - Video Prod, Graphic Design Mgr, Video Production Mgr, and Tech II - Graphic Design. These positions were not created in BART in time so 519999 is needed to account for the pay differential for these (4) positions that will be regraded to Sr. Supervisor, Sr. Manager - Creative Svcs, Sr. Engineer - Video Production, and Sr. Coordinator - Creative Services.

Offer Profile

Offer Owner: aking

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement

20.1: Creative Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	9.00	9.00	- %
Expenses			
511000 - Salaries & Wages	651,420	679,838	4.4%
512000 - Benefits	205,712	215,301	4.7%
519000 - Other Personnel Costs	(313)	(163)	-47.9%
510000 - Personnel Services	**856,819**	**894,976**	**4.5%**
521000 - Professional & Technical	125	125	- %
529000 - Other Prof & Tech Services	7,250	7,250	- %
520000 - Purchased Prof & Tech Services	**7,375**	**7,375**	**- %**
533000 - Repair & Maintenance Services	500	500	- %
530000 - Purchased Property Services	**500**	**500**	**- %**
542000 - Communication Services	4,300	4,300	- %
544000 - Employee Travel	2,000	2,000	- %
549000 - Other Purchased Services	4,300	4,300	- %
540000 - Other Purchased Services	**10,600**	**10,600**	**- %**
551000 - Vehicle & Equipment Supplies	150	150	- %
555000 - Office & Related Supplies	2,750	2,750	- %
559000 - Other Supplies	650	650	- %
550000 - Supplies	**3,550**	**3,550**	**- %**
Total Expenses	**878,844**	**917,001**	**4.3%**

Funding Sources

100-General Fund: Communications Fees	Ongoing Restricted	58,000	58,000	- %
100-General Fund: Ongoing	Ongoing	820,844	859,001	4.6%
	Funding Source Total	**878,844**	**917,001**	**4.3%**

Offer 20.2: Communications & Public Involvement Central Communications - Funded

Offer Type: Ongoing

2023: $1,069,709 and 7.50 FTE (excluding hourly staffing)

2024: $1,105,559 and 7.50 FTE (excluding hourly staffing)

Offer Summary

This offer funds strategic communications and public engagement services within the centralized Communications & Public Involvement Office (CPIO). It includes Citywide internal and external communications and engagement strategy and implementation to make local government more accessible, transparent and equitable and enables City staff and the community to stay informed and participate in conversations and decisions that will impact them.

The offer supports a systematic and consistent approach to communications and community engagement across the organization and provides training and best practices to staff to encourage accessible and inclusive communications and engagement strategies. It provides essential public information and meaningful engagement opportunities that allow the community to have a voice in policy discussions, decisions and legislative action taken.

It enables connection and dialogue with all residents, businesses and visitors and the equitable distribution of emergency information and timely emergency or crisis response and recovery resources for City staff and the broader community.

The offer includes:
- Strategic direction for Citywide internal/external communications and engagement efforts and direct implementation/support for 25 departments
- Public information and marketing services including copywriting & editing, promotional and advertising campaigns, special events
- Support for a variety of traditional and digital communication materials and platforms including website content, digital and social media and newsletters
- Crisis and emergency communications
- Media relations and organizational media training
- Inclusive engagement support for Citywide priorities and initiatives including language access services and the OurCity online engagement platform
- Yearly community events and programs including CityWorks 101, the annual Community Survey and the State of the City address

Offer 20.2: Communications & Public Involvement Central Communications - Funded

Offer Type: Ongoing

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

✓HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

Additional Information

- This offer enables a variety of citywide communication materials and tools including e-newsletters, FCGov.com website, SharePoint/CityHub, public hotlines, Access Fort Collins, Utility bill inserts and a variety of print & digital materials. It provides social media policies, strategy & guidelines; content management; and metrics for a combined audience of over 250,000 across 50+ channels.

- This offer improves access to programs and activities by persons with limited English proficiency through the City's language access plan. It includes co-management of the City's language access vendors, the translation of key materials, live interpretation at City meetings/events, and the administration of live interpretation equipment that can be checked out by staff and community partners.

- This offer includes a Communications & Engagement Manager who enables a consistent approach to community engagement based on the International Association of Public Participation (IAP2) framework in partnership with the Equity & Inclusion office to improve meaningful engagement with historically underrepresented communities through cultural brokers/partners or alternative engagement strategies.

- This offer supports critical emergency and crisis communications to all 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.), special event updates and West Nile Virus mosquito spraying notifications in both English and Spanish.

- This offer includes the annual Community Survey, providing insights into how residents rate City services & programs and how ratings differ among unique identities (race, gender, income, etc.) 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.

Links to Further Details:

Offer 20.2: Communications & Public Involvement Central Communications - Funded

Offer Type: Ongoing

- https://www.fcgov.com/
- https://ourcity.fcgov.com/
- https://www.fcgov.com/accessfortcollins

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: This offer supports the Citywide communication and public outreach strategies, equips staff to plan and implement programs and projects that inform the community, and provides accessibility and transparency of municipal operations to the public.

- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.: This offer enables critical crisis & emergency communication services during disaster events. It improves public safety through proactive outreach and education and timely and accessible emergency response and recovery information.

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.: The offer supports a systematic and consistent approach to communications and 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 underserved populations and ensures support for translation and interpretation services.

Improvements & Efficiencies

- An organizational assessment was completed in 2021/22 to ensure centralized communication efforts are being supported effectively. The assessment identified strengths, gaps and recommendations for improving the current team structure, ensuring organizational alignment and support, and enhancements or improved service delivery, career development, and succession planning.

- Through an ARPA-funded enhancement offer in 2022, CPIO will develop a robust inclusive engagement guide that will include best practices and a common, consistent approach for incorporating language access and alternative engagement strategies to improve participation among historically underrepresented communities.

- Another ARPA-funded enhancement in 2022 will enable the development of a Crisis Communications Plan in partnership with Emergency Preparedness & Utilities. The plan will outline common emergency events and provide guidance on where/how to best communicate in crisis or emergency situations and the roles/infrastructure required to support crisis communications.

Offer 20.2: Communications & Public Involvement Central Communications - Funded

Offer Type: Ongoing

- Through a competitive process in 2022, new language access vendors were selected to further advance the City's language justice efforts. The list of vendors ranges provides a more comprehensive selection of services including translations, live interpretation, over-the-phone (OPI) interpretation and American Sign Language (ASL) interpretation.

- Updates were made to the CPIO SharePoint site to include guidance and best practices for creating surveys and updated standardized demographic questions. The enhanced resources ensure quality and consistent survey design and allow the City to better understand who we are hearing from and who we are missing.

- Updates to the OurCity online public engagement platform are expected in 2022 to improve the back-end content management and front-end user experience. The site has received over 226,000 visits since its launch and has over 6,600 registered users.

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

Performance Measure Reason: This annual metric shows how the community rates the City's performance in doing this. 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.

- 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.

Differences from Prior Budget Cycles

- Per a reorganization, 1 FTE and all funding from Inclusive Engagement moved to CPIO, and 4 FTE from CPIO went to Creative Services.

Offer 20.2: Communications & Public Involvement Central Communications - Funded

Offer Type: Ongoing

Explanation of Any Adjustments to Personnel Costs using object 519999

- Per an approved CPIO Reorganization, there is cost differential for an approved 0.5 FTE for the Business Support III and Sr. Specialist - Communications positions where these positions were not created in BART in time requiring the use of 519999.

Offer Profile

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

20.2: Communications & Public Involvement Central Communications

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	7.50	7.50	- %
Expenses			
511000 - Salaries & Wages	627,737	654,559	4.3%
512000 - Benefits	187,749	196,130	4.5%
519000 - Other Personnel Costs	13,523	14,170	4.8%
510000 - Personnel Services	**829,009**	**864,859**	**4.3%**
521000 - Professional & Technical	38,500	38,500	- %
529000 - Other Prof & Tech Services	41,750	41,750	- %
520000 - Purchased Prof & Tech Services	**80,250**	**80,250**	**- %**
533000 - Repair & Maintenance Services	26,600	26,600	- %
530000 - Purchased Property Services	**26,600**	**26,600**	**- %**
542000 - Communication Services	10,750	10,750	- %
544000 - Employee Travel	6,300	6,300	- %
549000 - Other Purchased Services	47,550	47,550	- %
540000 - Other Purchased Services	**64,600**	**64,600**	**- %**
555000 - Office & Related Supplies	24,750	24,750	- %
559000 - Other Supplies	44,250	44,250	- %
550000 - Supplies	**69,000**	**69,000**	**- %**
574000 - Grants	250	250	- %
570000 - Other	**250**	**250**	**- %**
Total Expenses	**1,069,709**	**1,105,559**	**3.4%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	849,431	886,446	4.4%
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue	Ongoing Restricted	185,278	184,113	-0.6%
505-Broadband Fund: Reserves	Reserve	35,000	35,000	- %
Funding Source Total		**1,069,709**	**1,105,559**	**3.4%**

Offer 20.4: Public, Educational and Governmental Programming (PEG) - Funded

Offer Type: Ongoing

2023: $170,000 and 0.00 FTE (excluding hourly staffing)

2024: $170,000 and 0.00 FTE (excluding hourly staffing)

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 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

Additional Information

- The PEG fee is .75 cents per subscriber per month.
- Due to ongoing decreases in subscribers, total PEG collections have continued to decrease and come in under budget. As a result, a slightly lower amount of $23,500 was distributed to the other PEG entities in 2022.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse 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.

Improvements & Efficiencies

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

Offer 20.4: 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=120047&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

- Due to declining PEG collections resulting from consumers using more streaming services vs. traditional cable, the budget for PEG was reduced by 23% to match the declining revenues.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: chamlin

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement

20.4: Public, Educational and Governmental Programming (PEG)

Offer Type: Ongoing

Ongoing Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
565000 - Vehicles & Equipment		170,000	170,000	- %
	560000 - Capital Outlay	**170,000**	**170,000**	**- %**
	Total Expenses	**170,000**	**170,000**	**- %**
Funding Sources				
100-General Fund: Cable PEG Fees	Ongoing Restricted	170,000	170,000	- %
	Funding Source Total	**170,000**	**170,000**	**- %**

Offer 20.6: REDEPLOY: CPIO Hourly Conversion & Transfort Marketing Expenses to 1.0 FTE Senior Technician, Graphic Design - Funded

Offer Type: Redeploy

2023: $34,773 and 1.00 FTE (excluding hourly staffing)

2024: $49,238 and 1.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will combine Transfort’s marketing budget with the Communications & Public Involvement Office’s (CPIO) part-time hourly graphic design budget to create a new 1.0 FTE that will provide additional dedicated in house design and marketing services for Transfort and other parts of the organization. This offer is 100% funded by Transfort and CPIO.

Strategic marketing and design are crucial for Transfort to increase ridership numbers, which have decreased significantly since March 2020, to pre-pandemic levels. This offer will redeploy the hourly dollars currently being used for a part time graphic design position within CPIO and combine funding from Transfort’s existing marketing and design budget to create an in house FTE position within CPIO that will allow Creative Services to provide up to 20 dedicated hours per week of design and branding support for Transfort while eliminating the need to outsource campaigns to expensive vendors.

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

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.

✓HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

Impact of Redeploying this Program

$0 ($35k/$50k reduction in Transfort Marketing budget in Offer 51.1 and $22k from CPIO hourly budget)

Additional Information

- Transfort has been working with an outside marketing vendor for their graphic design needs. Not only is that a more expensive approach, but the product quality from the vendor has not been aligned with City's brand standards or met the expectations of Transfort. This offer will allow dedicated and direct design support for Transfort marketing materials within the Creative Services team in CPIO.

- Leveraging the City's in-house design capabilities will also ensure that Transfort's marketing materials are more inclusive and accessible by aligning them to the City's brand standards.

Scalability and explanation

This offer is not scalable.

Links to Further Details:

Offer 20.6: REDEPLOY: CPIO Hourly Conversion & Transfort Marketing Expenses to 1.0 FTE Senior Technician, Graphic Design - Funded

Offer Type: Redeploy

- http://www.ridetransfort.com/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- TM 6.3 - Invest in equitable access to, and expansion of, all sustainable modes of travel with emphasis on growing transit ridership.: This offer supports this objective through collaboration between CPIO and Transfort to ensure marketing materials and graphics are consistent with the City's and Transfort's brand and inclusive of all transit users.

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse 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 accessibility and transparency of municipal operations to the public.

Performance Metrics

- TRAN 2. Transfort Ridership (in thousands) and Passengers per Service Hour
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6350&object=measure&objectId=91506.html

Performance Measure Reason: Shifting residents' mode of travel is an effective way to impact several City strategies and Council priorities around transportation, climate actions and equity & inclusion. The number of riders of Transfort is the strongest indicator of the success of the public transit system and progress towards meeting these goals

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: aking

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement

20.6: REDEPLOY: CPIO Hourly Conversion & Transfort Marketing Expenses to 1.0 FTE Senior Technician, Graphic Design

Offer Type: Redeploy

Reductions or Redeploys to Ongoing Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		1.00	1.00	- %
Expenses				
511000 - Salaries & Wages		22,760	33,620	47.7%
512000 - Benefits		14,380	18,588	29.3%
519000 - Other Personnel Costs		(2,367)	(2,970)	25.5%
510000 - Personnel Services		**34,773**	**49,238**	**41.6%**
Total Expenses		**34,773**	**49,238**	**41.6%**
Funding Sources				
100-General Fund: Ongoing	Ongoing	34,773	49,238	41.6%
Funding Source Total		**34,773**	**49,238**	**41.6%**

Offer 20.7: 1.0 FTE Analyst I, Communications and Engagement - Unfunded

Offer Type: Enhancement

2023: $63,538 and 1.00 FTE (excluding hourly staffing)

2024: $86,825 and 1.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will create a new 1.0 FTE Communications and Engagement Analyst position in the Communications & Public Involvement Office (CPIO). This position was recommended by the consulting firm that conducted the CPIO organizational assessment in 2021. The role is intended to determine the effectiveness of the City's communications, marketing and engagement strategies as well as the return on investment. This position will help develop key performance indicators (KPIs), collect and analyze data/metrics, report on communications and engagement success and return on investment, and provide actionable insights to improve effectiveness. The position will also work closely with the Equity & Inclusion Office to assess gaps or areas of improvement to better connect with historically underrepresented or underserved communities. Essential duties will include:

- Measuring the effectiveness of communications and engagement programs, strategies and results or return on investment
- Developing key performance indicators and benchmarks
- Collecting and converting complex data findings into understandable reports and visualizations
- Providing performance insights and guidance on goals and best practices for effective communications and engagement
- Reporting on key metrics, analyzing and interpreting trends and sharing suggested approaches to achieve department/organizational goals
- Understanding and providing market research studies and consumer behavior analysis to better connect with diverse audiences

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

✓HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.

Additional Information

- The City boasts numerous communication platforms and channels, including over 50 social media channels and several different websites and newsletters; at the same time it lacks a centralized and systematic way to evaluate which platforms are most effective at reaching various audiences. This offer will provide a central resource to assess and provide recommendations for the future.

Offer 20.7: 1.0 FTE Analyst I, Communications and Engagement - Unfunded

Offer Type: Enhancement

- Feedback is regularly collected from a variety of engagement activities across the organization; however, that data is disaggregated and not effectively shared across teams. This position will also focus on collecting, analyzing and distributing feedback from various engagements with the broader organization making shared learnings more accessible to everyone.

- In analyzing datasets from across the organization, this position will also look at variances among different demographics and identities to better understand who may be missing and how people of different identities experience and engage with the City.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $90,000
  Ongoing Cost Description:
  Ongoing costs associated with 1 Classified FTE

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 - Engage the community more effectively with enhanced inclusion of diverse 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 accessibility and transparency of municipal operations to the public.

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.: The offer supports a systematic and consistent approach to communications and 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 underserved populations and ensures support for translation and interpretation services.

- SAFE 5.4 - Provide ubiquitous emergency communication and comprehensive emergency preparedness and management.: This offer enables critical crisis & emergency communication services during disaster events. It improves public safety through proactive outreach and education and timely and accessible emergency response and recovery information.

Offer 20.7: 1.0 FTE Analyst I, Communications and Engagement - Unfunded

Offer Type: Enhancement

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: 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 informing community members.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: aking

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement

20.7: 1.0 FTE Analyst I, Communications and Engagement

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		1.00	1.00	- %
Expenses				
511000 - Salaries & Wages		48,605	67,723	39.3%
512000 - Benefits		16,278	22,720	39.6%
519000 - Other Personnel Costs		(2,595)	(3,618)	39.4%
510000 - Personnel Services		**62,288**	**86,825**	**39.4%**
555000 - Office & Related Supplies		1,250	-	- %
550000 - Supplies		**1,250**	**-**	**- %**
Total Expenses		**63,538**	**86,825**	**36.7%**
Funding Sources				
100-General Fund: Ongoing	Ongoing	63,538	86,825	36.7%
Funding Source Total		**63,538**	**86,825**	**36.7%**

Offer 20.8: Expanded Community Outreach and Engagement - Funded

Offer Type: Continuing Enhancement

2023: $30,000 and 0.00 FTE (excluding hourly staffing)

2024: $30,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This enhancement continues the implementation and work funded in 2022. Funding this offer will enable City staff to partner with the Communications & Public Involvement Office (CPIO) to expand and enhance engagement with a changing Fort Collins community. Tools and Techniques for more effective engagement include:

$20,000 – Language access
- Meeting Interpretation @ $100/hour
- Materials Translation

$10,000 – Cultural Brokers/Community Ambassadors and alternative engagement methods to more effectively engage 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 emerging priorities. 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 standardized options to compensate community members and partners for their valued time, leadership, input and lived experience through targeted engagement opportunities, cultural brokerships/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 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.

Offer 20.8: Expanded Community Outreach and Engagement - Funded

Offer Type: Continuing Enhancement

Additional Information

- The original offer was submitted collaboratively by CPIO in partnership with the following City departments: Budget, City Manager's Office, Equity & Inclusion Office, Economic Health and Social Sustainability.
- Based on feedback during the 2022 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
- This offer enables continued and expanded language justice and enhanced meaningful engagement opportunities with historically underrepresented or underserved communities.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $30,000
  Ongoing Cost Description:
  Ongoing costs associated with language access and cultural brokers or community connectors.

Scalability and explanation

This offer is scalable. Adjustments will impact the ability to provide language access and alternative engagement strategies deployed.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: This offer supports enhanced communication and public outreach capabilities and allows staff to plan and implement programs and projects that inform the community. It provides accessibility and transparency of municipal operations to the public and increases participation.

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.: The offer supports a systematic and consistent approach to communications and 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 underserved populations and ensures support for translation and interpretation services.

Offer 20.8: Expanded Community Outreach and Engagement - Funded

Offer Type: Continuing Enhancement

- HPG 7.2 - Maintain the public trust through a high performing Council, 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 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.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: aking

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement

20.8: Expanded Community Outreach and Engagement

Offer Type: Continuing Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
521000 - Professional & Technical		30,000	30,000	- %
520000 - Purchased Prof & Tech Services		**30,000**	**30,000**	**- %**
Total Expenses		**30,000**	**30,000**	**- %**
Funding Sources				
100-General Fund: Ongoing	Ongoing	30,000	30,000	- %
Funding Source Total		**30,000**	**30,000**	**- %**

Offer 20.9: Fort Collins Public Access - Video Production Assistance Programs & Community Video Production Training and Event Coverage - Unfunded

Offer Type: Enhancement

2023: $30,000 and 0.00 FTE (excluding hourly staffing)

2024: $30,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer provides support to Fort Collins Public Access Network (FCPAN - doing business as FC Public Media) to expand cultural services to residents and nonprofit organizations through video production programs. Program services include training in the areas of camera operation, lighting, audio, editing and video production. Nonprofit programs include coverage of local events, video production services and broadcasting of public service announcements.

Located at the Carnegie Center for Creativity and being the public access channel for Fort Collins and Northern Colorado, FCPAN has offered these programs to nonprofit organizations for the past 4 years. Most local nonprofits cannot afford state-of-the-art video and audio equipment and require professional mentorship to complete their video or audio productions. They have benefited greatly from these matching funds for production services, because they operate with small budgets.

BFO funds enable FCPAN to produce (so far) 49 videos for, and offered production services to, more than 15 nonprofits in Fort Collins. Requested funds would continue FCPAN's ability to financially assist and partner with the nonprofit segment of the community. FCPAN would like to continue this nonprofit collaboration but needs these funds to do so.

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

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.

Additional Information

- Not applicable

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $30,000
  Ongoing Cost Description:
  Assistance towards staffing, rent, utilities, insurance and other expenses

Offer 20.9: Fort Collins Public Access - Video Production Assistance Programs & Community Video Production Training and Event Coverage - Unfunded

Offer Type: Enhancement

Scalability and explanation

This offer is scalable

Links to Further Details:

- https://www.fcpublicmedia.org/home

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: Provide no fewer than 18 local non-profits with matching funds for video production services for raising their mission awareness and/or local event coverage.

- CR 2.3 - Expand opportunities to engage in arts and cultural programming throughout the community.: Increase the number of nonprofit training programs on the topics of video, audio, lighting, editing and video production by 10%
- NLSH 1.3 - Increase resident participation in income-qualified services and improve accessibility to City and community programs for low- and moderate-income households.: Share nonprofits' messages on Channel 97, the City's Broadband service and on-line media for community awareness.

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 is for the City's sponsorship of an external program and so does not have an impact on City program specific metrics.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: aking

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement

20.9: Fort Collins Public Access - Video Production Assistance Programs & Community Video Production Training and Event Coverage

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
574000 - Grants		30,000	30,000	- %
	570000 - Other	**30,000**	**30,000**	**- %**
	Total Expenses	**30,000**	**30,000**	**- %**
Funding Sources				
100-General Fund: Reserves	Reserve	30,000	30,000	- %
	Funding Source Total	**30,000**	**30,000**	**- %**

Offer 22.1: Human Resources Core Services - Funded

Offer Type: Ongoing

2023: $2,418,293 and 17.50 FTE (excluding hourly staffing)

2024: $2,517,437 and 15.50 FTE (excluding hourly staffing)

Offer Summary

Funding this offer allows Human Resources (HR) to continue to deliver strategic services and programs “from applicant to alum” and includes talent acquisition and onboarding; employee performance; engagement and retention; 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 feel recognized for their contribution.
- Strengthen world class leadership: a strong leadership bench and individuals with the key capabilities to impact the City's current and future performance.
- Support strategic City and service area initiatives: thought leadership and resources to help leaders and teams accomplish stated outcomes.
- Foster safety and well-being: a work environment that is safe, healthy and considers 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 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

Offer 22.1: Human Resources Core Services - Funded

Offer Type: Ongoing

- HR provides high quality customer service and programs for approximately 2,300 employees representing over 40 departments. HR’s diverse customer base includes City Council, Executive leaders, managers, employees, employee dependents and retirees, resident applicants, 350 Poudre River Public Library District, Poudre Fire Authority, MPO, and Downtown Development Authority employees.

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

- In 2021, we released a Recruitment Guide with an Equity Lens. HR was instrumental in the recruitment of our DEI officer. We continue to refine and rewrite policies with an equity lens. The Employee Resource Groups, ENCORE, PRIDE, Women Focus, and Caregivers Alliance are funded by Human Resources. Human Resources is completing a Wage Equity Study to ensure our pay is equitable.

- When there are Collective Bargaining agreements, it requires HR to set up new benefits or compensation programs and administer changes in a tight timeframe.

- Managing seven employment classifications, four Intergovernmental Agreements (IGA's), and other unique talent requests adds to the complexity in data management, benefits, compensation, talent acquisition, employee relations, system requirements, reporting, and communications.

Links to Further Details:

- https://coftc.sharepoint.com/sites/HRConnect
- https://coftc.sharepoint.com/sites/HRConnect/SitePages/Talent%20Report%20.aspx
- https://coftc.sharepoint.com/:u:/r/sites/HRConnect/SitePages/Talent-Analytics.aspx?csf=1&web=1&e=t9ghLb

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: In late 2021, HR produced an extensive talent plan report to understand workforce impacts of the pandemic and quickly respond with programs and services to support the whole-employee. In 2022 a major effort was extended on creating future of work strategies which have led to the implementation of new policies, practices, programs and a redesign of workspaces.

- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.: Human Resources serves as a central 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 22.1: Human Resources Core Services - Funded

Offer Type: Ongoing

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: Human Resources fosters local, regional, and state relationships and partnerships to share information and collaborate on mutual goals.

Improvements & Efficiencies

- Our comprehensive Talent Plan shared how much is changing in the world of talent and addresses what the organization must anticipate and mitigate. The solutions identified in the report are data-informed and intended to bend the curve. In addition, it layers the Employee Experience over the Employee Life Cycle to extrapolate insight as to how to attract, engage, and retain talent.

- Completed and launched an internal Talent Acquisition Sharepoint Site that includes a Talent Recruitment Guide with an Equity Lens to further support hiring managers in sourcing and hiring practices.

- During the pandemic, HR had to rapidly respond to changing laws. For example, in 2021, 449 employees submitted for the Healthy Families Workplace Act (HFWA). Also we implemented the new Colorado Pay Equity Act in our Talent Acquisition and Compensation practices which involved changing our policies and training our managers.

- City teams are tackling five Future of Work priorities: physical space, adaptive work programs and policies, technology and digitization, internal and external customer experience, and attraction, development, and retention issues. Teams thoughtfully examine what can be done now and longer-term. This work also considers differentiating what we provide on-site employees who cannot work remotely.

- The impact of the pandemic increased in 2021 with 650 COVID cases, requiring the need to set up a COVID team to manage the daily symptom response actions, do contact tracing, report data to the county, stay abreast of changing guidance and regulations to educate managers and employees.

- We cared for our workforce by focusing on wellbeing. We enabled regular listening sessions by a mental health professional for employees and created and implemented learning sessions and recognition strategies for our community facing employees.

- We continued to enhance systems and reporting to ease administrative burden for employees and HR; including DocuSign to improve workflow and compliance, dashboards for enhanced reporting, utilizing internal applications to produce/distribute forms and materials (saving time/cost), expanding capabilities through interfaces, and configuring system modifications to streamline processes.

Offer 22.1: Human Resources Core Services - Funded

Offer Type: Ongoing

- We aspire to be an organization where people feel psychological safety and sense of belonging, their unique identities and talents matter, and individual needs are cared for by their colleagues day to day. To support our hiring philosophy, the Talent Hiring Guide with an Equity Lens was published to provide leaders information about the steps, policies, and practices through the hiring process.

- Led Caregiving initiatives that resulted in the Childcare Exploration Benefit, subsidized Summer Childcare camps and fall preschool, added caregiving resources.

- Worked with the organization to address challenges with sourcing and recruiting in hard-to-fill positions by thinking creatively and building programs that can be duplicated across the organization, including gratitude pay, referral and retention programs, Transfort appreciation.

Performance Metrics

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

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

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

- Per an exception memo, 2 contractual FTE's were added in Talent Acquisition (TA), and an hourly assistant was added in Compensation to deliver essential TA services to the City in response to pressures brought on by the Pandemic and the "Great Resignation." Offer 22.13 Requests conversion of the 2 Contractual Recruiters to 3 Classified Recruiters.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Added funding in year 2 for the conversion of 2 contractual positions

Offer Profile

Offer 22.1: Human Resources Core Services - Funded

Offer Type: Ongoing

Offer Owner: RAskeland

Financial Lead: chmartinez

Lead Department: Human Resources

22.1: Human Resources Core Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	17.50	15.50	-11.4%

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	1,693,947	1,625,577	-4.0%
512000 - Benefits	459,308	443,451	-3.5%
519000 - Other Personnel Costs	(83,738)	99,633	-219.0%
510000 - Personnel Services	**2,069,517**	**2,168,661**	**4.8%**
521000 - Professional & Technical	28,200	28,200	- %
529000 - Other Prof & Tech Services	13,500	13,500	- %
520000 - Purchased Prof & Tech Services	**41,700**	**41,700**	**- %**
533000 - Repair & Maintenance Services	222,500	222,500	- %
534000 - Rental Services	7,100	7,100	- %
530000 - Purchased Property Services	**229,600**	**229,600**	**- %**
542000 - Communication Services	12,900	12,900	- %
544000 - Employee Travel	17,450	17,450	- %
549000 - Other Purchased Services	26,300	26,300	- %
540000 - Other Purchased Services	**56,650**	**56,650**	**- %**
555000 - Office & Related Supplies	12,300	12,300	- %
559000 - Other Supplies	8,526	8,526	- %
550000 - Supplies	**20,826**	**20,826**	**- %**
Total Expenses	**2,418,293**	**2,517,437**	**4.1%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	2,418,293	2,517,437	4.1%
	Funding Source Total	**2,418,293**	**2,517,437**	**4.1%**

Offer 22.2: Talent Development - Funded

Offer Type: Ongoing

2023: $383,562 and 2.00 FTE (excluding hourly staffing)

2024: $393,408 and 2.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds Talent Development (TD) personnel and programs, supporting strategic services and programs used by the organization's workforce including:

- Strengthen leadership by 1) equipping managers with the essential knowledge of principles and processes, 2) designing and supporting equity and inclusion curriculum and toolkits, 3) developing managerial capabilities to lead people while optimizing City's leadership expectations, 4) refining and operationalizing competencies and integrating into all talent management solutions, 5) coordinating and hosting virtual Manager Check-In sessions, and 6) managing 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 with 24 Welcome to the City sessions, developing and maintaining the Employee Essentials curriculum, and supporting the New Leader Onboarding process.
- Enable a high performance workforce by aligning how work impacts performance with six Leadership Link and two All Manager meetings, supporting the development of the Equity Office, coordinating with and supporting other areas of talent management, and collaborating with four Employee Resource Groups and other departments.
- Support strategic City and service area initiatives by identifying significant workforce implications and aligning HR initiatives and capacity to these plans such as Principles of Community, customer service, sexual harassment education and Managing at the City.
- Drive operational efficiency 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.

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

✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- The City's talent system, FC Career Connect (FC3), enables and integrates key organizational talent management processes: recruitment, onboarding, performance evaluations, learning, and acknowledgment. FC3 is the learning management platform for all City-wide training, compliance, and regulatory courses, providing an equitable approach regarding access to and knowledge of essential technology.

Offer 22.2: Talent Development - Funded

Offer Type: Ongoing

- TD provides high quality workforce development programs for approximately 2,300 employees representing over 40 departments. We serve diverse internal customers, including City Council, managers, employees, interns, Poudre River Public Library, and Poudre Fire Authority. TD resources four Employee Resource Groups: Women FoCus, Pride, ENCORE and Caregivers' Alliance, and the Mentoring Program.

- Managing at the City graduated 47 managers in 2021 and their participation was closely related to retention (95% retained through the pandemic). Leaders and employees indicated in the Future of Work survey that to be successful we must help all employees gain career and skill development. This issue has been identified in previous Core 34 surveys and we have not focused on this well.

- While Talent Development does not have enough resources to provide routine training for every person at the City which is how we would really address the question of equity we have co created multiple online training courses focused on equity issues that all employees can access: sexual harassment, LGBTQIA+, and racial justice.

- Our managerial and leadership development programs have been role-based assignments and HR data reveals that while our recruitment practices are improving with the use of an DEI lens; our leadership cohorts have not been diverse because our leaders have not been diverse. We must do more to provide training opportunities across the City to achieve equitable access to advancement.

Links to Further Details:

- https://coftc.sharepoint.com/sites/HRConnect/SitePages/TD%20Connect.aspx

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: Talent Development focuses on developing our workforce through core leadership, transition, and ongoing development programs. This continues our momentum to sustain, serve and support a workforce that's agile, innovative and able to meet the community's needs.

- HPG 7.2 - Maintain the public trust through a high performing Council, 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 their work that maintains the public trust by demonstrating ethical behaviors and transparency.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: Talent Development serves as the learning and development function for the organization, providing key program and services to develop, engage and retain a competent workforce that provides world-class municipal services to the community.

Offer 22.2: Talent Development - Funded

Offer Type: Ongoing

Improvements & Efficiencies

- Made technology and process improvements to reduce time, increase accuracy, and free up capacity for higher-value work that has not been addressed. Continue to teach people how to use technology more effectively in their jobs and facilitate meetings more effectively.

- 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.

- Facilitated FLEX HIVE which provided folks across the City skills for leading hybrid teams, instituting a growth mindset, promoting autonomy and flexibility, mitigating bias, and clarity for meeting best practices in a hybrid working environment. This training helped our employees become more efficient in the new working world. Both cohorts of FLEX were completely full.

- Streamlined team process to maximize our time. Adapted meetings and team updates to model hybrid teams best practices. Created more efficient and clear work steams to free up more time to help teams across the City with development needs.

- We began integrating MentorCliQ to improve the mentoring experience by offering additional resources to mentoring pairs and streamlining the matching process to find the most beneficial mentor matches. This is allowing us to grow mentoring as a strategy across the City as it is known to be among the most effective development program.

- Talent Development moved to a consultative model in course creation by working with learning coordinators across the City to bolster their skills and help them be resources for their own teams based on their own best practices and unique expertise. This expands our development capabilities across the organization.

- We began developing a set of online courses to streamline and increase the effectiveness of our onboarding program. Now leaders across the City will be able to lean on a set of courses that will ensure all newly hired and promoted managers have the same level of knowledge that they can refer back to at any time.

- Transitioned from storing recordings in Microsoft Stream to FC3 in order to increase accountability for learners. We also centralized a landing place for learning content so that it can easily be accessed remotely.

- TD has offered 47 Manager Check-in Sessions since April 2020 with an average attendance of 115 and total attendance of 2,773 leaders.

Performance Metrics

- HPG 6. City Employee Cumulative Turnover Rate

Offer 22.2: Talent Development - Funded

Offer Type: Ongoing

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=91357.html

Performance Measure Reason: Development is essential to retaining a high performing workforce. HR philosophies, programs and practices are designed so that our people want to stay. For example, we retained 95% of leaders who took Managing at the City in 2021 despite experiencing high attrition rates organizationally. 151 employees were promoted within their SA's indicating successful development.

Differences from Prior Budget Cycles

- Leadership Development beyond the current core is not included in this offer, it is submitted as a restore enhancement offer for the 2023-2024 budget cycle.
- All programs have been designed to accommodate training and development in remote, hybrid, and onsite work environments.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: kslattery

Financial Lead: chmartinez

Lead Department: Human Resources

22.2: Talent Development

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %
Expenses			
511000 - Salaries & Wages	175,523	183,422	4.5%
512000 - Benefits	50,242	52,599	4.7%
519000 - Other Personnel Costs	(9,031)	(9,441)	4.5%
510000 - Personnel Services	**216,734**	**226,580**	**4.5%**
521000 - Professional & Technical	136,000	136,000	- %
529000 - Other Prof & Tech Services	2,000	2,000	- %
520000 - Purchased Prof & Tech Services	**138,000**	**138,000**	**- %**
533000 - Repair & Maintenance Services	10,000	10,000	- %
534000 - Rental Services	7,290	7,290	- %
530000 - Purchased Property Services	**17,290**	**17,290**	**- %**
542000 - Communication Services	1,860	1,860	- %
544000 - Employee Travel	5,050	5,050	- %
549000 - Other Purchased Services	1,378	1,378	- %
540000 - Other Purchased Services	**8,288**	**8,288**	**- %**
555000 - Office & Related Supplies	500	500	- %
559000 - Other Supplies	2,750	2,750	- %
550000 - Supplies	**3,250**	**3,250**	**- %**
Total Expenses	**383,562**	**393,408**	**2.6%**

Funding Sources

100-General Fund: Ongoing	Ongoing	383,562	393,408	2.6%
	Funding Source Total	**383,562**	**393,408**	**2.6%**

Offer 22.3: Volunteer Services Program - Funded

Offer Type: Ongoing

2023: $209,567 and 1.00 FTE (excluding hourly staffing)

2024: $215,924 and 1.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds the City's Volunteer Services Program (VSP). 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. The Fort Collins Volunteer Program is nationally accredited through the Points of Light Foundation.

FC Volunteer is housed in Human Resources to provide strategic direction and annual objectives that guide and prioritize initiatives. City departments rely on volunteers to provide community programs, education, outreach and inclusive services. Marketing efforts serve to highlight volunteer stories and encourage others to volunteer while demonstrating the volunteer impact. Citywide recognition offers gratitude while continuing education builds capacity and capabilities for both volunteers and staff. VSP also nurtures unpaid interns by providing a platform for networking and access to leaders.

Engage is a volunteer management platform utilized by volunteers and staff to handle all events and volunteer administration. Engage is a custom system that is continually adjusted to meet the demands of an evolving program and meets ADA compliance guidelines. The Volunteer Program Manager is accountable for database administration, upgrades and technical support.

VSP is a centralized service hub for both community members and City departments regarding volunteer administration, metrics, data, policies, legal/risk management, and training. It is a resource for envisioning new programs while improving existing programs and facilitating collaboration. Well managed volunteer programs can increase department efficiencies while freeing staff to do the work for which they are uniquely qualified. Volunteerism serves as a path to employment and can lead to greater civic engagement.

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

✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

Additional Information

- In 2022 VSP launched a strategic planning process that involves surveying staff, volunteers and the community to learn more about who is volunteering, who we are missing, and why. We'll also use this survey to determine how departments might adjust their engagement strategies to diversify their volunteers to better represent the community we serve.

Offer 22.3: Volunteer Services Program - Funded

Offer Type: Ongoing

- Volunteers and interns are a dedicated talent pipeline, meeting Council Priority 8. By making volunteering more accessible to all we offer valuable job skills and social capital to those who may not traditionally have seen themselves working in local government. Volunteer opportunities are being marketed in English and Spanish where applicable and Engage.fcgov.com complies with ADA Standards.

- Engage has an embedded Learning Management component ensuring volunteers complete 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, inclusive & ethical practices. It also means that volunteers to be oriented remotely, allowing for non-traditional schedules.

- In 2021 VSP launched NextGenServe, a teen service club designed to engage a more diverse corps of volunteers. NextGenServe offers weekly service opportunities across the City where members can engage with City staff, learn about local government work and explore career opportunities. In 2022, VSP is partnering with Poudre School District to market this program widely.

- Volunteers are identified in Category 5 in the Malcolm Baldrige framework. The 2017 Feedback Report revealed that an enterprise-wide approach and additional resources for volunteers demonstrate our commitment to the community. Volunteerism is also proven to increase civic engagement and community resiliency.

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 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: 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 - Engage the community more effectively with enhanced inclusion of diverse 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.

Improvements & Efficiencies

Offer 22.3: Volunteer Services Program - Funded

Offer Type: Ongoing

- Operations, maintenance and technical support of Engage, 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.

- 2021 volunteer hours are equivalent to 34 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 $2.12 million. In 2021, despite the ongoing global pandemic, 3,960 volunteers donated 70,092 hours.

- In 2021 the Volunteer Engagement Framework project was launched to provide vertical and lateral movement to volunteers across the organization while also increasing efficiencies in for staff. The VSP Core Team is working collaboratively to design Citywide volunteer positions that will increase the on-boarding process and provide staff much-needed support.

- 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 22.3: Volunteer Services Program - Funded

Offer Type: Ongoing

- Utilizing unpaid interns who often receive academic credit and a gratitude bonus at the end has provided additional capacity to the FC Volunteer Program which serves to support 30 departments that rely on volunteers. This work experience also provides valuable networking and career opportunities to CSU students.

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 2021 exceeded 70,000, an increase of 3% over 2020.

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

Performance Measure Reason: VSP 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. In 2021, 3,934 volunteers donated their time talents and treasures. This is a 6% increase over 2020, showing that volunteers remain dedicated to this community despite the on-going pandemic.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- N/A

Offer Profile

Offer Owner: sschafer

Financial Lead: chmartinez

Lead Department: Human Resources

22.3: Volunteer Services Program

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	86,401	90,290	4.5%
512000 - Benefits	24,919	26,089	4.7%
519000 - Other Personnel Costs	(4,453)	(4,655)	4.5%
510000 - Personnel Services	**106,867**	**111,724**	**4.5%**
521000 - Professional & Technical	26,000	26,000	- %
520000 - Purchased Prof & Tech Services	**26,000**	**26,000**	**- %**
533000 - Repair & Maintenance Services	32,500	32,500	- %
530000 - Purchased Property Services	**32,500**	**32,500**	**- %**
542000 - Communication Services	1,100	1,100	- %
544000 - Employee Travel	1,700	1,700	- %
549000 - Other Purchased Services	4,000	4,000	- %
540000 - Other Purchased Services	**6,800**	**6,800**	**- %**
555000 - Office & Related Supplies	450	450	- %
556000 - Health & Safety Supplies	500	500	- %
559000 - Other Supplies	36,450	37,950	4.1%
550000 - Supplies	**37,400**	**38,900**	**4.0%**
Total Expenses	**209,567**	**215,924**	**3.0%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue	Ongoing Restricted	209,567	215,924	3.0%
Funding Source Total		**209,567**	**215,924**	**3.0%**

Offer 22.4: Wellness - Funded

Offer Type: Ongoing

2023: $411,688 and 2.00 FTE (excluding hourly staffing)

2024: $421,579 and 2.00 FTE (excluding hourly staffing)

Offer Summary

The Wellness Program is a comprehensive program designed to improve the physical, mental, emotional and financial health and well-being of employees and their family members and to reduce medical claims costs and engage employees. The program is 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 target and improve the most prevalent health risk factors identified through health screenings, health risk assessments and healthcare claims data. The holistic approach and robust offerings of the Wellness Program ensure all employees can focus on their own well-being and help to create an organizational culture where all employees are valued. It is a competitive differentiator to attract, engage and retain talent.

Services and programs funded by this offer:

- Managing, maintaining and equipping six exercise rooms in the City
- On site flu shot clinics
- On site health screening events
- Administrating annual Well Days Incentive Program
- Three to four mini incentive programs, focusing on an aspect of well-being, offered annually
- Incentives to participate in programs, typically Downtown Gift Cards
- Ergonomic services
- Conducting fitness assessments
- Providing personalized exercise programming
- Coordinating various educational opportunities in the areas of stress management, nutrition, group exercise, mindfulness, financial wellness, weight management, mental health, live stretch sessions, and more
- Subsidizing discounted Recreation passes
- Subsidizing Recreation fitness classes
- Providing guidance and wellness coaching
- Annual Health Fair and Fun Run/Walk
- Support work groups in addressing wellness needs
- On site blood drives and mammography events
- App-based live streaming and recorded group exercise content

Offer 22.4: Wellness - Funded

Offer Type: Ongoing

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

✓HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

Additional Information

- This offer funds strategies in the Municipal Sustainability and Adaptation Plan (MSAP) which is the organizational roadmap to being a sustainable organization. The MSAP is the City's commitment to leading by example. This offer will advance strategies in Goal 6 - We Are A World Class Workplace - The City is a high performing and resilient organization that has a culture of sustainability.

- 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 wellbeing.

- 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.

- The Wellness Program recognizes access to all employees, regardless of classification, is crucial to the success of mitigating health risks and creating a culture where health and safety are the norm. Recent funding to provide all hourly employees an email address will further enhance the accessibility of wellness programming to this underrepresented group of employees.

- Funding for this offer aims to advance overall wellbeing for all employees and their families, particularly those that currently have limited opportunity to access wellness programming and resources. Access and equity in wellness programming will be assessed through the lens of a Wellness Privilege Checklist developed

Links to Further Details:

- https://coftc.sharepoint.com/sites/WellnessConnect

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: 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 Total Rewards strategy.

Offer 22.4: Wellness - Funded

Offer Type: Ongoing

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness 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 wellbeing, in turn reducing health risk factors and risk of injury. Research shows that managing stress and maintaining a healthy mental state builds resilience and improves performance and minor workplace injury.

Improvements & Efficiencies

- Supporting the unique needs of employees as we transition out of a pandemic environment. This includes bi-weekly employee check-in sessions focused on mental, emotional and physical wellbeing.

- Improving communication channels to employees on all aspects of the Wellness Program. Migrated content from CityNet to Wellness Connect, moving two monthly newsletters from Send Studio to the City Newsletter system in SharePoint, using the Employee Check-in sessions to raise awareness around health and wellbeing resources available to employees. Continued fine-tuning of Wellness Connect.

- Moving most wellness educational opportunities to a virtual environment including personal enrichment classes and live stretch sessions. Easier access to these wellness opportunities has allowed greater access to classes and other wellness opportunities. On-site live classes would have 10-20 participants while virtual events had 30 or more.

- Launching a new Well Days Points Portal built in SharePoint. This user-friendly tracking system is convenient, mobile friendly and accessible to all employees without being on the City network.

- Continuing with stream-lined protocols for the on-site health screening in order to keep participants safe during screening events and reduce costs.

- Continuing with stream-lined protocols for the on-site health screening in order to keep participants safe during screening events and reduce costs.

- Implementing a new Well Days Leave Bank and creating a culture of employee wellbeing by allowing for greater visibility to Well Days earned, when they are used and how they are managed.

- Employee Check-in Sessions were started in June of 2020 to provide skills and resources for employees to manage and thrive as they faced challenges brought on by the pandemic. Sessions were offered weekly June 2020 through May of 2021, then bi-weekly beginning June 2021. 53 sessions have been held as of April 14, 2022, with 5,907 total attendees, an average of 111 attendees per session.

Performance Metrics

- HPG 46. Average number of Well Days earned per participant

Offer 22.4: Wellness - Funded

Offer Type: Ongoing

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=91366.html

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

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

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

Differences from Prior Budget Cycles

- HR is accounting for the budget associated with the $50 DBA gift cards that are awarded to City employees who perform the annual Health Assessment, this equates to about $80k annually that was housed under the Benefits offer originally.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: LySanchez

Financial Lead: chmartinez

Lead Department: Human Resources

22.4: Wellness

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	165,907	173,355	4.5%
512000 - Benefits	49,688	52,017	4.7%
519000 - Other Personnel Costs	62,993	62,607	-0.6%
510000 - Personnel Services	**278,588**	**287,979**	**3.4%**
521000 - Professional & Technical	26,500	27,000	1.9%
520000 - Purchased Prof & Tech Services	**26,500**	**27,000**	**1.9%**
533000 - Repair & Maintenance Services	1,350	1,350	- %
530000 - Purchased Property Services	**1,350**	**1,350**	**- %**
542000 - Communication Services	2,350	2,350	- %
543000 - Internal Admin Services	95,000	95,000	- %
544000 - Employee Travel	300	300	- %
549000 - Other Purchased Services	1,250	1,250	- %
540000 - Other Purchased Services	**98,900**	**98,900**	**- %**
555000 - Office & Related Supplies	250	250	- %
556000 - Health & Safety Supplies	2,000	2,000	- %
559000 - Other Supplies	4,100	4,100	- %
550000 - Supplies	**6,350**	**6,350**	**- %**
Total Expenses	**411,688**	**421,579**	**2.4%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
604-Benefits Fund: Ongoing Revenue	Ongoing Restricted	411,688	421,579	2.4%
	Funding Source Total	**411,688**	**421,579**	**2.4%**

Offer 22.5: City Benefits and Retirement Administration - Funded

Offer Type: Ongoing

2023: $37,109,940 and 7.00 FTE (excluding hourly staffing)

2024: $40,020,515 and 7.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer provides a comprehensive array of health and welfare benefits critical to attracting and retaining exceptional 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 Compensation and Well-being 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. 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 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 and 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 well-being. As an employer of choice and industry leader, the staff educates and engages employees and their families in their health and financial wellness as a component of the City's Total Compensation and Well-being strategy. The Benefits and Wellness team collaborates 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 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

Offer 22.5: 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. Poudre Fire Authority takes considerable time as they have a collective bargaining unit.

- The medical plan provides various inclusive benefits that advance equity. Gender dysphoria and other sexual/identity diagnoses are not excluded from coverage and gender transition surgery is covered. This includes any mental health services related to transition or gender dysphoria and/or provider visits to discuss and treat hormone levels directly related to gender transition.

- As an employer of choice and industry leader, we educate and engage employees and their families in their overall wellness as a component of the City’s Total Compensation and Wellbeing strategy. The Benefits and Wellness team collaborate with colleagues, City Council, and strategic partners to continually evaluate and improve employee benefits while responsibly stewarding City resources.

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 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: 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 physical and psychological safety, resilience, wellness 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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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.

Offer 22.5: City Benefits and Retirement Administration - Funded

Offer Type: Ongoing

- We introduced the SelectColorado network through UMR as a solution to avoid reducing benefits and increasing contributions. This change has resulted in savings on inpatient and outpatient facility claims (in some cases up to 10% on overall medical claims costs) and has helped provide cost relief to both the City and its employees during the pandemic.

- With the intent of providing additional resources and support to our employees, the City launched a new healthcare navigation service, Alight. Alight works like a concierge service and helps our employees understand their health benefits and plans, find providers, and coordinate care. They're also able to guide our employees to the right programs by comparing costs for procedures and care.

- 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.

- 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.

- 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.

- Dental claims and coverage costs remain flat resulting in no rate increases for both the City and its employees for six straight years.

Performance Metrics

- 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 provide a competitive total compensation portfolio, to 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

Offer 22.5: City Benefits and Retirement Administration - Funded

Offer Type: Ongoing

- The Benefits team recommends a 6.5% rate increase in 2023 and 7.5% rate increase in 2024 as part of a strategic plan to stepladder rates back to a position where plan contributions will fully fund the Benefits plan without the use of Reserves by 2026. Also, $80k was moved to the Wellness offer which is the budget for DBA gift cards for employees who complete the annual Health Assessment.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: KVodden

Financial Lead: chmartinez

Lead Department: Human Resources

22.5: City Benefits and Retirement Administration

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	7.00	7.00	- %
Expenses			
511000 - Salaries & Wages	671,912	702,302	4.5%
512000 - Benefits	485,402	493,849	1.7%
519000 - Other Personnel Costs	(32,992)	(34,480)	4.5%
510000 - Personnel Services	**1,124,322**	**1,161,671**	**3.3%**
521000 - Professional & Technical	1,119,982	1,143,387	2.1%
529000 - Other Prof & Tech Services	1,000	1,000	- %
520000 - Purchased Prof & Tech Services	**1,120,982**	**1,144,387**	**2.1%**
531000 - Utility Services	1,200	1,200	- %
534000 - Rental Services	2,650	2,650	- %
530000 - Purchased Property Services	**3,850**	**3,850**	**- %**
541000 - Insurance	34,842,786	37,692,607	8.2%
542000 - Communication Services	3,250	3,250	- %
544000 - Employee Travel	5,000	5,000	- %
549000 - Other Purchased Services	8,000	8,000	- %
540000 - Other Purchased Services	**34,859,036**	**37,708,857**	**8.2%**
555000 - Office & Related Supplies	1,500	1,500	- %
559000 - Other Supplies	250	250	- %
550000 - Supplies	**1,750**	**1,750**	**- %**
Total Expenses	**37,109,940**	**40,020,515**	**7.8%**

Funding Sources

604-Benefits Fund: Ongoing Revenue	Ongoing Restricted	35,308,992	37,616,780	6.5%
604-Benefits Fund: Reserves	Reserve	1,800,948	2,403,735	33.5%
Funding Source Total		**37,109,940**	**40,020,515**	**7.8%**

Offer 22.6: Leadership Development Programs - Funded

Offer Type: Enhancement

2023: $100,000 and 0.00 FTE (excluding hourly staffing)

2024: $100,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will restore the leadership development programs that meet the objectives of strengthening the City's leaders in key capabilities to impact the organization's current and future performance, ensuring a continuous supply of qualified talent required to achieve the City's plans, and enabling a high performance workforce that provides exceptional municipal services.

The Cost of Living Analysis and Future of Work surveys emphasize a need for ongoing development opportunities to bolster the attraction and retention of top talent. In the Future of Work survey, leaders indicated that leadership training was imperative to future work success. Our leaders have not had any significant leadership development opportunities beyond the ongoing virtual sessions provided since the fall of 2019. We know deeper development matters as 94% of past participants in Talent Development's advanced leadership experiences reported the training was relevant/very relevant in enhancing and/or building leadership capabilities. Further, 95% of leaders who completed Managing at the City were retained through the pandemic, when organizational attrition was at its highest.

While leaders remain in the City, they do require continual opportunities for development, as they are struggling to meet the demands of an unprecedented time and lead others well. COVID-19 has shifted the way we do business, and leaders at every level need support with the fast-paced changes. Topics that build on our leadership expectations include DEI, leading hybrid teams, managing conflict, coaching, managing burnout, hybrid meeting best practices, and promoting flexibility and autonomy. Additionally, our technical expertise needs to be bolstered: Teams, Zoom, FC3, Padlet, and other transformational tools and essential skills need to continue to advance. We can only achieve as much as our teams are equipped to handle, and leaders must have the skills and abilities to create the path.

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

✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

Offer 22.6: Leadership Development Programs - Funded

Offer Type: Enhancement

- Employees are not equipped equally to lead. We must have the resources to provide critical leadership training across the organization including ongoing equity training so that our leaders are equipped to increase participation and representation of diverse communities. TD receives 2 4 emails each week from Service Areas requesting leadership training that we do not have the resources to provide.

- Leaders require new skills post-COVID. Talent Development facilitated FLEX - Leading Hybrid Teams and 200 of 200 spots were filled. We need to provide more support to leaders if they are to excel in this transitional time including how to coach and develop teams, how to lead in the future of work, and how to create conditions of psychological safety to increase innovation and performance.

- Talent Development deployed 179 DiSC and 55 Enneagram assessments in 2021 which indicates a high level of interest in developing self-insight and awareness, both critical leadership competencies. These assessments help individuals know themselves and how they may interact with others, but we can go even further to use these assessments to build and strengthen our teams and organization.

- Talent Development facilitated Managing at the City for 47 new leaders in 2021, but we need to be able to provide training for leaders at every level. Our experienced leaders need continual support as well. Senior Leaders must have the opportunity to continue to develop after their first six months to year. We are only as skilled as an organization as our leaders.

- While Talent Development produced several trainings in 2021 that provided critical awareness for issues such as sexual harassment, LGBTQIA+, inclusive customer service, and racial justice.   Future of Work and Cost of Living Analyses confirm leaders need continual training to create a safe workplace where all colleagues feel a sense of belonging.

Impact to Ongoing Expenses

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

  $176,000

  Ongoing Cost Description:

  This offer provides intentional leadership development to accelerate leaders' capabilities by leveraging assessments i.e. Enneagram, 360's, Emotional Intelligence to compliment a high-impact curriculum taught by experienced faculty and designed for post-COVID work realities, alongside individual leadership coaching.

Scalability and explanation

This offer has already been scaled back from its original amount by 50%. It can be scaled to any dollar amount but doing so will further decrease the programming that we are able to offer leaders across the City.

Offer 22.6: Leadership Development Programs - Funded

Offer Type: Enhancement

Links to Further Details:

- https://www.ccl.org/articles/leading-effectively-articles/why-leadership-development-is-important-4-reasons-to-invest/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: Talent Development focuses on developing our workforce through core leadership, transition, and ongoing development programs. This continues our momentum to sustain, serve and support a workforce that's agile, innovative, and able to meet the community's needs.

- HPG 7.2 - Maintain the public trust through a high performing Council, 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 their work that maintains the public trust by demonstrating ethical behaviors and transparency.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: Talent Development plays a critical role for the workforce, promoting the values-driven culture, developing and supporting the workforce to perform their work that maintains the public trust by demonstrating ethical behaviors and transparency.

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: Development is essential to retaining a high performing workforce. HR philosophies, programs and practices are designed so that our people want to stay. For example, we retained 95% of leaders who took Managing at the City in 2021 despite experiencing high attrition rates organizationally. 151 employees were promoted within their Service Areas indicating successful development.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: RAskeland

Financial Lead: chmartinez

Lead Department: Human Resources

22.6: Leadership Development Programs

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
521000 - Professional & Technical	100,000	100,000	- %
520000 - Purchased Prof & Tech Services	**100,000**	**100,000**	**- %**
Total Expenses	**100,000**	**100,000**	**- %**

Funding Sources

100-General Fund: Ongoing	Ongoing	100,000	100,000	- %
	Funding Source Total	**100,000**	**100,000**	**- %**

Offer 22.7: Recruitment Advertising - Unfunded

Offer Type: Enhancement

2023: $43,000 and 0.00 FTE (excluding hourly staffing)

2024: $43,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer of will increase the current Talent Acquisition (TA) sourcing and advertising fund from $17K to $60K.

This is a companion to Offer 22.13 and Offer 22.14. This offer will enable the Recruiters to participate in crucial talent acquisition platforms and networks to perform sourcing for top talent. Competitive sourcing and advertising strategies require access to both online platforms and regional networks to identify and attract specialized and hidden talent pools, including:

- Racially and ethnically diverse candidates
- Passive, employed candidates
- LGBTQIA+ candidates
- Candidates with disabilities
- Veterans
- Candidates representing different age groups, including seniors and early career

This fund will purchase access to actively source and contact qualified candidates on LinkedIn, Indeed, and Handshake/Purple Briefcase (national networks of university and community college students and alumni). It will allow advertising access on Broadbean, a robust network reaching valuable hidden candidate pools. Finally, this fund enables participation in regional events to attract talent and build pipelines from local networking groups, schools, universities and diversity groups. Strengthening connections and increasing access to City employment for community members is a priority.

McKinsey's August 2021 survey reports 40% of employees are somewhat or very likely to quit within 3-6 months. Enhanced funding will enable TA to compete in a historically challenging market, build pipelines in anticipation of critical vacancies, and speed up time-to-fill by connecting directly to top talent. Current funds enable very limited active sourcing options requiring the City to purchase external recruiter services to access hidden and specialized candidate pools.

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

✓ HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

Additional Information

Offer 22.7: Recruitment Advertising - Unfunded

Offer Type: Enhancement

- The City values diversity and is committed to dismantling barriers and systems that have historically limited access to City employment. Offer approval enables targeted sourcing and process strategies for increased diversity in candidate pools. In 2022, 14% of our employees identify as ethnicities other than white; centralized recruiting will support growth in City diversity over time.
- In 2019, 2020, and 2021, the City utilized external recruiting services costing approximately $500,000 across the City. If the Recruiter / Coordinator model is realized and includes sourcing and advertising funding, almost all searches can stay in-house. (Executive and specialized may still require executive services.)
- According to the US Bureau of Labor Statistics, more than 4.3 million people voluntarily quit their jobs in December 2021, slightly below a record high in November 2021. Creatively and proactively recruiting talent and building pipelines has never been more important.
- McKinsey survey estimates 73% of potential candidates are passive job seekers who are currently employed and interested in hearing about new job opportunities, even if hesitant to apply. Lingering vacancies impact the City with lost opportunity costs, damaged morale and burnout, and lost productivity. Equipping Recruiters to source and persuade passive job seekers will lower those costs.
- Average time-to-fill has increased from 90 days in 2019 to 121 days in 2021. The City is attracting fewer applicants and experiencing an increase in offer declines due to compensation and cost of living concerns. Extreme challenges in some departments such as Transfort and Recreation are impacting service delivery, requiring targeted strategies.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $43,000
  Ongoing Cost Description:
  Increase the current $17K Talent Acquisition advertising fund by $43,000, bringing it up to a $60,000 annual strategic Talent Acquisition sourcing and advertising budget.

Scalability and explanation

This offer is scalable. Reducing the amount of funds would limit TA's ability to directly source and engage candidates from hidden, diverse, and specialized pools. This is a companion to offer 22.13- 3.0 FTE Recruiters and 22.14 3.0 FTE Coordinators. The ROI on the Recruiter / Coordinator model will be reduced if program funding scales down.

Links to Further Details:

- https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/gone-for-now-or-gone-for-good-how-to-play-the-new-talent-game-and-win-back-workers
- https://www.zippia.com/advice/recruitment-statistics/

Offer 22.7: Recruitment Advertising - Unfunded

Offer Type: Enhancement

- https://coftc.sharepoint.com/sites/HRConnect/SitePages/HR-BFO-Details.aspx

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.: Not having a full staff can impact physical safety and impact the overall resilience of our teams.

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: This offer will is directly tied to this strategic objective. Attracting and retaining talent is an active work, these relationships must be nurtured and grown through continuous engagement through the candidate experience. Developing pipelines for engagement is crucial.

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: Hiring Managers Report Improved Outcomes.
Upon closure of a classified requisition, Hiring Managers will be asked to report on their overall experience. Survey responses will provide evidence of overall candidate quality, Hiring Manager hours and other resources invested, quality of HR support, efficiency and effectiveness of the process.

- 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: Number of applicants per requisition.
Volume of applicants continues to decrease. It is increasingly common for positions to attract less than 10 candidates. Investment in strategic sourcing and advertising platforms will increase visibility and attraction to City opportunities. Number of applicants will be measured to ensure increasing candidate pools and effective ROI.

- 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: Increase in the number of diverse applicants.
HR is not currently resourced to design and implement targeted strategies to attract diverse candidates. Since 2017, 18% of applicants identify as non white. Candidate demographics will be measured to ensure increased percentage of diverse candidates are able to compete for City employment.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer 22.7: Recruitment Advertising - Unfunded

Offer Type: Enhancement

Offer Profile

Offer Owner: RAskeland

Financial Lead: chmartinez

Lead Department: Human Resources

22.7: Recruitment Advertising

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
549000 - Other Purchased Services		43,000	43,000	- %
	540000 - Other Purchased Services	**43,000**	**43,000**	**- %**
	Total Expenses	**43,000**	**43,000**	**- %**
Funding Sources				
100-General Fund: Ongoing	Ongoing	43,000	43,000	- %
	Funding Source Total	**43,000**	**43,000**	**- %**

Offer 22.9: 1.0 FTE - Volunteer Engagement Specialist - Unfunded

Offer Type: Enhancement

2023: $56,620 and 1.00 FTE (excluding hourly staffing)

2024: $86,825 and 1.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will expand the Volunteer Services Program (VSP) by adding a 1.0 FTE Volunteer Engagement Specialist, doubling the capacity of VSP to support departments in volunteer administration. The new specialist will focus directly on Parks, Neighborhood Services, Boards and Commissions, and City departments wanting to align goals toward increasing outreach, efficiency and diversity.

The specialist will be in Human Resources (HR), aligning existing talent practices. Additional staffing provides the capacity to reimagine volunteer engagement to increase accessibility and inclusion. Targeted recruitment will more effectively seek the right volunteers, and efficient onboarding will ensure quicker placement. The specialist will develop screening and training practices that increase staff satisfaction and volunteer tenure. They will also serve as an expert in Engage, our volunteer management platform.

38% of Fort Collins residents volunteer in some capacity, creating a vast talent pipeline. Through effectively engaging this talent, we allow departments to provide affordable and inclusive programs to thousands of residents and free staff capacity to do the work for which they are uniquely qualified. Increasing volunteer support in Parks will support the maintenance of the Urban Forest canopy. Additional volunteers will bolster efforts to keep Parks clean, safe and accessible. Recruiting more diverse volunteers in Restorative Justice will provide a better connection to the youth they serve. Staff supporting Adopt A Neighbor will be freed to engage more deeply with the community.

Boards and Commissions members are unique in their roles, as Council appoints them. A partnership with the City Clerk's Office would be formed whereby the Volunteer Specialist would oversee data management in Engage and assist City Clerk staff with on boarding and training. This partnership aims to free up City Clerk staff to expand engagement and outreach efforts.

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

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.

Additional Information

Offer 22.9: 1.0 FTE - Volunteer Engagement Specialist - Unfunded

Offer Type: Enhancement

- In 2022 VSP launched a strategic planning process that will guide us toward more inclusive practices, lowering barriers for a more diverse volunteer pool (Council Priority: Equity and Inclusion)

- The City's Neighborhood Services Program manages the Adopt A Neighbor (AAN) Program, which has grown exponentially since relaunched in March of 2020 and serves the needs of residents who need help with daily tasks. AAN is a high-touch program which requires staff to be involved in day-to-day management. Volunteers are currently adopting 135 residents who need assistance.

- The Forestry Division of Parks engages volunteers in the monitoring and maintenance of our Urban Forest. The Cemetery Division seeks to launch a docent program to educate the public about the historic value and natural resource benefits of cemeteries. In 2021, Parks volunteers donated over 17,000 hours.

- Restorative Justice and Mediation (in Neighborhood Services) relies on a core of skilled volunteers and seeks to diversify this pool to reflect the demographics of the youth they serve. All City Mediators are volunteers. In 2021, 175 volunteers contributed to the program, providing a critical service that helps build relationships among neighbors, businesses, and other community groups.

- The City Clerk's office manages 24 Boards and Commissions to advise City Council on department initiatives. While the members are Council appointed, they are unpaid and therefore defined as volunteers. Currently 256 volunteers serve as Board and Commissions members.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $90,000
  Ongoing Cost Description:
  Cost for 2023-2024 with benefits with a 3.0% increase in 2024

Scalability and explanation

Option 1: Funding .5 FTE for an experienced Volunteer Coordinator. This will limit the growth possibilities but will still provide programmatic expertise and guide strategic outreach.
Option 2: Funding 1 FTE for Admin support. This option will take some administrative burden off existing staff but will not increase engagement goals to the extent of an experienced Volunteer Coordinator.

Links to Further Details:

- https://www.fcgov.com/cityclerk/boards/
- https://www.fcgov.com/restorativejustice/what-is-restorative-justice
- https://www.fcgov.com/parks/

Offer 22.9: 1.0 FTE - Volunteer Engagement Specialist - Unfunded

Offer Type: Enhancement

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: By putting a seasoned volunteer lead at the helm of department programs, volunteers can be engaged more effectively and allow staff to offer additional outreach to new audiences. VSP will take the lead on administrative functions of managing volunteers in order to free staff up to do the work they love.

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.: All divisions of the Parks Department seek additional ways to engage with the community. Volunteers provide a skilled workforce that can bring diversity and creativity to City programs and greatly expand capacity for outreach. Volunteers make programs accessible for all by keeping costs down and providing inclusion services.
- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.: Trained volunteers in Neighborhood Services create a lifeline for community members who need help with daily tasks. Volunteer mediators provide a safe space for difficult conversations and empower community members to work towards more respectful dialogue and inclusion.

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: Adding a new FTE to support three departments will increase their capacity to increase volunteer activity and track data.

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

Performance Measure Reason: Adding a new FTE to support three departments will increase their capacity to increase the scope of volunteer engagement, recruiting new, more diverse volunteers. Additional capacity also increases the willingness of departments to think creatively about engaging volunteers in more creative ways.

- 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: Engage.fcgov.com now can track and report on demographic information. Volunteers are ensured that demographic information is confidential and can only be viewed as aggregated data.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer 22.9: 1.0 FTE - Volunteer Engagement Specialist - Unfunded

Offer Type: Enhancement

Offer Profile

Offer Owner: sschafer

Financial Lead: chmartinez

Lead Department: Human Resources

22.9: 1.0 FTE - Volunteer Engagement Specialist

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		1.00	1.00	- %
Expenses				
511000 - Salaries & Wages		43,205	67,723	56.7%
512000 - Benefits		14,472	22,720	57.0%
519000 - Other Personnel Costs		(2,307)	(3,618)	56.8%
510000 - Personnel Services		**55,370**	**86,825**	**56.8%**
555000 - Office & Related Supplies		1,250	-	- %
550000 - Supplies		**1,250**	**-**	**- %**
Total Expenses		**56,620**	**86,825**	**53.3%**
Funding Sources				
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue	Ongoing Restricted	56,620	86,825	53.3%
Funding Source Total		**56,620**	**86,825**	**53.3%**

Offer 22.10: NextGenServe - Unfunded

Offer Type: Enhancement

2023: $29,814 and 0.00 FTE (excluding hourly staffing)

2024: $29,814 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will expand NextGenServe, a Citywide teen service program. The expansion will benefit teens ages 11-18 in Fort Collins by providing them with a meaningful summer experience where they will grow through servant leadership and career exploration. Teens are the future of our workforce and they provide unique perspectives that enrich our work and help us reimagine the future. Teens often fall into a gap between the ages appropriate for summer camp and the start of their first work experience. NextGen fills that gap for 20 teens each season.

A pilot program in 2021 showed great interest in NextGen and the program expanded in 2022, providing paid hourly staff to serve as crew leaders and CSU interns as assistants. Current capacity allows for two half day experiences each week. In 2023 and 2024 we will expand further to offer full day opportunities five days each week, giving access to many more participants and making the program more accessible to youth in working families. Collaboration with multiple departments and non profits offers a wide variety of experiences. In partnership with Poudre School District, NextGen is marketed widely to support workforce development.

NextGen combines volunteer service with work that benefits departments. Experienced Crew Leaders will provide mentoring and supervision to ensure high quality results and staff satisfaction. Each project will include presentations by staff on related career paths. Participants will have the opportunity to shadow staff in their areas of interest. Volunteering can be a key factor in securing college scholarships. Through NextGen, teens will also gain an understanding of the impact local government has on the community. Teens will build new relationships with peers outside of school and family while gaining real world experience. Teens are viewed as a valuable talent pipeline.

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

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

Additional Information

- Outreach to community groups extends messaging and translation services provide equitable access to these experiences
  By providing consistent supervision and engaging teens daily, we provide an enriching experience for teens with working parents who do not have the flexibility to pick up their child mid day. The social structure of this model will increase commitment as relationships develop.

Offer 22.10: NextGenServe - Unfunded

Offer Type: Enhancement

- Internal access to City programs and job shadowing provide valuable networking experience and social capital. Throughout the summer City Leaders will be invited to interact with participants to share their own career experiences (Council Priority: Reimagine Community Engagement).

- Volunteering with NextGenServe will not only give teens valuable experience to add to their resume but also helps them meet the service component of many academic programs such as the National Honors Society.

- Teens must apply and participate in an interview process to ensure an understanding of the program and gain commitment. Team-building activities and mentorship will deepen the experience and enhance soft skills.

- NextGenServe will offer valuable job skills including leadership, communication, time management, and decision-making.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $30,000
  Ongoing Cost Description:
  Expenses include stipends, hourly wages, transportation, food, and other supplies

Scalability and explanation

Option 1: We can grow the program more slowly by increasing program offerings to two or three full days per week.
Option 2: Reduce the program to 10 participants which would allow us to use one hourly employee and one van.

Links to Further Details:

- https://www.fcgov.com/volunteer/nextgenserve
- https://www.unitedwayhelps.org/blog/5-benefits-of-teen-volunteering
- https://blogs.volunteermatch.org/4-reasons-every-teen-should-volunteer

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: We have been missing out on the voice of our next generation of voters, City employees, and leaders. By engaging teens at the middle and high school level, we will hear new ideas and learn what is important to a much wider audience. This program seeks to build authentic, long-term relationships with our whole community, inclusive of all identities.

Offer 22.10: NextGenServe - Unfunded

Offer Type: Enhancement

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: By engaging teens early and introducing them to the breadth of local government work, we plant the seeds for our future workforce. NextGenServe will provide equitable access to City programs and social networks that will lower barriers to future employment for a more diverse pool of candidates.

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: NextGenServe is a new volunteer program that vastly increase the number of volunteer hours. Each summer 20 participants will volunteer for eight weeks, increasing volunteer hours by close to 50,000.

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

Performance Measure Reason: The mission of the Volunteer Services Program is to "creatively engage residents in their unique talents." NextGenServe is designed to engage a new audience of volunteers and will increase the number of volunteers while diversifying our demographics.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: sschafer

Financial Lead: chmartinez

Lead Department: Human Resources

22.10: NextGenServe

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
511000 - Salaries & Wages	14,720	14,720	- %
512000 - Benefits	1,494	1,494	- %
519000 - Other Personnel Costs	4,000	4,000	- %
510000 - Personnel Services	**20,214**	**20,214**	**- %**
559000 - Other Supplies	9,600	9,600	- %
550000 - Supplies	**9,600**	**9,600**	**- %**
Total Expenses	**29,814**	**29,814**	**- %**

Funding Sources

100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue	Ongoing Restricted	29,814	29,814	- %
	Funding Source Total	**29,814**	**29,814**	**- %**

Offer 22.11: ARPA - HR Core 3.0 FTE Contractual: Talent Acquisition Recruiter, Talent Acquisition Coordinator, HR Data Management Coordinator, and Recruitment Advertising Funds - Funded

Offer Type: 1-Time Enhancement

2023: $250,614 and 3.00 FTE (excluding hourly staffing)

2024: $320,475 and 3.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will support the recovery of City teams experiencing the impacts of the pandemic on employment and the ability to serve the community well, by providing 3.0 contractual FTEs: 1.0 FTE Talent Acquisition (TA) Recruiter, 1.0 FTE HR Data Management (HRDM) Coordinator, and 1.0 FTE Talent Acquisition Coordinator. In addition, this offer will fund recruiting advertisement to source and attract a larger, quality and more diverse candidate pool pipeline and increase hiring capability to restore employment levels and hard to fill roles where interim employees have served for up to two years.

Increases in pandemic related turnover, employment changes/transactions, and anticipated hiring for ARPA projects has created immediate needs for additional HR labor and recruiting resources. The increased volume has reached levels that are not sustainable and has prevented advancement of other employment initiatives that align with City initiatives and retention of valuable talent. City teams are experiencing backlogs in their service areas due to short staffing, and in their deficit of time are unable to help recruit for their own teams.

Funding this offer will allow HRDM and TA teams to process the higher volume employment and recruiting responsibilities that have increased well beyond capacity and created backlogs of HR transactions occurring from turnover related to the pandemic and ARPA recovery projects. Examples of such transactions include strategic sourcing and coaching support for a vacancy, processing recruiting requisitions to posting, screening and hiring assistance, new hire set up, onboarding, compensation changes, interim role changes, development, retention programs, offboarding, etc.

Total Request is: $637,000 ($316k in 2023 and $321k in 2024) to provide total compensation expenses for three contractual FTEs and recruiting advertisement funds for 2023 and 2024, to help City teams recover from the impact of the pandemic on employment.

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

✓HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

- ARPA Funding Recovery Theme: Economic Recovery

Additional Information

Offer 22.11: ARPA - HR Core 3.0 FTE Contractual: Talent Acquisition Recruiter, Talent Acquisition Coordinator, HR Data Management Coordinator, and Recruitment Advertising Funds - Funded

Offer Type: 1-Time Enhancement

- Equips HR staff in restoring employment levels that create stability for City teams and employees which creates stability in the larger community, as City employees are also community members who are a piece of the economic stability in the community.
- The City's 4th Quarter 2021 Turnover was 13.1%, which is nearly double the Northern Colorado benchmark of 7% provided by Employers Council, and 2% higher than the Denver/Boulder region of 11%, and higher than Colorado Springs at 12%.
- Citywide ARPA Management staff and Project FTE's requested/approved: Midcycle Appropriations: 6 FTEs, 2023-2024 BFO Offers: 18 FTEs; ARPA FTE adds Council has approved offers including: 2021: 4 FTEs, 2022: 7 FTEs.
- Significant strategies are being executed in all HR areas. This offer will support additional job posting visibility with diversity recruiting websites and organizations, increasing sourcing efforts to recruit, retain, and engage a diverse workforce. 14% of City employees identify as racially diverse. Our efforts will continue and grow to develop pipelines for diverse talent.
- City Priorities HPG: Fiscal Sustainability, and NLSH: Equity and Inclusion, are supported by attracting quality and diverse candidate pools, and addressing higher volumes of HR transactions and recruiting backlogs, which will restore employment on City teams more quickly. Vacant roles increase City costs, community services are backlogged, initiatives are delayed, and burnout generates turnover.

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 back to 2.0 FTE which will result in limited service to Managers; only selected high risk positions would receive recruitment services.

Links to Further Details:

- https://coftc.sharepoint.com/sites/HRConnect/SitePages/Talent%20Report%20.aspx
- https://coftc.sharepoint.com/sites/TalentAcqusitionConnect
- https://coftc.sharepoint.com/sites/HRConnect/SitePages/HR-BFO-Details.aspx

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 22.11: ARPA - HR Core 3.0 FTE Contractual: Talent Acquisition Recruiter, Talent Acquisition Coordinator, HR Data Management Coordinator, and Recruitment Advertising Funds - Funded

Offer Type: 1-Time Enhancement

✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: Provides necessary and immediate support to teams across the city in restoring the necessary staffing levels to serve evolving community needs on its road to recovery from the pandemic, and in positioning City project teams in successfully completing ARPA-related projects and their beneficiaries.

- ARPA Funding Recovery Theme: Economic Recovery: Provides 3b Safe and Stable Employment, current and future; allows HR staff to support the recovery of City teams experiencing the impacts of the pandemic on employment and the ability to serve the community well. This also creates stability in the larger community as City employees are also community members who are a part of the economic stability in the community.

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: If this Offer is funded, the ARPA Recovery Team will work with the Offer Owner to develop Performance Measures.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Balance to account for change from CL to CN for 3.00 FTE.

Offer Profile

Offer Owner: RAskeland

Financial Lead: chmartinez

Lead Department: Human Resources

22.11: ARPA - HR Core 3.0 FTE Contractual: Talent Acquisition Recruiter, Talent Acquisition Coordinator, HR Data Management Coordinator, and Recruitment Advertising Funds

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	3.00	3.00	- %
Expenses			
511000 - Salaries & Wages	145,815	194,418	33.3%
512000 - Benefits	38,544	53,139	37.9%
519000 - Other Personnel Costs	2,505	12,918	415.7%
510000 - Personnel Services	**186,864**	**260,475**	**39.4%**
549000 - Other Purchased Services	60,000	60,000	- %
540000 - Other Purchased Services	**60,000**	**60,000**	**- %**
555000 - Office & Related Supplies	3,750	-	- %
550000 - Supplies	**3,750**	**-**	**- %**
Total Expenses	**250,614**	**320,475**	**27.9%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: American Rescue Plan Act (ARPA)	Reserve	250,614	320,475	27.9%
Funding Source Total		**250,614**	**320,475**	**27.9%**

Offer 22.14: 3.0 FTE - Talent Acquisition Coordinators - Unfunded

Offer Type: Enhancement

2023: $192,414 and 3.00 FTE (excluding hourly staffing)

2024: $260,475 and 3.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer for 3.0 classified FTE Talent Acquisition (TA) Coordinators will transform the current decentralized TA model into a centralized strategic model by delivering comprehensive recruitment services to all hiring managers of classified positions. This offer is a companion to Offer 22.13 and Offer 22.7.

Hiring Managers and department staff will be the primary beneficiaries of this offer. In this centralized model, each TA Recruiter will be paired with a TA Coordinator to provide Hiring Managers with both strategic sourcing and coaching support as well as process and system support from the moment the vacancy occurs through the initial steps of onboarding. In close partnership with TA, Hiring Managers will continue to define success factors, make selection decisions, and build rapport with potential talent; however, the Recruiter/Coordinator team will support posting logistics, screening tasks, candidate communication, interview planning and strategy, negotiation and offer logistics, and initial onboarding tasks. By centralizing these tasks, the City will realize hard cost savings due to process efficiencies, Hiring Manager time saved, reduced time to fill and reduced cost of external recruitment firms. Soft cost savings will include reduced burnout from lingering vacancies, higher candidate quality, increased diversity, increased productivity and innovation, reduced legal risk, and improved candidate experience leading to the City’s reputation as an Employer of Choice.

Specifically, this Coordinator offer enables significant process and logistical support for Hiring Managers. If this Coordinator offer is not funded and the Recruiter offer is funded, Hiring Managers will benefit from strategic sourcing support, but process and logistical support will be limited. Hiring Manager and staff time will remain high.

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

✓HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

- TA Coordinators will be experts in the process. They will efficiently post on job boards, prepare brochures and execute outreach, coordinate hiring events, assist in interview coordination, answer candidate questions, initiate and manage drug, background, and physical tests, manage initial onboarding steps, manage document retention, and more.

Offer 22.14: 3.0 FTE - Talent Acquisition Coordinators - Unfunded

Offer Type: Enhancement

- A very conservative estimate of Hiring Manager hours spent on recruitment and selection activities is 20 hours per vacancy. The average hourly Manager wage is $35 per hour. The City filled 597 positions in 2021. Therefore, the City conservatively spent $418K of Hiring Manager time on recruitment activities.

- Hiring managers overwhelmingly report that they are pulled away from mission critical priorities by routine recruitment tasks and need HR to provide relief. Draining tasks include paperwork to initiate posting, establishing success criteria, posting to job sites, candidate screening, preparing interviews, offers, and logistical onboarding tasks.

- The Recruiter / Coordinator model will enable consistent DEI best practices. Trained TA staff ensure inclusive postings, tap into hidden diverse candidate pools, perform initial screening, coach and provide guidance to panels, and facilitate negotiations with an equity lens, making the process more welcoming to diverse candidates who may not have seen the City as an approachable employer.

- The requisition trend goes from 246 (2020) to 585 (2021), and 241 in Q1 2022. Each req requires 4+ hours of transactional TA labor, consuming >1.0 FTE. The existing TA model offers 2.0 FTE, substantially limiting capacity for strategic initiatives, sourcing, DEI best practices, legal oversight, manager training, candidate relations, or any other services to support a comprehensive TA program.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $520,000
  Ongoing Cost Description:
  Cost for three Coordinators with benefits, and a 3.0% increase in 2024, the total would be $258,000 in 2023 and $262,000 for 2024.

Scalability and explanation

Option 1: Hire 3 FTE Contractual. If Offer 22.13 is scaled back to contractual status, then this option makes sense. May result in position turnover and limited program growth.
Option 2: Fund 2 Classified FTE. Will result in limited service to Managers; only selected high risk positions would receive coordination services.
NOTE: 1.0 FTE Coordinator offer submitted in ARPA 2023-24 budget. If ARPA funded, then only 2 classified Coordinators requested.

Links to Further Details:

- https://coftc.sharepoint.com/sites/HRConnect/SitePages/Talent%20Report%20.aspx
- https://coftc.sharepoint.com/sites/TalentAcqusitionConnect
- https://coftc.sharepoint.com/sites/HRConnect/SitePages/HR-BFO-Details.aspx

Offer 22.14: 3.0 FTE - Talent Acquisition Coordinators - Unfunded

Offer Type: Enhancement

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: This enhancement offer speaks directly to this strategy. By enhancing our ability to recruit talent we will be able to attract, retain, and engage our staff to provide service to the community.

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: With increased efficiencies the TA Team will be able to innovate our software platform and enhance the experience of both the hiring manager and the candidates.

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: Reduced time to fill (classified positions) Delays in filling vacancies are frequently the result of process confusion, miscommunication, and Hiring Manager bandwidth constraints. Coordinators will eliminate most of these issues by shepherding the process from vacancy to onboarding, guiding the department in each deliverable and executing administrative tasks.

- 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: Hiring managers report improved outcomes
Upon closure of a classified requisition, Hiring Managers will be asked to report on their overall experience. Survey responses will provide evidence of overall candidate quality, Hiring Manager hours and other resources invested, quality of HR support, efficiency and effectiveness of the process.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: RAskeland

Financial Lead: chmartinez

Lead Department: Human Resources

22.14: 3.0 FTE - Talent Acquisition Coordinators

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		3.00	3.00	- %
Expenses				
511000 - Salaries & Wages		145,815	203,169	39.3%
512000 - Benefits		48,834	68,160	39.6%
519000 - Other Personnel Costs		(7,785)	(10,854)	39.4%
510000 - Personnel Services		**186,864**	**260,475**	**39.4%**
542000 - Communication Services		1,800	-	- %
540000 - Other Purchased Services		**1,800**	**-**	**- %**
555000 - Office & Related Supplies		3,750	-	- %
550000 - Supplies		**3,750**	**-**	**- %**
Total Expenses		**192,414**	**260,475**	**35.4%**
Funding Sources				
100-General Fund: Ongoing	Ongoing	192,414	260,475	35.4%
Funding Source Total		**192,414**	**260,475**	**35.4%**

Offer 22.15: Additional Support for Employee Caregivers - Unfunded

Offer Type: Enhancement

2023: $850,000 and 0.00 FTE (excluding hourly staffing)

2024: $850,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will provide enhanced compensation support to all employees with caregiving responsibilities including part time, hourly and seasonal employees. Fort Collins City Council elevated childcare affordability and accessibility in the community as a key priority for 2019 2021. In 2021, they prioritized childcare for talent in the City. While the pandemic has intensified these issues and reinforced the importance of caregiving, it has also demonstrated the unique caregiving circumstances presented for each family. Eligible dependents are inclusive of elders, disabled adults, and children. The additional benefits detailed here, and the administration of these benefits, align to employee feedback shared as part of the Fall 2021 childcare benefit exploration project and several key strategic objectives related to the 2021 talent plan and future of work initiatives.

Funding this offer will provide financial assistance through a reimbursement program for benefit-eligible employees as well as an internal grant program to support hourly, part time and seasonal employees. The offer also includes administration of the benefit through a third party payment vendor.

City employees prefer continued access to a mixed delivery system offering choice to each family to identify the best option for their individual needs and preferences. City employees require schedule flexibility in the care to meet the needs of their work schedules. This offer meets those needs and supports a mixed delivery system of personal network care (family, friend, and neighbor), home-based, licensed and center-based care providers.

This offer will provide additional financial resources to all City employees who provide caregiving to other dependents at a time when caregiving costs make up a significant part of most household expenses and childcare providers often struggle to maintain sustainability due to the difference between market rates for caregiving and the true costs of care.

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

✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.
- ECON 3.7 - Collaborate with local and regional partners to advance equitable and affordable childcare solutions.

Additional Information

Offer 22.15: Additional Support for Employee Caregivers - Unfunded

Offer Type: Enhancement

- This offer would provide a similar benefit to eligible employees as well as providing financial support to hourly, part-time, and seasonal employees with dependent care needs.
- United Way of Larimer County partnered with the Early Childhood Council of Larimer County to co-create the Larimer Child Care Connect platform to develop a one-stop-shop for families to access both child care providers and scholarships in Larimer County. This platform provides a more robust opportunity for families to find child care that meets their needs and supports individual choice.
- In the City, approximately 50% of the workforce is dependent on child care or other caregiving needs in order to work. The economic cost to the City from the loss of talent due to these challenges serves to limit the workforce capacity to achieve strategic objectives and deliver key programs and services.
- The reimbursement support to employees with dependents or elderly family members in their care would allow employees to submit for reimbursement for each caregiving appointment. The internal grant option noted in Alternate Offer #2 would support Caregivers' Alliance with additional stipend to review applications and identify qualified grant requests.

Impact to Ongoing Expenses

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

  $850,000

  Ongoing Cost Description:

  As designed, this offer represents an enhanced benefit that would be budgeted in the Benefits fund annually requiring increasing Benefit rates by approximately 3.5-4.5% across all departments to sustain the long-term funding of this benefit.

Scalability and explanation

The program design allows for scalability by decreasing the reimbursement benefit available to benefited and non-benefited employees.
Alternative 1: Reimbursement up to $500 for all eligible employees per year plus program administration - $688k. This would be an additional 3% employer cost for the per employee per month (PEPM).

Links to Further Details:

- https://www.larimerchildcare.org/welcome
- https://www.strongnation.org/articles/1153-want-to-grow-colorado-s-economy-fix-the-child-care-crisis
- https://coftc.sharepoint.com/sites/HRConnect/SitePages/Childcare-Benefit-Exploration.aspx

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 22.15: Additional Support for Employee Caregivers - Unfunded

Offer Type: Enhancement

✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: This offer will enhance employee well-being through innovative caregiving support.

- HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.: This offer fosters a culture of wellness and sustainability through provision of resources to support caregiving so employees can meet their needs while supporting local child care providers.
- ECON 3.7 - Collaborate with local and regional partners to advance equitable and affordable childcare solutions.: This offer is directly aligned to partnership with local child care providers to increase the accessibility of childcare solutions.

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: Number of employees who participate/request reimbursements.
This measure effectively assesses and tracks utilization of the new benefit offering.

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

Performance Measure Reason: This measure will help determine how much of our attrition is related to lack of accessible and affordable dependent care.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: KVodden

Financial Lead: chmartinez

Lead Department: Human Resources

22.15: Additional Support for Employee Caregivers

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
521000 - Professional & Technical	850,000	850,000	- %
520000 - Purchased Prof & Tech Services	**850,000**	**850,000**	**- %**
Total Expenses	**850,000**	**850,000**	**- %**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
604-Benefits Fund: Reserves	Reserve	850,000	850,000	- %
	Funding Source Total	**850,000**	**850,000**	**- %**

Offer 22.16: $15 Minimum Wage for Hourly Positions - Funded

Offer Type: Enhancement

2023: $554,397 and 0.00 FTE (excluding hourly staffing)

2024: $571,030 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will increase the minimum wage for hourly positions across the City of Fort Collins organization to at least $15 per hour. This will not address any wage compression issues created by raising the minimum wage to other hourly or classified positions. A $15 minimum wage would align with the Council priority of increasing the minimum wage and establish the City as an employer that leads by example. Departments with significantly hourly positions that are currently below $15/hour include Recreation, Parks, Cultural Services, and Operations Services.

The City has faced significant staffing challenges, which have been exacerbated in hourly positions. Often, this talent is critical to meet minimums to operate facilities and maintain appropriate service levels. These positions include vital positions to community health and safety such as lifeguards at aquatic centers. Without increasing wage levels to attract more interest in these community-facing positions, it is possible service levels and facility hours will need to be reduced, triggering direct and visible impacts to the community. In a limited pilot from increasing hourly wages in 2022 in the Parks Division, the change has yielded an improved quality of candidates and a higher application-to-hiring ratio.

This enhancement offer will maintain current service levels; without additional budget to increase hourly wages, the City will likely need to reduce services or hours of operation due to lack of staffing.

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

✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

Additional Information

- A diverse, equitable, and inclusive community and workforce is one where everybody is welcome and empowered to achieve success, regardless of identity. By increasing the floor wage, we are reducing barriers to more community members achieving success within our City.
- These hourly positions typically do not require higher education, or other restrictive requirements. Usually, the certifications or requirements for these jobs will be sponsored by the City upon hiring, making these positions vital to increasing economic mobility within a subset of the workforce that may not be invested in by other employers.
- By increasing hourly wages across the City simultaneously, we are preventing internal competition for the talent pool and increasing transparent choice for potential employees.

Offer 22.16: $15 Minimum Wage for Hourly Positions - Funded

Offer Type: Enhancement

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $570,000
  Ongoing Cost Description:
  Continuing the increase to a floor of $15 per hour for all hourly positions across the City.

Scalability and explanation

This offer cannot be scaled down without sacrificing the ability to reach a minimum floor of $15 per hour for all hourly positions at the City. This offer could be scaled up to also address some compression issues.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: This offer will directly increase the ability of the City to attract and retain diverse talent by offering more competitive wages for all hourly positions.

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: Turnover in hourly positions

Explanation of Any Adjustments to Personnel Costs using object 519999

- Total hourly costs (including FICA and Worker's comp) to increase salary to $15/hour

Offer Profile

Offer Owner: KVodden

Financial Lead: vshaw

Lead Department: Human Resources

22.16: $15 Minimum Wage for Hourly Positions

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
519000 - Other Personnel Costs	554,397	571,030	3.0%
510000 - Personnel Services	**554,397**	**571,030**	**3.0%**
Total Expenses	**554,397**	**571,030**	**3.0%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	520,373	535,985	3.0%
500-Golf Fund: Ongoing Revenue	Ongoing Restricted	14,123	14,547	3.0%
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	525	541	3.0%
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	16,572	17,069	3.0%
604-Benefits Fund: Ongoing Revenue	Ongoing Restricted	1,003	1,033	3.0%
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	1,801	1,855	3.0%
Funding Source Total		**554,397**	**571,030**	**3.0%**

Offer 28.1: City Council - Funded

Offer Type: Ongoing

2023: $209,873 and 0.00 FTE (excluding hourly staffing)

2024: $215,383 and 0.00 FTE (excluding hourly staffing)

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 levels. 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 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.

Additional Information

Offer 28.1: City Council - Funded

Offer Type: Ongoing

- Hybrid meeting participation has allowed for more standardized and effective translation services. Live interpretation is now offered at Council meetings when community-wide and high interest topics are discussed. As this practice becomes more normalized it is hoped that more and more non-English speakers can and will participate.

- 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 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.: City Council is the governing body elected by the community. This offer supports Council in performing their elected duties through all items mentioned in the strategic objective.

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. Hybrid meeting activities have also resulted in efficiencies.

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: The City Council adopts strategic plans that directly influence the direction of the City.

Offer 28.1: City Council - 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: 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

- 8,000 in closed captioning costs previously funded by Op Services has been added to the Council Ongoing offer.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: GSawyer

Financial Lead: wbricher

Lead Department: City Manager's Office

28.1: City Council

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
511000 - Salaries & Wages	84,301	86,830	3.0%
512000 - Benefits	8,557	8,813	3.0%
510000 - Personnel Services	**92,858**	**95,643**	**3.0%**
529000 - Other Prof & Tech Services	11,624	13,936	19.9%
520000 - Purchased Prof & Tech Services	**11,624**	**13,936**	**19.9%**
533000 - Repair & Maintenance Services	200	200	- %
530000 - Purchased Property Services	**200**	**200**	**- %**
542000 - Communication Services	9,810	9,810	- %
544000 - Employee Travel	46,030	46,443	0.9%
549000 - Other Purchased Services	13,851	13,851	- %
540000 - Other Purchased Services	**69,691**	**70,104**	**0.6%**
555000 - Office & Related Supplies	3,800	3,800	- %
559000 - Other Supplies	31,700	31,700	- %
550000 - Supplies	**35,500**	**35,500**	**- %**
Total Expenses	**209,873**	**215,383**	**2.6%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	193,343	198,440	2.6%
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue	Ongoing Restricted	16,530	16,943	2.5%
Funding Source Total		**209,873**	**215,383**	**2.6%**

Offer 28.2: City Manager's Office - Executive Staff, Administrative & Financial Support - Funded

Offer Type: Ongoing

2023: $1,963,418 and 11.50 FTE (excluding hourly staffing)

2024: $2,017,883 and 11.50 FTE (excluding hourly staffing)

Offer Summary

This offer provides senior executive management, administrative support, 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 & 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 seven 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 and meetings.

The Graduate Management Assistant (GMA) program attracts and develops talented individuals with an interest in a local government management career. This program has a long track record of success with previous GMAs now serving in local government roles both within the City of Fort Collins and nationally. While with the City, the GMA assists with 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, while recognizing the importance of multi-sector relationships and partnerships at all levels.

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

Offer 28.2: 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.

- The City Manager's Office supports organizational wide equity initiatives throughout the organization, through Executive Lead Team expectations, to resident inquiries, to identification of key metrics to ensure progress towards goals.

- As a whole, the City Manager’s Office provides the support needed to maintain high quality, responsive, and trustworthy services to all residents.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: The City Manager’s Office and its executives set a tone and direction for 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 Council, 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 Council and their priorities.

Improvements & Efficiencies

- Supporting continued virtual engagement where appropriate including multiple participation options for residents and virtual work sessions.

- Administrative staff continues normalizing digital documents and packets for Council members rather than hard copies, which creates efficiency of time and staff savings in the creation of semi-weekly packets.

Offer 28.2: City Manager's Office - Executive Staff, Administrative & Financial Support - Funded

Offer Type: Ongoing

- Staff continually looks for efficiencies in the process to respond to emails sent to City Leaders. Use of templated emails that either create a Service Area Request or acknowledge and thank the resident for their opinion reduces customized responses and saves staff and Council time, while ensuring timely and robust information to residents.

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

- Added 8,000 for call recording license fees needed for security purposes for City Manager's Office

Explanation of Any Adjustments to Personnel Costs using object 519999

- Update salary amounts

Offer Profile

Offer Owner: GSawyer

Financial Lead: wbricher

Lead Department: City Manager's Office

28.2: City Manager's Office - Executive Staff, Administrative & Financial Support

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	11.50	11.50	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	1,333,756	1,389,514	4.2%
512000 - Benefits	371,151	386,297	4.1%
519000 - Other Personnel Costs	(15,794)	(32,233)	104.1%
510000 - Personnel Services	**1,689,113**	**1,743,578**	**3.2%**
521000 - Professional & Technical	2,000	2,000	- %
529000 - Other Prof & Tech Services	23,740	23,740	- %
520000 - Purchased Prof & Tech Services	**25,740**	**25,740**	**- %**
533000 - Repair & Maintenance Services	12,476	12,476	- %
534000 - Rental Services	1,500	1,500	- %
530000 - Purchased Property Services	**13,976**	**13,976**	**- %**
542000 - Communication Services	20,381	20,381	- %
544000 - Employee Travel	41,628	41,628	- %
549000 - Other Purchased Services	106,525	106,525	- %
540000 - Other Purchased Services	**168,534**	**168,534**	**- %**
555000 - Office & Related Supplies	18,580	18,580	- %
559000 - Other Supplies	38,975	38,975	- %
550000 - Supplies	**57,555**	**57,555**	**- %**
574000 - Grants	8,500	8,500	- %
570000 - Other	**8,500**	**8,500**	**- %**
Total Expenses	**1,963,418**	**2,017,883**	**2.8%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	1,780,223	1,829,192	2.8%
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	122,130	125,794	3.0%
502-Water Fund: Ongoing Revenue	Ongoing Restricted	61,065	62,897	3.0%
Funding Source Total		**1,963,418**	**2,017,883**	**2.8%**

Offer 28.3: City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division - Funded

Offer Type: Ongoing

2023: $443,088 and 3.00 FTE (excluding hourly staffing)

2024: $460,577 and 3.00 FTE (excluding hourly staffing)

Offer Summary

This offer includes Policy & Performance Excellence staff comprised of three senior project managers.

The Policy & Project Managers support a variety of policy projects and the Legislative Program. Projects are often Citywide initiatives or Council priorities. In recent years projects have included the sustainable revenue efforts, strategic planning, customer service, and employee engagement, celebration and recognition.

The Legislative Program has been instrumental in assisting Council in their desire to influence policy at both the state and national levels and these team members provide primary staffing for the Legislative Review Committee in addition to coordinating efforts with other elected officials. This tracking and lobbying is important as a Home Rule city to avoid one size-fits-all solutions and unfunded mandates, which can add costs to services that residents did not have an opportunity to engage in or support.

The Performance Excellence Program uses continuous improvement processes and focus teams to build organizational capacity. Recent focus projects have included customer service initiatives; employee engagement, celebration and recognition oversight; strategic planning process coordination; and leadership growth and development.

The services and outcomes provided in this offer support high quality and efficient resident services and a workforce that is engaged and committed to the organization mission, vision, and values.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.2 - Maintain the public trust through a high performing Council, 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 facilitation for departmental or executive retreats that may otherwise require external help, responding to Council and resident requests, and managing inter departmental projects and teams. This team is closely tied to organization wide initiatives, including equity and Access, and support these actions in their work.

Offer 28.3: City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division - Funded

Offer Type: Ongoing

- The legislative program involves staff working closely with the City's organizational partners like the Colorado Municipal League, National League of Cities, and others.
- Staff in this offer are involved in numerous RFP, hiring, and outreach projects at any given time. These efforts incorporate efforts to ensure language access, reduced barriers, and identification of improvements to previous norms in these spaces to increase access and involvement both internally and externally.

Links to Further Details:

- https://www.fcgov.com/excellence/files/2017-application.pdf?1535469381
- https://www.fcgov.com/citymanager/legislative.php
- https://www.fcgov.com/legal/non-discrimination

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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.

- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.: Staff support Council priorities and onboarding efforts and respond to resident requests for information.
- 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

Improvements & Efficiencies

- In 2022, lobbyists were funded which has provided a more timely and in person support for City legislative positions. The use of Capital Watch subscription has also added efficiency and ease in sharing a regularly updated bill tracker.

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 professional staff oversee many externally facing policy, projects and programs that are important to Council and the community.

Offer 28.3: City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division - Funded

Offer Type: Ongoing

Differences from Prior Budget Cycles

- Ongoing salary and non-personnel funds for the Compliance position have been transferred to the Diversity, Equity & Inclusion office (DEI) for 2023/2024 in the approximate amount of 148,551.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Sr. Project Manager temporary position ID was replaced with ongoing position ID. However, new position ID was loaded @ 40% of the range instead of actual salary. Adding back the difference using this object code.

Offer Profile

Offer Owner: GSawyer

Financial Lead: wbricher

Lead Department: City Manager's Office

28.3: City Manager's Office - Policy, Legislative, Compliance & Performance Excellence Division

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	3.00	3.00	- %
Expenses			
511000 - Salaries & Wages	283,366	296,118	4.5%
512000 - Benefits	78,360	82,034	4.7%
519000 - Other Personnel Costs	12,532	11,873	-5.3%
510000 - Personnel Services	**374,258**	**390,025**	**4.2%**
521000 - Professional & Technical	16,055	16,055	- %
529000 - Other Prof & Tech Services	10,689	12,411	16.1%
520000 - Purchased Prof & Tech Services	**26,744**	**28,466**	**6.4%**
533000 - Repair & Maintenance Services	1,484	1,484	- %
530000 - Purchased Property Services	**1,484**	**1,484**	**- %**
542000 - Communication Services	3,060	3,060	- %
544000 - Employee Travel	26,256	26,256	- %
549000 - Other Purchased Services	4,792	4,792	- %
540000 - Other Purchased Services	**34,108**	**34,108**	**- %**
555000 - Office & Related Supplies	1,575	1,575	- %
559000 - Other Supplies	4,919	4,919	- %
550000 - Supplies	**6,494**	**6,494**	**- %**
Total Expenses	**443,088**	**460,577**	**3.9%**

Funding Sources

100-General Fund: Ongoing	Ongoing	443,088	460,577	3.9%
	Funding Source Total	**443,088**	**460,577**	**3.9%**

Offer 28.4: Diversity, Equity & Inclusion (DEI) Office - Professional Services - Funded

Offer Type: Ongoing

2023: $25,879 and 0.00 FTE (excluding hourly staffing)

2024: $26,275 and 0.00 FTE (excluding hourly staffing)

Offer Summary

The creation of a centralized resource to support Diversity, Equity & 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 and inclusion. 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 opportunity for engagement and partnership with diverse community groups identified by the Equity Office. Funds will be used for services that help build strong, trusting partnerships with City staff and community members, especially historically underserved groups in order to advance equity for all.

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

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

Additional Information

- The GARE model for inclusive design, found in the racial equity toolkit, builds upon the collection of data supported by the Equity Indicators project, to further analyze data with City teams, develop strategies, and implement solutions to operationalize how we advance equity. Reciprocal community conversations/forums will inform the City how to approach equity and inclusion needs in the future.

- Community engagement is a critical component of equity and inclusion. Through strong community conversations and support of local initiatives we will advance DEI efforts in the city. Community feedback should inform our processes so we are adapting to public needs/opinions. Funding will permit the DEI Office to support additional outreach that is not currently available in existing budgets.

- Translation and interpretation will be used to build an inclusive environment the Spanish speaking community. The Census indicates that 12% or 20,352 individuals of the total population identify as Hispanic. This indicates that language services will benefit many community members. Translated documents will circulate outside city facilities to assure the target community has increased access.

Offer 28.4: Diversity, Equity & Inclusion (DEI) Office - Professional Services - Funded

Offer Type: Ongoing

- Both the Equity Indicators Report and Community Survey offer insight on community's perception of wellbeing, safety, and sense of belonging in the city. These data points inform the Equity Office when considering themes and approaches to address internally with staff and projects and externally with community members and public opinion.

Links to Further Details:

- https://www.fcgov.com/equity/
- 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 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: DEI work will advance equity for all and lead by example to demonstrate thoughtful engagement with diverse groups to build strong partnerships and encourage reciprocal conversations with community members.

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.: The Equity Office is working with City departments to examine process and identify barriers to participation and access to services. Conversations with project leads help expand how we are defining community so we are more specific about the target community and neighborhoods projects are impacting. Specific focus is needed on underserved population to advance equity for all.

Improvements & Efficiencies

- This offer supports engagement events and initiatives that increase visibility of diversity of people and thought in Fort Collins. It is important to recognize community members for their extended time dedicated to City project development via gift cards. This is especially important for community members with lower SES. A tracking system will be used to participation incentives given.

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

Offer 28.4: Diversity, Equity & Inclusion (DEI) Office - Professional Services - Funded

Offer Type: Ongoing

Performance Measure Reason: This metric relates to community survey and equity indicators outcomes. The 2021 rate is at 54%, lower than 2019 when only 56% of survey responses considered Fort Collins a welcoming, inclusive community where all community members feel a sense of belonging. This is a metric the Equity Office is determined to increase with tailored community engagement and support of local initiatives this year.

- HPG 127. % of residents responding very good/good overall quality of City services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=120047&object=measure&objectId=809164.html

Performance Measure Reason: This metric currently sits at 71% of responses to the community survey think that the quality of services we provide are good overall. It is a metric that has potential to increase as we create a more inclusive and DEI aware staff that provide respectful and inclusive service for all social groups.

- NLSH 94. Municipal Equality Index (MEI) Scorecard
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6343&object=measure&objectId=752874.html

Performance Measure Reason: The Human Rights Campaign (HRC) has increased the City of Fort Collins’ 2021 Municipal Equality Index rating to a perfect 100 score in recognition of the City’s continued work toward a more inclusive culture for LGBTQ+ employees and community members. Fort Collins highlighted as “Success Stories”
https://hrc-prod-requests.s3-us-west-2.amazonaws.com/HRC-MEI21-SuccessStories_FortCollins_CO.pdf

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- n/a

Offer Profile

Offer Owner: CMenendez

Financial Lead: wbricher

Lead Department: City Manager's Office

28.4: Diversity, Equity & Inclusion (DEI) Office - Professional Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
521000 - Professional & Technical	10,000	10,000	- %
520000 - Purchased Prof & Tech Services	**10,000**	**10,000**	**- %**
559000 - Other Supplies	15,879	16,275	2.5%
550000 - Supplies	**15,879**	**16,275**	**2.5%**
Total Expenses	**25,879**	**26,275**	**1.5%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	25,879	26,275	1.5%
Funding Source Total		**25,879**	**26,275**	**1.5%**

Offer 28.5: Diversity, Equity & Inclusion (DEI) Office - Funded

Offer Type: Ongoing

2023: $464,390 and 3.00 FTE (excluding hourly staffing)

2024: $483,669 and 3.00 FTE (excluding hourly staffing)

Offer Summary

This offer supports the 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 establishing a framework to build organizational capacity to advance equity for all with an emphasis on racial justice to remove systemic and perceived barriers so that persons of all identities, including race, ethnicity, religion, gender, age, class, sexual identity, and ability can fully participate in City services and experience equitable community outcomes. This is a strategic objective in the City Council adopted City Strategic Plan.

Housed in the City Manager's Office, the DEI Office will spearhead 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, and internal staff professional development to increase sense of belonging in the organization.

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

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

✓ HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

Additional Information

- The creation of the Equity Office supports strengthening the city's commitment to advance equitable outcomes for all, emphasizing racial justice. This budget cycle the office will focus on: Developing the equity indicators project dashboard and associated ongoing qualitative and quantitative data collection; drive internal conversations on equity & inclusion, develop equity goals and plan.

Offer 28.5: Diversity, Equity & Inclusion (DEI) Office - Funded

Offer Type: Ongoing

- • Drive the vision and structure to meet the goals of Equity, Diversity, and Inclusion.
  • Lead systems, programs, teams, and initiatives to normalize, organize, operationalize and advance the Equity, Diversity, and Inclusion efforts.
  • Collaborate, engage, and foster relationships throughout the City organization, agencies, and greater community.
- The equity indicators report provides baseline data to help the City refine its approach. The data lends itself to asking questions about the work taking place, who is most affected, which neighborhoods do we resource the most and why, how do we communicate across cultures, how do create more inclusive spaces, who is left out with our current approach, and are we measuring the correct benefits.
- Hired mid-2021, the DEI Officer will be working with staff to identify staffing and resources most needed. A Sr. Equity Specialist was hired in Jan 2022. It is anticipated that an Equity Indicators and Community Relations Project Manager as additional FTE needed to support the work started by the Equity Office via ARPA mid-cycle funds.

  Additional resources may be requested mid cycle if needed.

Links to Further Details:

- https://www.fcgov.com/socialsustainability/equity-indicators-project
- https://www.fcgov.com/equity/ (work accomplished since September 2021)

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.: This is the primary function of the Equity & Inclusion Office. The Equity Officer is focused on creating internal and external programs that grow the city's sense of belonging and build an environment where diverse social identities feel seen, heard, and included.

✓HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.: Across the City organization the Equity Office is focused on co-creating an inclusive, psychological safe space of belonging for all employees to feel seen, heard and free to express their ideas and identities.

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: The Equity Officer advises on diversity, equity and inclusion topics tailoring to specific department needs with the purpose of providing inclusive, equitable municipal services and benefits for the community. Curating community engagement to meet specific cultural needs of population segments is vital to advance equity for all.

Offer 28.5: Diversity, Equity & Inclusion (DEI) Office - Funded

Offer Type: Ongoing

Improvements & Efficiencies

- The Equity Officer works collaboratively with all service areas and departments providing strategic perspective and project connections, community engagement approaches that are culturally sensitive and appropriate, and intersectional perspective of diverse social identities and population segments to advance equity for all.

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: DEI staff will work in partnership with others within the organization and community to support equity and inclusion and celebrate and make diversity increasing visible in Fort Collins.

- SAFE 30. % of residents responding very good/good - Fort Collins as a safe place to live
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6334&object=measure&objectId=109953.html

Performance Measure Reason: The Equity office works directly with FCPS to advance equity for all and show progress on the equity indicators project. Progress can be tracked on the Equity Dashboard through a collection of qualitative and quantitative data.

Differences from Prior Budget Cycles

- 1.0 FTE and 12,000 in non personnel funds were transferred from Social Sustainability to the DEI office for the Equity position and programming dollars previously held in SSD.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Vacant compliance position was hired above loaded salary at 40% penetration. Approved by HR, the differential between budget load and hiring range is adjusted here. Added 8,200 for 2023 & 1,100 for 2024.

Offer Profile

Offer Owner: CMenendez

Financial Lead: wbricher

Lead Department: City Manager's Office

28.5: Diversity, Equity & Inclusion (DEI) Office

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	3.00	3.00	- %
Expenses			
511000 - Salaries & Wages	331,988	346,929	4.5%
512000 - Benefits	94,857	98,853	4.2%
519000 - Other Personnel Costs	(8,874)	(8,532)	-3.9%
510000 - Personnel Services	**417,971**	**437,250**	**4.6%**
529000 - Other Prof & Tech Services	6,331	6,331	- %
520000 - Purchased Prof & Tech Services	**6,331**	**6,331**	**- %**
542000 - Communication Services	658	658	- %
544000 - Employee Travel	7,480	7,480	- %
549000 - Other Purchased Services	7,200	7,200	- %
540000 - Other Purchased Services	**15,338**	**15,338**	**- %**
555000 - Office & Related Supplies	4,350	4,350	- %
559000 - Other Supplies	20,400	20,400	- %
550000 - Supplies	**24,750**	**24,750**	**- %**
Total Expenses	**464,390**	**483,669**	**4.2%**

Funding Sources				
100-General Fund: Ongoing	Ongoing	464,390	483,669	4.2%
	Funding Source Total	**464,390**	**483,669**	**4.2%**

Offer 28.6: Language Access Services for City Council Meetings and High Priority Civic Engagement Events - Unfunded

Offer Type: Enhancement

2023: $34,560 and 0.00 FTE (excluding hourly staffing)

2024: $34,560 and 0.00 FTE (excluding hourly staffing)

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.

The City currently provides interpretation upon request for specific Council agenda items, not necessarily the entire meeting. This 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, participation in project planning and feedback sessions, or public forums on matters concerning vital community diversity, equity and inclusion issues the City is addressing.

The need for Spanish language access is evident: the most recent Census data available (2018) shows that over 1,600 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 2021 2022 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 permits more equitable engagement opportunities and connection.

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

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

Additional Information

Offer 28.6: Language Access Services for City Council Meetings and High Priority Civic Engagement Events - Unfunded

Offer Type: Enhancement

- 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.

- Community members who are English language learners are not accustomed to the civic engagement process. The Equity Office and all service areas will need to develop engagement plans for how to best promote the benefits of attending council meetings and public forums on topics that affect the Spanish speaking community. There will be need for both written and oral language promotional services.

- The City is promoting community engagement that meets people where they are at. This means understanding the linguistic needs of community members and creating engagement opportunities that are respectful of diverse needs. Community engagement can look differently from project to project and should be tailored to meet the target audience needs.

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. Alongside, participation in project planning and feedback sessions, public forums on matters concerning vital community diversity, equity and inclusion issues the City is addressing will be promoted.

Links to Further Details:

- https://citynet.fcgov.com/cmo/files/CityLanguageAccessGuide.pdf

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 28.6: Language Access Services for City Council Meetings and High Priority Civic Engagement Events - Unfunded

Offer Type: Enhancement

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.: This offer engages the Spanish-speaking community members and ensures a supportive civic environment that elevates the voices historically underrepresented groups.

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: This offer supports a consistent approach to community engagement and provides best practices to encourage inclusive engagement practices.

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 to feel seen and heard.

- 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: This offer aligns with this performance measure because the underlying intent of providing Spanish interpretation at Council meetings, City hosted forums and focus groups, as a systematic practice, is to welcome and encourage Hispanic/Latinx community member involvement and sets the example of advancing equity for all.

Explanation of Any Adjustments to Personnel Costs using object 519999

- n/a

Offer Profile

Offer Owner: CMenendez

Financial Lead: wbricher

Lead Department: City Manager's Office

28.6: Language Access Services for City Council Meetings and High Priority Civic Engagement Events

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
521000 - Professional & Technical		34,560	34,560	- %
520000 - Purchased Prof & Tech Services		**34,560**	**34,560**	**- %**
Total Expenses		**34,560**	**34,560**	**- %**
Funding Sources				
100-General Fund: Ongoing	Ongoing	34,560	34,560	- %
Funding Source Total		**34,560**	**34,560**	**- %**

Offer 28.7: State Legislative Advocacy - Funded

Offer Type: Continuing Enhancement

2023: $40,000 and 0.00 FTE (excluding hourly staffing)

2024: $40,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will increase the City’s effectiveness within the Colorado 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 continue with 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

Lobbyists are based full time in Denver and function as the City’s representative at the Capitol and among state agencies. City staff will continue to coordinate and direct day to day advocacy activities and staff the LRC. Lobbyists attend certain events and meetings in Fort Collins and 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 28.7: State Legislative Advocacy - Funded

Offer Type: Continuing Enhancement

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $40,000
  Ongoing Cost Description:
  This offer covers the on-going desire to maintain full-time lobbyists in Denver to protect and enhance the City's interest as a home rule community.

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. Per BLT Scaled down 40k to Fund Legislative advocate

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. Lobbyists 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 28.7: State Legislative Advocacy - Funded

Offer Type: Continuing Enhancement

Offer Profile

Offer Owner: GSawyer

Financial Lead: wbricher

Lead Department: City Manager's Office

28.7: State Legislative Advocacy

Offer Type: Continuing Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
529000 - Other Prof & Tech Services	40,000	40,000	- %
520000 - Purchased Prof & Tech Services	**40,000**	**40,000**	**- %**
Total Expenses	**40,000**	**40,000**	**- %**

Funding Sources		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	40,000	40,000	- %
	Funding Source Total	**40,000**	**40,000**	**- %**

Offer 28.8: Employee Engagement Survey - Unfunded

Offer Type: Enhancement

2023: $52,000 and 0.00 FTE (excluding hourly staffing)

2024: $52,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

The City is seeking an employee engagement survey tool and process. The previous survey, Blessing White, was suspended from 2020 2022 to save costs. Multiple status check surveys were conducted during the pandemic to measure employee engagement. These surveys were custom built and provided limited reports and analytics and no benchmarks or comparisons. The City is currently conducting an RFP to find a survey product that will allow the organization to retain the usefulness of the Blessing White Core 34 Survey from the past several years, while providing an improved, agile and just-in-time system to measure engagement moving forward.

Having a standardized mechanism to gauge employee engagement and morale ensures the City is able to provide a quality and skilled workforce that is at its best to serve the Fort Collins community.

The City will conduct the RFP process and will be seeking a firm that can conduct project management services for an employee engagement/satisfaction survey, including survey distribution, results data analytics and assessment, reporting functionality, comparison data/benchmarking and action planning. The awarded Professional will work with the Executive Team, project leads, and City departments/Service Areas to review an assessment of results. The City has been conducting employee engagement and satisfaction surveys for almost 20 years and is seeking an update to a format that is quicker, user friendly and provides actionable data.

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

✓HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- Plan to send out RFP once offer is accepted
- Roll-out in Q-2 2023
- For 2022 there will be a Status Check Survey

Offer 28.8: Employee Engagement Survey - Unfunded

Offer Type: Enhancement

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $52,000
  Ongoing Cost Description:
  Professional services costs to cover administration of the survey. We plan to administer the survey annually with the ability to measure employee engagement, organizational engagement, leader engagement, and to administer smaller check in surveys multiple times per year with a combination of benchmarked questions and organizational questions.

Scalability and explanation

Depending on vendor and cost, we may scale the survey distribution more or fewer times per year.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: A survey engagement tool will assist the organization to understand the "pulse" of the culture, including well being and sense of purpose and belonging.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: An employee engagement survey supports providing world class services through an understanding of the employees' sense of purpose and satisfaction with the organizational culture, knowledge of the MVV, thus the ability to better serve our customers.

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: If accepted, we would use questions from the survey, and set targets performance measures. We would also analyze participation rates to assist in engagement and support for the survey process.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer 28.8: Employee Engagement Survey - Unfunded

Offer Type: Enhancement

Offer Owner: GSawyer

Financial Lead: wbricher

Lead Department: City Manager's Office

28.8: Employee Engagement Survey

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
529000 - Other Prof & Tech Services	52,000	52,000	- %
520000 - Purchased Prof & Tech Services	**52,000**	**52,000**	**- %**
Total Expenses	**52,000**	**52,000**	**- %**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	52,000	52,000	- %
	Funding Source Total	**52,000**	**52,000**	**- %**

Offer 28.9: ARPA 1.0 FTE Contractual Language Access Services/Communications Specialist Centralized Translation, Interpretation and Communications - Unfunded

Offer Type: 1-Time Enhancement

2023: $122,177 and 1.00 FTE (excluding hourly staffing)

2024: $144,690 and 1.00 FTE (excluding hourly staffing)

Offer Summary

This offer will provide the City organization a centralized professional translator/interpreter and DEI communications Specialist. This 2 year cycle will permit the organization to provide local employment, increase diverse talent, and refine how translation/interpretation services are communicated and promoted in town. An internal form will be created to collect requests from service area departments to help determine the internal needs of translation/interpretation services. A comprehensive intake method will be provided to all requests to assure that services are reaching the intended community audience online and in person by suggesting locations for print translations and working with CPIO to determine best on line strategies. Translation will be provided for documents for distribution including handbooks; guides; legal notices; forms; policies and regulations; report summaries; promotional flyers; department websites, etc. Interpretation will be provided for City sponsored engagement initiatives, focus groups and various public forums designed for linguistically diverse and multicultural community audiences. An interdepartmental community engagement plan including City engagement needs for feedback, promotion and distribution of language access services across the city will be created and co managed between CPIO and the Office of Equity & Inclusion to increase effectiveness of language services delivery.

This FTE will also manage language access services for City Council meetings and other high priority engagement events (Offer 28.6).

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

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- ARPA Funding Recovery Theme: Equity and Community Resilience

Additional Information

- Community engagement is pivotal to equitable municipal services. Local translation materials and interpretation will build trust and allow us to serve linguistic needs in a way that is tailored to the community's colloquial style.

Offer 28.9: ARPA 1.0 FTE Contractual Language Access Services/Communications Specialist Centralized Translation, Interpretation and Communications - Unfunded

Offer Type: 1-Time Enhancement

- This offer/FTE will manage the language access services provided by Package.Offer: 28.6 ARPA Language Access Services for City Council Meetings and High Priority Civic Engagement Events. This FTE will help determine needs for tailored outreach, communication plans, and providing guidance to City departments on best language access practices.
- This is a nascent area of work in the City organization and new metrics will need to be developed to measure the impact and success of this service delivery. This FTE will contribute to providing municipal services informed by community engagement. This will impact community participation by creating a welcoming environment and strong sense of belonging in the community as a whole.

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

For this BFO offer the Equity Office will provide one translator for this 2 year cycle. This time will be used to offer centralized translation services to the City organization. There is scalability opportunity to for this this individual to also provide interpretation services for City events and community engagement support for department events such as utilities LEAP and IQ program sign up, FC Moves pop-ups, OCF and Equity office events, Council meeting interpretation (ARPA funded offer).

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: Providing centralized language and communications services will allow for the City to create culturally sensitive documents that meet the local context of the Spanish speaking community in Fort Collins. Having this service available locally will create cultural awareness for staff to be more in tune with local language needs and information consumption styles.

Offer 28.9: ARPA 1.0 FTE Contractual Language Access Services/Communications Specialist Centralized Translation, Interpretation and Communications - Unfunded

Offer Type: 1-Time Enhancement

- HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: This offer provides an opportunity to hire a local bilingual individual and increase our diverse talent. This individual will bring linguistic and cultural awareness and community connections. This FTE will be part of the Office of Equity & Inclusion, work in collaboration with CPIO, and be an integral part to communication and community engagement initiatives.
- ARPA Funding Recovery Theme: Equity and Community Resilience: Providing centralized language and communications services will allow for the City to create culturally sensitive documents that meet the local context of the Spanish speaking community in Fort Collins. Having this service available locally will create cultural awareness for staff to be more in tune with local language needs and information consumption styles.

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: If this Offer is funded, the ARPA Recovery Team will work with the Offer Owner to develop Performance Measures.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: CMenendez

Financial Lead: wbricher

Lead Department: City Manager's Office

28.9: ARPA 1.0 FTE Contractual Language Access Services/Communications Specialist Centralized Translation, Interpretation and Communications

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Expenses			
511000 - Salaries & Wages	55,233	73,643	33.3%
512000 - Benefits	13,368	18,409	37.7%
519000 - Other Personnel Costs	(2,744)	(3,682)	34.2%
510000 - Personnel Services	**65,857**	**88,370**	**34.2%**
529000 - Other Prof & Tech Services	50,000	50,000	- %
520000 - Purchased Prof & Tech Services	**50,000**	**50,000**	**- %**
542000 - Communication Services	1,320	1,320	- %
549000 - Other Purchased Services	1,000	1,000	- %
540000 - Other Purchased Services	**2,320**	**2,320**	**- %**
555000 - Office & Related Supplies	4,000	4,000	- %
550000 - Supplies	**4,000**	**4,000**	**- %**
Total Expenses	**122,177**	**144,690**	**18.4%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: American Rescue Plan Act (ARPA)	Reserve	122,177	144,690	18.4%
Funding Source Total		**122,177**	**144,690**	**18.4%**

Offer 28.10: Diversity, Equity & Inclusion (DEI) Office Professional Services - Enhanced - Funded

Offer Type: Enhancement

2023: $25,000 and 0.00 FTE (excluding hourly staffing)

2024: $25,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

The Office of Equity & Inclusion is focused on building strong relationships with the diverse community groups in Fort Collins as well as building internal capacity through interdepartmental networking and project partnerships. In order to accomplish this goal additional funding will be required to provide space for dynamic interactions to take place. Funding will be invested in people centered initiatives such as: facilities rentals, food and beverage, subject matter consultants and facilitators, and sponsorship of community events to demonstrate our commitment to an equitable and inclusive community.

In addition, the Office of Equity & Inclusion is acquiring the Employee Relations & Compliance position. This position will work closely with Human Resources and the Communications & Public Involvement Office (CPIO) to provide a safe and inclusive work environment and maintain positive interactions with the community. There are protected classes compliance matters that will require project monies to be available to address new compliance requirements. One example is Colorado HB21 1110, which will require new IT and website supports to write a website accessibility plan by July 1, 2022 and implement those plans by July 1, 2024. This offer will allow for a subject matter expert to be contracted if needed.

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

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

Additional Information

- Community engagement is a vital to the achievements of Office of Equity & Inclusion Office. It's necessary to have funds to support local initiatives where the City acts as a sponsor and partner. Facilities rental is a way to support community and staff/ERG groups events and initiative to gather, plan, organize, educate, learn, and celebrate. It exemplifies our commitment to equity & inclusion.

Offer 28.10: Diversity, Equity & Inclusion (DEI) Office Professional Services - Enhanced - Funded

Offer Type: Enhancement

- Metrics associated to this offer will be linked to Community Survey questions on sense of belonging, welcoming and inclusive city, as well as other metrics that measure employee work climate and inclusion. Events supported by this offer will strategically support ARPA related objectives and outcomes.

- At this time, it is necessary to support community initiatives by providing low-cost facilities or space for gathering since the idea of community centers or hubs is not yet developed in the city. It is the most sought after amenity by local agencies and non-profits working with the underserved community members.

- Funding to support needs around protected classes and compliance education will be necessary as the Equity & Inclusion Office adopts the Employee Relations position. We will have a need for project monies to support any necessary changes and adjustments to our work and public facing platforms to assure compliance with the ADA and Colorado HB21 1110.

Impact to Ongoing Expenses

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

  Ongoing Cost Description:

  Funds will be invested in people-centered initiatives such as: facilities reservation for community use, food and beverage for community/city engagement, subject-matter consultants and facilitators for both community and staff development, sponsorship of community events, protected classes compliance adjustments all to demonstrate our commitment to building an equitable and inclusive community.

Scalability and explanation

Could be scaled up to 50,000 to better meet our needs.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.: This offer provides the opportunity to work with and support diverse community initiatives. This type of community support creates a welcoming environment and sense of belonging all community members and groups, but especially those who have been historically underrepresented.

Offer 28.10: Diversity, Equity & Inclusion (DEI) Office Professional Services - Enhanced - Funded

Offer Type: Enhancement

✓HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: This offer brings to life this objective by investing resources in the community directly to meets needs the community has identified and the City sees and values.

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: We will be able to collect, measure, and interpret qualitative and quantitative data via the Community Survey and other formats to gauge how diverse community members feel living in Fort Collins.

- 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: This offer will create inviting community engagement spaces that will motivate community members to participate, speak up, and feel reciprocity from their local government entities.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: CMenendez

Financial Lead: wbricher

Lead Department: City Manager's Office

28.10: Diversity, Equity & Inclusion (DEI) Office Professional Services - Enhanced

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
521000 - Professional & Technical	10,000	10,000	- %
520000 - Purchased Prof & Tech Services	**10,000**	**10,000**	**- %**
559000 - Other Supplies	15,000	15,000	- %
550000 - Supplies	**15,000**	**15,000**	**- %**
Total Expenses	**25,000**	**25,000**	**- %**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	-	25,000	- %
254-KFCG Fund: Other Community Priorities Reserves	Reserve	25,000	-	- %
Funding Source Total		**25,000**	**25,000**	**- %**

Offer 28.11: ARPA – 1.0 FTE Contractual Community Relations Specialist and Equity Indicators Project - Unfunded

Offer Type: 1-Time Enhancement

2023: $147,236 and 1.00 FTE (excluding hourly staffing)

2024: $147,796 and 1.00 FTE (excluding hourly staffing)

Offer Summary

The Fort Collins community is seeking knowledge on the progress and monitoring of the Equity Indicators Report and Dashboard. It is about City accountability, transparency, impact and intention. Phase 1 of the project is to publish racial disparities based on the 10 domains in the report on the public-facing dashboard at fcgov.com/equity. The initial success of the Equity Office depends on the quality of community engagement and communication on the progress of the equity indicators and ongoing data analysis and collection. The community expects response from the City to show how we are improving lives for community members, especially those who are historically underrepresented.

Phase 2 is looking at the community impact of services and programs the City offers and funds. This is directly related to the metrics required for ARPA recovery reporting. This 1.0 FTE and programmatic funding will help coordinate and align data collection and analysis, and engagement surveying, interviews and focus groups between City departments and non profit partners implementing programs and community members receiving services and funding. This data is mutually beneficial for ARPA reporting and developing the Equity Indicators Project to showcase City initiatives that foster a culture of belonging and diversity, equity and inclusion outcomes for the community. We have an opportunity to select specific metrics that align across funded projects focused on Recovery objectives of health, community, economic and environmental resilience, which are also equity indicators per the report. A data routine is needed to develop best practices for reporting on equity outcomes in a way that resonates with the community.

This position will also partner to coordinate community events with Service Areas promoting visibility and support the cultural diversity of the community and build trusting and strong relationships with diverse groups to dismantle governmental distrust.

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

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.
- ARPA Funding Recovery Theme: Equity and Community Resilience

Additional Information

Offer 28.11: ARPA – 1.0 FTE Contractual Community Relations Specialist and Equity Indicators Project - Unfunded

Offer Type: 1-Time Enhancement

- Primary beneficiaries of this project are communities holding diverse identities including race, ethnicity, religious, gender, age, sexual identity, and abilities, and cultural and linguistic needs. Black, Indigenous, Latinx, Asian communities are priority community partners in co-creating and identifying meaningful projects and metrics that will speak to how the City advances equity for all.
- This FTE offers opportunity for interdepartmental partnerships to plan and align community engagement inclusive of diverse communities, agencies, non-profits towards building resilient neighborhoods, shared experiences and space for focus groups, surveying, collection of qualitative narrative and quantitative data. These data benefit ARPA, Equity Indicators reporting and other City metrics.

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 position offers data analysis, collection, and reporting skills necessary to the success of the Equity office and all related DEI efforts happening internally and within the community. There is synergy between the type of data collection needed for ARPA reporting requirements and Equity Indicators dashboard data needed for updates. This position will play a vital role in creating a data routine for the organization and round out current Equity Office skill sets.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: This position will enhance engagement of diverse underserved communities and work to decrease quantity yet increase quality of interaction with local government departments

- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.: This offer will help create and support meaningful experiences for community members that break down systemic barriers, disparities and general distrust of government.

Offer 28.11: ARPA – 1.0 FTE Contractual Community Relations Specialist and Equity Indicators Project - Unfunded

Offer Type: 1-Time Enhancement

- ARPA Funding Recovery Theme: Equity and Community Resilience: This offer will help create and support meaningful experiences for community members that break down systemic barriers, disparities and general distrust of government.

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: If this Offer is funded, the ARPA Recovery Team will work with the Offer Owner to develop Performance Measures.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Added 12k to bring position to a P2 leveling.

Offer Profile

Offer Owner: CMenendez

Financial Lead: wbricher

Lead Department: City Manager's Office

28.11: ARPA – 1.0 FTE Contractual Community Relations Specialist and Equity Indicators Project

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	61,558	61,558	- %
512000 - Benefits	16,875	17,459	3.5%
519000 - Other Personnel Costs	8,863	8,839	-0.3%
510000 - Personnel Services	**87,296**	**87,856**	**0.6%**
529000 - Other Prof & Tech Services	50,000	50,000	- %
520000 - Purchased Prof & Tech Services	**50,000**	**50,000**	**- %**
542000 - Communication Services	2,640	2,640	- %
549000 - Other Purchased Services	500	500	- %
540000 - Other Purchased Services	**3,140**	**3,140**	**- %**
555000 - Office & Related Supplies	5,000	5,000	- %
550000 - Supplies	**5,000**	**5,000**	**- %**
579000 - Other	1,800	1,800	- %
570000 - Other	**1,800**	**1,800**	**- %**
Total Expenses	**147,236**	**147,796**	**0.4%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: American Rescue Plan Act (ARPA)	Reserve	147,236	147,796	0.4%
Funding Source Total		**147,236**	**147,796**	**0.4%**

Offer 28.12: City Council Voter approved pay increase - Unfunded

Offer Type: Enhancement

2023: $313,172 and 0.00 FTE (excluding hourly staffing)

2024: $332,517 and 0.00 FTE (excluding hourly staffing)

Offer Summary

- The intention is to minimize compensation as a barrier to service on the City Council and to recognize the increasing size of Fort Collins and the growing complexity of matters coming before the City Council has increased time commitments.
- The last external analysis of Council pay and benefits was done 24 years ago in 1998. The population in 2000 was 118,652 and in 2022, it is 176,000, representing a 33% increase.
- Council approved a ballot initiative for the November 2022 election to modify the approach and amount to Council pay.

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 Council, organizational transparency, legal and ethical behavior, and regulatory compliance.

Additional Information

- 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.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $406,030
  Ongoing Cost Description:
  Cost of the pending voter approved City Council pay increases which includes salary at 75% AMI for the Mayor, 60% AMI for the Mayor Pro-Tem, and 50% AMI for Councilmembers. Also includes healthcare benefits for all.

Scalability and explanation

Not scalable

Links to Further Details:

- https://www.fcgov.com/council/

Offer 28.12: City Council Voter approved pay increase - Unfunded

Offer Type: Enhancement

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.: City Council is the governing body elected by the community. This offer supports Council in performing their elected duties through all items mentioned in the strategic objective.

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: 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: Efficient operation of programs and services
-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.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: GSawyer

Financial Lead: wbricher

Lead Department: City Manager's Office

28.12: City Council Voter approved pay increase

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
511000 - Salaries & Wages	321,729	341,330	6.1%
512000 - Benefits	(8,557)	(8,813)	3.0%
510000 - Personnel Services	**313,172**	**332,517**	**6.2%**
Total Expenses	**313,172**	**332,517**	**6.2%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Reserves	Reserve	313,172	332,517	6.2%
	Funding Source Total	**313,172**	**332,517**	**6.2%**

Offer 29.1: Sustainability Services Administration - Funded

Offer Type: Ongoing

2023: $727,531 and 4.25 FTE (excluding hourly staffing)

2024: $756,532 and 4.25 FTE (excluding hourly staffing)

Offer Summary

This offer will fund Sustainability Services Area (SSA) leadership. It includes the staff (4.25 FTE) 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, social, and environmental health recovery
- Equity
- Housing and homelessness
- Climate Emergency
- Resilience
- Community Engagement
- Small to large 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 the City’s internal and external sustainability initiatives including major adopted plans and progress toward Council adopted goals
- Ensures financial analysis of programs, budget development, compliance and Service Area management
- 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
- Serves a diversity of community members with a focus on underrepresented populations through our work such as minority- and women-owned businesses, people of color, youth and families, people experiencing homelessness, low-income residents and others.

Offer 29.1: 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 physical and psychological safety, resilience, wellness and sustainability across the City organization.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis 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.
  - Leadership Role: SSA leads 11 of 31 Council Priorities and partners, SSA convenes multiple cross-functional and executive teams for Citywide strategic alignment on complex issues.

- 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.

- SSA serves our colleagues, community members, community and regional partners while doing enhanced work to center equity in our services. This role will be heavily involved in guiding, supporting, and co-creating initiatives, efforts, projects, and policies that require strategic thinking and development around DEI work throughout our service area and the entire organization.

- This offer also includes $30,000 to fund Fort Collins dues with Colorado Communities for Climate Action (CC4CA), which is a coalition of 39 Colorado communities advocating for statewide climate policy and of which Fort Collins is a founding member. CC4CA is recognized for its impact on state legislation and recognizes Fort Collins must lead at all levels to achieve the community’s climate goals.

Links to Further Details:

- https://www.fcgov.com/sustainability/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 29.1: Sustainability Services Administration - Funded

Offer Type: Ongoing

✓ HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.: This offer funds Sustainability Services Area leadership.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: This offer provides support and oversight, including financial analysis, of programs, budget development, compliance and Service Area management.

Improvements & Efficiencies

- Supported development and creation of the Equity Indicators Dashboard with an initial focus on the Housing and Economic Health domains. This project is creating a baseline for highlighting inequities in our community, as well as prioritizing our work as an organization and in partnership with the community to address these issues.

- Futures Committee: Adding a graphic recorder to the Council Futures Committee meetings has improved the dialogue with a visual artifact of that unique committee’s dialogues with thought leaders on a variety of topics relating to the future of our community.

- HAC Facilitation: Through the investment in the facilitation of the Homelessness Advisory Committee to the City Manager and comparative site analysis work, SSA Admin led community deliberation across various viewpoints about 24/7 shelter and improved organizational alignment (Police, PDT, Utilities, Parks/Natural Areas).

- GARE: Through the investment in membership of the Government Alliance on Race and Equity, the City had over 30 attendees at the 2021 annual meeting. SSA Admin coordinated collective learning across service areas that was shared with ELT and SSA to advance equity practice.

- Chief Sustainability Officer serves on the Urban Sustainability Directors Network Planning and Advisory Committee, which helps to shape the strategic plan for the collective work of sustainability professionals in local governments across the U.S. and Canada. City staff has access to free peer learning and leadership development opportunities on sustainability, equity, climate and resilience.

Performance Metrics

- HPG 70. % of residents responding very good/good to the City's performance in - Encouraging sustainability in the community
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6282&object=measure&objectId=109928.html

Offer 29.1: Sustainability Services Administration - Funded

Offer Type: Ongoing

Performance Measure Reason: SSA is a leader in the organization that drives, manages and supports sustainability efforts within the municipality and our community.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Pay differential difference for position 9903

Offer Profile

Offer Owner: JBirks

Financial Lead: wbricher

Lead Department: Sustainability Services Admin

29.1: Sustainability Services Administration

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	4.25	4.25	- %
Expenses			
511000 - Salaries & Wages	482,936	504,671	4.5%
512000 - Benefits	139,354	145,109	4.1%
519000 - Other Personnel Costs	(13,525)	(14,624)	8.1%
510000 - Personnel Services	**608,765**	**635,156**	**4.3%**
521000 - Professional & Technical	10,500	10,500	- %
529000 - Other Prof & Tech Services	22,873	25,483	11.4%
520000 - Purchased Prof & Tech Services	**33,373**	**35,983**	**7.8%**
533000 - Repair & Maintenance Services	5,750	5,750	- %
530000 - Purchased Property Services	**5,750**	**5,750**	**- %**
542000 - Communication Services	7,200	7,200	- %
544000 - Employee Travel	9,147	9,147	- %
549000 - Other Purchased Services	36,500	36,500	- %
540000 - Other Purchased Services	**52,847**	**52,847**	**- %**
555000 - Office & Related Supplies	8,350	8,350	- %
559000 - Other Supplies	3,900	3,900	- %
550000 - Supplies	**12,250**	**12,250**	**- %**
561000 - Land	(5,454)	(5,454)	- %
560000 - Capital Outlay	**(5,454)**	**(5,454)**	**- %**
574000 - Grants	20,000	20,000	- %
570000 - Other	**20,000**	**20,000**	**- %**
Total Expenses	**727,531**	**756,532**	**4.0%**

Funding Sources

100-General Fund: Ongoing	Ongoing	647,844	675,228	4.2%
100-General Fund: Prior KFCG 0.25% for Other Comm & Trans - Ongoing Revenue	Ongoing Restricted	79,687	81,304	2.0%
Funding Source Total		**727,531**	**756,532**	**4.0%**

Offer 29.2: 1.0 FTE Deputy Sustainability Director - Unfunded

Offer Type: Enhancement

2023: $141,737 and 1.00 FTE (excluding hourly staffing)

2024: $193,775 and 1.00 FTE (excluding hourly staffing)

Offer Summary

This offer will enhance systems leadership in the Sustainability Services Area (SSA) around strategy, community partnerships, regionalism, triple bottom line (TBL: economic, environmental, social) integration and evaluation.

SSA leads services that the City can’t do alone yet are consistently identified as top priorities, such as housing, climate, and economic resilience. As a result, success requires strategic and collaborative leadership capacity supporting complex efforts toward systems change by co creating new approaches all while leveraging the City's role.

This Deputy level staffing would support:

- Enhanced TBL Integration and Evaluation: Analyzing and optimizing TBL trade offs and benefits in policy decisions, project planning and program design remains a priority for the City. This position will provide organizational leadership to align and sustain the evolution of TBL tools to meet an increasing need for TBL application (requests from other departments, Council, community).
- Enhanced Strategic Leadership: SSA consistently leads a significant number of Council and community priorities requiring coordination and engagement of internal and external partners. This role will support the breadth/depth of SSA executive sponsorship demands, while enhancing strategic capacity across the service area and organization to achieve adopted sustainability goals.
- Special Projects Relief: SSA often leads the response to emergent issues that require the City to explore new roles, policies and programs. This position will be able to take on or directly support complex/emergent project management.
- Enhanced External Engagement: Enables Sustainability Officer to focus more on the external engagement necessary for making progress on system level issues under SSA’s responsibility, including Regional Wasteshed/Zero Waste, Housing and Homelessness, Climate Emergency, Economic Resilience, Air Quality, Childcare, Talent/Business Retention.

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

✓ HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- - 2022 marks ten years since this unique Service Area was formed around the three departments of TBL. The community demands for SSA have rapidly evolved in the last decade with a 59% growth in staff (23 to 37 FTE), and budget increase from $5.5M to $16M.

Offer 29.2: 1.0 FTE Deputy Sustainability Director - Unfunded

Offer Type: Enhancement

- - Sustainability leadership by its nature requires integration and collaboration at service area, organization, community, regional and beyond levels. SSA consistently leads a significant amount of Council Priorities (currently 11 out of 31), each of which require community engagement, cross Service Area coordination, and policy development.
  SSA leads the following council priorities:
- - Accelerate composting -Districted system for garbage, recycling, & compost -Explore climate emergency messaging and action -Reduce Plastic Pollution -Improved Air Quality -Make real progress on the road to Zero Waste -Enhanced recycling education -Raise the minimum wage -Develop a Circular Economy Plan -Affordable, Quality and Accessible Childcare Infrastructure -Homelessness Initiatives.
- -SSA may be a small service area (37 FTE) but has a large organizational and community role, some of the key services delivered are: Timberline Recycling Center, Business Support, Land Bank Program, Municipal Sustainability, Human Services and Housing Funding, Environmental Compliance, Waste Audits, Special District Formation, Private Activity Bonds, etc.
- - SSA serves our colleagues, community members, and regional partners with “early adopter” work to center equity in our engagement, plans and programs. This role will guide organizational strategy with the Equity Office to embed TBL evaluation and an equity lens aligned with equity indicators data.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $188,000
  Ongoing Cost Description:
  Ongoing costs cover salary/benefits along with standard non-personnel costs for phones, equipment, training, etc.

Scalability and explanation

n/a

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.5 - Foster a culture of physical and psychological safety, resilience, wellness and sustainability across the City organization.: This offer funds Sustainability Services Area leadership.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: This offer provides support and oversight, including financial analysis, of programs, budget development, compliance and Service Area management.

Offer 29.2: 1.0 FTE Deputy Sustainability Director - Unfunded

Offer Type: Enhancement

Performance Metrics

- HPG 70. % of residents responding very good/good to the City's performance in - Encouraging sustainability in the community
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6282&object=measure&objectId=109928.html

Performance Measure Reason: This role supports sustainability efforts, initiatives, projects and policies through the community and the municipality.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: JBirks

Financial Lead: wbricher

Lead Department: Sustainability Services Admin

29.2: 1.0 FTE Deputy Sustainability Director

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		1.00	1.00	- %
Expenses				
511000 - Salaries & Wages		106,801	148,810	39.3%
512000 - Benefits		31,915	44,112	38.2%
519000 - Other Personnel Costs		(5,549)	(7,717)	39.1%
510000 - Personnel Services		**133,167**	**185,205**	**39.1%**
542000 - Communication Services		1,320	1,320	- %
544000 - Employee Travel		2,500	2,500	- %
549000 - Other Purchased Services		750	750	- %
540000 - Other Purchased Services		**4,570**	**4,570**	**- %**
555000 - Office & Related Supplies		3,500	3,500	- %
559000 - Other Supplies		500	500	- %
550000 - Supplies		**4,000**	**4,000**	**- %**
Total Expenses		**141,737**	**193,775**	**36.7%**
Funding Sources				
100-General Fund: Ongoing	Ongoing	141,737	193,775	36.7%
Funding Source Total		**141,737**	**193,775**	**36.7%**

Offer 35.1: City Clerk Administration - Funded

Offer Type: Ongoing

2023: $631,214 and 4.00 FTE (excluding hourly staffing)

2024: $651,356 and 4.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will allow the City Clerk's Office to continue providing mission critical support to the City Council and the entire City organization, enabling the City to provide effective local governance.

Key services funded by this offer include:

- Clerk-to-Council functions mandated under City Charter and Code, including producing City Council agendas, writing/coordinating proclamations, maintaining related planning and management documents (6 month planning calendar, preliminary agendas, etc.), preserving and maintaining legislative and historical documentation (including database maintenance), legal notices, meeting minutes, and web page maintenance.
- Coordinating codification of all ordinances amending the City Code, Land Use Code, and Traffic Code.
- Support for the Council Election Code Committee (scheduling, agendas, minutes, web page maintenance, research, meeting management). Work of the Committee typically results in the preparation of work session materials for consideration by the Council as a whole, City Code amendments, and Charter amendments to be considered by the Council for submission to the voters of Fort Collins.
- Core Election management. Project management and preparation for a City conducted election is a six- to eight-month process, performed primarily by the City Clerk and Chief Deputy City Clerk, who are also responsible for other election functions including candidate and campaign finance filings, handling any petitions submitted and conducting special elections (Temporary election workers, staff overtime related to the election, and direct election expenses are included in Offer 35.2).
- General services to the staff and the public, including research and information on historical items related to Council actions, Code changes, or legislation relating to a program or service provided by the Clerk's Office; notary services; execution of documents necessary for certain residents to receive benefits from foreign countries.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

- HPG 7.9 - Proactively influence policy and legislative development at all levels.

Additional Information

Offer 35.1: City Clerk Administration - Funded

Offer Type: Ongoing

- Much of the work of the City Clerk's Office must be done within the parameters of state and local law and within mandatory deadlines, without ability for delays or shifts. Staff must recognize when an action is subject to notice requirements, publication requirements, certification deadlines, or filing requirements (e.g. with the Secretary of State or the Dept. of Local Affairs).

- The consequence of error in a variety of the department's work can be significant. A missed publication can delay a loan closing or bond issuance. It may require that Council redo its action so that proper notification can occur. Depending on the error, it could invalidate an election. Improper notice of a hearing on a liquor license application can delay a business opening.

- The Clerk's Office is a connector and coordinator across the organization and into community. Providing neutral, consistent services in a manner responsive to community needs and preferences is essential to a well functioning local government, with both elections and the Council process underpinning the perceived legitimacy of local governance.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: Staff provides support to all levels of the organization, feeding into the ability of many departments to provide world-class services. The production of the Council agenda and maintenance of the official Council record are key factors in getting the work of the municipality done.

- HPG 7.9 - Proactively influence policy and legislative development at all levels.: Staff monitors proposed legislation affecting the activities of the office, including, but not limited to, elections, notary public law, open meetings, open records, and annexation, and provides input on said legislation through the Colorado Municipal League and the Colorado Municipal Clerks Association.

Improvements & Efficiencies

- In its core operations, the City Clerk's Office continually looks to iterate and improve process. This includes formalizing procedures and keeping them up to date, in compliance with any changes to state law or local code. Every year includes increased demands and requirements that are incorporated into existing processes.

- The Office is focused on identifying succession plans, recognizing the likelihood of impending transitions of long term specialized team members. Knowledge transfusion throughout the team is a key priority, as is building in levels of redundancy in operations to ensure continuity. This work is being done within existing resources to the greatest extent possible.

Offer 35.1: City Clerk Administration - Funded

Offer Type: Ongoing

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: The Department target is to respond in two days or less.

Differences from Prior Budget Cycles

- Passport Services has been separated from this offer and added to Offer 35.8, which proposes adequately staffing the program to provide full-time service. The Privacy and Records program (which began mid-2020) has been separated into its own ongoing offer to provide better tracking capabilities and to facilitate enhancement offers specifically associated with the program.
- Overtime funding has been increased to address actual costs incurred due to workload demands.
- Due to regrade of the Chief Deputy City Clerk position and a higher total comp amount for the City Clerk than budgeted in 2022, the allowed 3.5% increase in 2023 was calculated against non-personnel services only. This is a one-time calculation adjustment needed to maintain operating expenses. The 2.5% increase allowed in 2024 was calculated on the 2023 budget.

Explanation of Any Adjustments to Personnel Costs using object 519999

- The Chief Deputy City Clerk position was regraded in 2022. The adjustment to total compensation in 2023 is $8,000; the adjustment in 2024 is $8,242.

Offer Profile

Offer Owner: RKnoll

Financial Lead: rknoll

Lead Department: City Clerk's Office

35.1: City Clerk Administration

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	4.00	4.00	- %
Expenses			
511000 - Salaries & Wages	354,564	370,207	4.4%
512000 - Benefits	100,942	105,245	4.3%
519000 - Other Personnel Costs	(9,940)	(10,496)	5.6%
510000 - Personnel Services	**445,566**	**464,956**	**4.4%**
521000 - Professional & Technical	51,000	51,500	1.0%
529000 - Other Prof & Tech Services	12,000	12,500	4.2%
520000 - Purchased Prof & Tech Services	**63,000**	**64,000**	**1.6%**
533000 - Repair & Maintenance Services	250	250	- %
530000 - Purchased Property Services	**250**	**250**	**- %**
542000 - Communication Services	7,320	7,320	- %
544000 - Employee Travel	16,500	16,500	- %
549000 - Other Purchased Services	29,300	29,300	- %
540000 - Other Purchased Services	**53,120**	**53,120**	**- %**
555000 - Office & Related Supplies	64,000	63,530	-0.7%
559000 - Other Supplies	5,278	5,500	4.2%
550000 - Supplies	**69,278**	**69,030**	**-0.4%**
Total Expenses	**631,214**	**651,356**	**3.2%**

Funding Sources

100-General Fund: Ongoing	Ongoing	631,214	651,356	3.2%
Funding Source Total		**631,214**	**651,356**	**3.2%**

Offer 35.2: Elections - Funded

Offer Type: Ongoing

2023: $425,406 and 0.00 FTE (excluding hourly staffing)

2024: $22,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund the 2023 regular municipal election. By Charter, regular elections are held in April of odd numbered years for the election of a Mayor and Council District representatives. In addition, any number of initiatives or referendums could be generated by the Council or by voters to appear on the ballot.

The April 2023 election will be conducted by mail ballot. As done since 2013, the City will pay postage for all voted ballots returned by mail. Full scale signature verification, first implemented in 2019, will be used, and election activities will continue for the eight days after election day to allow for verification and reconciliation of discrepant and missing signatures, and for receipt of ballots from uniformed military and overseas voters. Costs associated with elections have been rapidly increasing, including for temporary wages and equipment rental, as well as consumable supplies such as paper for ballots and envelopes. Postage costs are also increasing.

Planning for elections is continuing on the presumption that a regular municipal election will occur in April of 2023 and will be conducted by the City Clerk's Office. Council is considering putting a question before the voters in November 2022 which, if approved, would change the regular municipal election to November in odd numbered years. If the voters approve that change, the April 2023 election will not be held. Because the certification of results from the November 2022 election will not be finalized until mid to late November, staff must proceed with planning for the April 2023 election.

This offer does not fund an election in November 2023. If the regular election is moved from April to November, funding for April as provided in this offer will be used instead for the November election. If the amount of funding is not enough to cover the City's share of the November election, a supplemental appropriation will be requested.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- Staff and Larimer County Elections worked cooperatively to install additional outdoor ballot drop boxes for voter convenience. The City and County now share all boxes in the Fort Collins area, include some in unincorporated Larimer County that are close to areas within the Fort Collins city limits.

Offer 35.2: Elections - Funded

Offer Type: Ongoing

- Elections are one of the most crucial City functions, as without public trust in the electoral process it is impossible to foster trust in the legitimacy of elected officials. This is true across the entire community, including within communities that have experienced marginalization. Fair, impartial electoral processes that are accessible to all community members are essential.
- Supporting voter participation is a key function of local government. This means ensuring responsiveness in processes and procedures, and is demonstrated in efforts undertaken like paying for return postage of ballots, something not done at other levels of elections in Colorado but an option available to and chosen by the City to support its voters.

Links to Further Details:

- https://www.fcgov.com/elections/election-2021-april-6
- https://www.fcgov.com/elections/ballot-return

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: Elections are one of the most publicly visible illustrations of municipal services across the community.

Improvements & Efficiencies

- The 2021 focus was COVID safety, which did not lend itself to improvements or efficiencies in processing ballots. The need to keep workers separated to the extent possible slowed processing. The location used did not allow efficient use of staff who could not easily move between the location and the office (an onsite polling place). On a positive note, more 24x7 ballot drop boxes were provided.

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: The cost per mailed ballot exceeded our $3.00 target by $.15 primarily due to extra expenses incurred because of COVID-19 impacts. A larger space for ballot processing had to be rented; the space required camera installation, and gloves, masks and sanitation products were required for all workers. Gloves and masks were stocked to provide frequent changes during the day.

Differences from Prior Budget Cycles

- Regular municipal elections are held in odd years only, The offer for 2022 included minimal costs associated with preparation for the April 2023 election. The majority of expenses for the April 2023 election will occur in 2023.

Offer 35.2: Elections - Funded

Offer Type: Ongoing

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: RKnoll

Financial Lead: rknoll

Lead Department: City Clerk's Office

35.2: Elections

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
511000 - Salaries & Wages	32,600	-	- %
512000 - Benefits	3,106	-	- %
510000 - Personnel Services	**35,706**	**-**	**- %**
521000 - Professional & Technical	5,000	4,000	-20.0%
529000 - Other Prof & Tech Services	175,000	-	- %
520000 - Purchased Prof & Tech Services	**180,000**	**4,000**	**-97.8%**
533000 - Repair & Maintenance Services	7,500	1,500	-80.0%
530000 - Purchased Property Services	**7,500**	**1,500**	**-80.0%**
544000 - Employee Travel	200	-	- %
549000 - Other Purchased Services	165,500	7,800	-95.3%
540000 - Other Purchased Services	**165,700**	**7,800**	**-95.3%**
555000 - Office & Related Supplies	31,000	8,000	-74.2%
559000 - Other Supplies	5,500	700	-87.3%
550000 - Supplies	**36,500**	**8,700**	**-76.2%**
Total Expenses	**425,406**	**22,000**	**-94.8%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	425,406	22,000	-94.8%
	Funding Source Total	**425,406**	**22,000**	**-94.8%**

Offer 35.3: Boards and Commissions - Funded

Offer Type: Ongoing

2023: $134,991 and 1.00 FTE (excluding hourly staffing)

2024: $139,290 and 1.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds support for the appointed Boards and Commissions program, including the process of appointing members to these bodies and supporting the framework for their operations. This program provides a great opportunity for approximately 230 residents to give 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.

This offer supports Council by coordinating the recruitment, interview and appointment processes used to fill board membership. The program also supports staff liaisons assigned to the boards and commissions by providing training and guidance related to conducting meetings, open meeting requirements, meeting minutes, and work plans and annual reports.

Residents willing to take an active role in the City are an essential part of what makes Fort Collins a great place to live, work and play. In 2019, Council identified reimagining how boards and commissions operate as a priority. While this work moved forward, it was slowed by COVID 19. Some structural shifts were made to boards and commissions, and ongoing work continues looking at further iterations. Council has been clear in its priority for this program to include a robust community engagement component to attract a diverse applicant pool that includes community members who do not typically express interest in these opportunities. The Council values input from all members of the community and hopes to encourage participation by underserved and under represented community members historically left out of conversations affecting Fort Collins, including communities of color, recent immigrants, those for whom English is a second language, and residents from a range of income levels. In order make participation more attractive and feasible, community engagement is also focused on identifying barriers to participation and options for addressing those barriers.

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

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

✓ HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.

Additional Information

Offer 35.3: Boards and Commissions - Funded

Offer Type: Ongoing

- Throughout the reimagine process and the work that continues in that realm, efforts have centered on ensuring these important advisory roles are crafted in a manner that engages residents who are truly representative of the community, including voices not often heard. Shifts have been made and are continuing in processes to increase involvement of community members from diverse backgrounds.
- As part of next steps with boards and commissions, the Clerk's Office will be focusing on further steps to make participating in boards as either an ongoing member or in more limited interactions accessible and valuable to residents from a range of backgrounds and identities.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: Quasi-judicial commissions (primarily the Building Review Commission, Historic Preservation Commission, Land Use Review Commission, and Planning and Zoning Commission) perform work that relieves the City Council of that responsibility. Advisory boards inform the Council, via recommendation, on a variety of matters before the Council.

✓HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: Boards and Commissions provide a venue through which the Council is able to directly engage community members/

Improvements & Efficiencies

- Through the Reimagine efforts, Council adopted a revised ordinance governing boards and commissions. This included making shifts to term lengths to allow different options in length of commitment for board members, as well as other provisions designed to make the operations of boards and commissions clearer and accessible to a wider audience.
- The position in the Clerk's Office that provides primary support to Boards and Commissions became vacant in mid 2021. As part of the process of filling that role, it has been looked at and the focus on public engagement has been strengthened to allow recruiting for a role more focused in this realm to meet Council priorities and objectives.

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

Offer 35.3: Boards and Commissions - Funded

Offer Type: Ongoing

Performance Measure Reason: This measure does not directly relate to Boards and Commissions, but is indicative of overall experience with City programs and services that can include this program.

- 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 Clerk's Office is exploring options for conducting surveys of members and applicants to begin a consistent practice of obtaining some measure of this information over time.

Differences from Prior Budget Cycles

- This offer reflects a 2022 regrade of the position included with this offer from a Sr. Coordinator, Public Engagement to a Sr. Specialist, Public Engagement. Since the regrade occurred in 2022, the proper position was included in this offer and does not require any special action.

- Because the regraded position represents a 30% increase in total comp, the allowed 3.5% increase in 2023 was calculated against non-personnel services only. This is a one-time calculation adjustment needed to maintain operating expenses. The 2.5% increase allowed in 2024 was calculated on the 2023 budget total.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: RKnoll

Financial Lead: rknoll

Lead Department: City Clerk's Office

35.3: Boards and Commissions

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Expenses			
511000 - Salaries & Wages	73,643	76,957	4.5%
512000 - Benefits	23,017	24,100	4.7%
519000 - Other Personnel Costs	(3,866)	(4,042)	4.6%
510000 - Personnel Services	**92,794**	**97,015**	**4.5%**
529000 - Other Prof & Tech Services	8,500	8,500	- %
520000 - Purchased Prof & Tech Services	**8,500**	**8,500**	**- %**
542000 - Communication Services	650	675	3.8%
544000 - Employee Travel	4,000	4,500	12.5%
549000 - Other Purchased Services	17,375	17,425	0.3%
540000 - Other Purchased Services	**22,025**	**22,600**	**2.6%**
555000 - Office & Related Supplies	1,800	1,800	- %
559000 - Other Supplies	9,872	9,375	-5.0%
550000 - Supplies	**11,672**	**11,175**	**-4.3%**
Total Expenses	**134,991**	**139,290**	**3.2%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	134,991	139,290	3.2%
Funding Source Total		**134,991**	**139,290**	**3.2%**

Offer 35.4: Licensing Services - Liquor and Cannabis - Funded

Offer Type: Ongoing

2023: $199,879 and 2.00 FTE (excluding hourly staffing)

2024: $205,329 and 2.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will allow the City Clerk's Office to provide robust licensing services for liquor and cannabis business owners as required by State Statute and City Code. These services enable business owners to obtain licensing for various types of establishments including hotels, restaurants, taverns, lodging and entertainment facilities, brew pubs and entertainment districts on the liquor side, and cannabis medical and retail stores, cultivations, and product manufacturing facilities.

Staff provides expert guidance relating to new applications, transfers of ownership, modifications of premises, manager registrations, corporate changes, location changes, special event permits, and renewals, etc. Coordination with the Colorado Department of Revenue is a major component as dual licensing (State and City) is required. In addition to licensing, staff participates in actions relating to alleged violation of the law. Both areas of licensing involve significant internal coordination with the City Attorney's Office, Police Services, Sales Tax, Poudre Fire Authority, Building Services, Zoning, and Municipal Court (which acts as the Licensing Authority for both liquor and cannabis).

Staff maintains knowledge of extensive bodies of law and monitors pending and approved legislation for impact on licensing programs and need for Code changes to conform to state law. When appropriate, staff participates work groups established by the state in an effort to have influence on the development of proposed legislation and rule making.

These services add to the economic viability of the community and the City organization. In 2021, these programs generated a combined $375,547 in licensing fees and fines. Cannabis generated $5.5M in local sales tax and share-back of state sales tax. Sales tax revenue generated by liquor establishments is harder to define as it is mixed with a variety of retail sales; however, it is estimated to be millions of dollars annually as well.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

- HPG 7.9 - Proactively influence policy and legislative development at all levels.

Additional Information

- Service is provided to licensees in a fair and consistent manner, while also looking at how to ensure accessibility to all community members. This includes utilizing interpretation services through the licensing process and ensuring resources are available in translated versions or are otherwise accessible when license holders or applicants require other forms of information or support.

Offer 35.4: Licensing Services - Liquor and Cannabis - Funded

Offer Type: Ongoing

- In liquor licensing, several types of permits and approvals are done administratively as permitted under City Code or order of the Liquor License Authority. This allows the experienced team member handling liquor in the Clerk's Office to handle these applications directly, saving time for applicants and resulting in faster turnarounds on these application types.
- State law permits the formation of a social equity program in cannabis licensing by localities. The team member handling cannabis licensing has been working on establishing the parameters for this program, and is working with the first applicants under this program intended to ensure individuals who have experienced deleterious effects from criminalized marijuana can benefit from legal licensing.

Links to Further Details:

- https://www.fcgov.com/liquor-licensing/
- https://www.fcgov.com/mmj/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: Staff continually evaluates internal licensing processes for improvements and ways to be responsive to customer needs and to find innovation solutions within the confines of state and local law. COVID-19 posed challenges that required staff to be nimble and to seek ways to conduct business remotely to reduce in-person interaction. Many of those adaptations will remain in place long term.

- HPG 7.9 - Proactively influence policy and legislative development at all levels.: Staff participates in work groups established by the Colorado Department of Revenue regarding both liquor and cannabis licensing law, rules, and potential legislation. Feedback on pending legislation is also provided through the Colorado Municipal League and Colorado Clerk's Association.

Improvements & Efficiencies

- Implemented online credit card and Echeck payment portal for liquor license fees.

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

Offer 35.4: Licensing Services - Liquor and Cannabis - Funded

Offer Type: Ongoing

Performance Measure Reason: Staff works with hundreds of business owners on all processes related to licensing, and responds to questions from the public on general licensing issues, as well as concerns about violations. This measure demonstrates a high satisfaction from residents, who are also business owners, about the efficiency of operations/services. Staff continually evaluates services for improvement opportunities.

- 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: Surveys were not conducted in 2020 or 2021.

- SAFE 111. Annual Liquor Licensing Activity
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=120046&object=measure&objectId=1081283.html

Performance Measure Reason: This chart shows a resurgence in new applications in 2021. However, it also shows a marked increase in show cause hearings for violations. This is, in part, due to fewer compliance checks in 2020 due to COVID-19. Licensing activities have returned to normal in 2021 and continuing into 2022.

Differences from Prior Budget Cycles

- Overtime funding is being increased again to address actual costs incurred due to workload demands. Non-personal services overall is slightly reduced to remain within guidelines set for budget increases. Personnel services funding requires more than its share of the 3.5% increase in 2023, and 2.5% increase in 2024.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: RKnoll

Financial Lead: rknoll

Lead Department: City Clerk's Office

35.4: Licensing Services - Liquor and Cannabis

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %
Expenses			
511000 - Salaries & Wages	139,573	143,549	2.8%
512000 - Benefits	44,863	46,797	4.3%
519000 - Other Personnel Costs	(7,177)	(7,454)	3.9%
510000 - Personnel Services	**177,259**	**182,892**	**3.2%**
521000 - Professional & Technical	1,200	1,000	-16.7%
529000 - Other Prof & Tech Services	5,310	5,400	1.7%
520000 - Purchased Prof & Tech Services	**6,510**	**6,400**	**-1.7%**
542000 - Communication Services	1,960	1,960	- %
544000 - Employee Travel	8,500	8,427	-0.9%
549000 - Other Purchased Services	4,700	4,700	- %
540000 - Other Purchased Services	**15,160**	**15,087**	**-0.5%**
555000 - Office & Related Supplies	500	500	- %
559000 - Other Supplies	450	450	- %
550000 - Supplies	**950**	**950**	**- %**
Total Expenses	**199,879**	**205,329**	**2.7%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	199,879	205,329	2.7%
	Funding Source Total	**199,879**	**205,329**	**2.7%**

Offer 35.5: Privacy and Records - Funded

Offer Type: Ongoing

2023: $146,494 and 1.00 FTE (excluding hourly staffing)

2024: $151,489 and 1.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer provides a degree of centralized capacity and focus on privacy and records. The City Clerk's Office is home to the Privacy and Records program on behalf of the organization.

Although both privacy and records could easily be two full time positions by themselves, the Privacy and Records management position/program was ultimately approved by Council in 2020 and is a combined program that is charged with designing and managing processes that have both privacy and records considerations to gain efficiencies and compliance across the organization.

Privacy and data are related, but separate concepts.

Privacy responsibilities play a central role as an advocate for both customers and employees, ensuring the City respects privacy and is in compliance with regulations. Privacy is about personally identifiable information and the privacy officer is responsible for how that information is collected, stored, shared and transmitted, as well as ensuring compliance with a complex set of regulations. This program was created due to these complex regulations, as well as key findings of an external cybersecurity risk assessment, the Baldridge initiative, general legal liability and financial risk associated with the possibility of a privacy breach, as well as the ethical responsibility to protect our community.

Data and records management help to automate and operationalize data governance workflows and processes to deliver trusted data. With good data management, the City will be more organized and productive. Staff will have an easier time finding, understanding and relaying information. Data management can help the City avoid unnecessary extra costs such as unneeded duplication, and great data management makes it easy for staff to respond quickly to community needs.

Proper privacy and data management also helps ensure that our valuable information stays secure, organized and never ends up in the wrong hands.

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

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

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

Additional Information

Offer 35.5: Privacy and Records - Funded

Offer Type: Ongoing

- The Privacy and Records program increases compliance, safeguards community trust, can uncover new insights and trends, improves third-party risk management, and helps the City recover from data breaches.

- A thoughtfully designed privacy and records program ultimately touches all departments. As part of the master plan for this program (currently in the design phase), one of the goals is to use this departmental collaboration time as a point of consultation and assessment ensuring Diversity, Equity, and Inclusion (DEI) are considerations in all new platforms, programs, processes, and policies.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: Effective management of information and records is a key aspect and underpinning of all municipal services. This program is small and requires reliance on relationships and partnership to enable its successful inclusion as a focus across the organization.

- SAFE 5.6 - Protect mission-critical physical and virtual infrastructure, in addition to sensitive data, against new and increasing cybersecurity threats.: By protecting data, we can prevent data breaches, damage to our reputation, and can better meet regulatory requirements. Data privacy focuses on how an organization protects data when sharing with third parties, as well as compliance with regulations such as Health Insurance Portability and Accountability Act (HIPAA), Red Flags Rule, HB18-1128, or the new Colorado Privacy Act (CPA).

Improvements & Efficiencies

- Our obligation to safeguard data has never been greater. Not only do we have to collect, store, process and dispose of data in ways that are compliant with regulations, we also need to have strong information policies and practices that protect our data from malicious or unauthorized use. The City is continually working on processes to improve data management and achieve compliance.

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: Still under development. Possibilities include whether or not we comply with privacy regulations, open data request turnaround time, customer satisfaction.

Offer 35.5: Privacy and Records - Funded

Offer Type: Ongoing

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: tpusheck

Financial Lead: rknoll

Lead Department: City Clerk's Office

35.5: Privacy and Records

Offer Type: Ongoing

Ongoing Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		1.00	1.00	- %
Expenses				
511000 - Salaries & Wages		93,784	98,005	4.5%
512000 - Benefits		26,018	27,240	4.7%
519000 - Other Personnel Costs		(4,792)	(5,010)	4.5%
510000 - Personnel Services		**115,010**	**120,235**	**4.5%**
542000 - Communication Services		600	600	- %
544000 - Employee Travel		10,591	9,974	-5.8%
549000 - Other Purchased Services		2,500	2,500	- %
540000 - Other Purchased Services		**13,691**	**13,074**	**-4.5%**
555000 - Office & Related Supplies		15,793	16,180	2.5%
559000 - Other Supplies		2,000	2,000	- %
550000 - Supplies		**17,793**	**18,180**	**2.2%**
Total Expenses		**146,494**	**151,489**	**3.4%**
Funding Sources				
100-General Fund: Ongoing	Ongoing	146,494	151,489	3.4%
Funding Source Total		**146,494**	**151,489**	**3.4%**

Offer 35.7: Records Digitization Project and Pilot - Unfunded

Offer Type: 1-Time Enhancement

2023: $92,000 and 0.00 FTE (excluding hourly staffing)

2024: $107,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will jump-start essential work toward digitization in the City Clerk's Office of key City records and documents while allowing the office with the City's centralized records support to build out protocols and templates for expanding this work across the organization in a consistent manner. This matters to residents, City team members, and anyone else trying to access or maintain key information in accordance with state law and City code and policy.

The City Clerk's office is tasked under City Charter with keeping a journal of all Council proceedings. This has historically been done by storing the hard-copy paperwork of any proceedings, dating back to the formation of the City in the 1800s. The Clerk's Office also maintains an array of other organizational records. Paper continues to deteriorate over time; light, humidity and other elements accelerate deterioration. Digitizing allows staff to properly protect and store historical materials, preserving their qualities for future generations to appreciate.

Why Digital Transformation Can’t Wait:
Over the past decade, digital transformation has forced businesses to shift and operate more online. The COVID 19 pandemic only accelerated this process and altered constituent and user behavior so tremendously it is difficult to keep pace. Transitioning to a digital office has many benefits:

- Supports the Road to Zero Waste Plan
- Reduces storage costs
- Saves time in retrieval
- Allows more efficient tracking of records for compliance

Scanning and imaging documents in the City is one of the first steps into an organization wide digitization transformation, which will help us keep up with emerging customer demands. In addition, this global transformation will ultimately affect each level of the City and will bring together data across areas to work together more effectively. This continues Fort Collins' world-class organization status and allows us to sustain that standing into the future.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

Offer 35.7: Records Digitization Project and Pilot - Unfunded

Offer Type: 1-Time Enhancement

- Faster Searchability and Improved Accessibility
  Hardcopy documents are simply difficult to sort and manage. Sorting through digital files takes a matter of seconds and with the use of computer networks, digital documents are accessible through various devices. It doesn't matter where you are in the world, you can access your digital files from literally the palm of your hand.
- Reclaimed Physical Space and Cost Efficiency
  A single hard drive can store 8,000 bankers boxes of scanned documents. Imagine all the space that can be saved by digitizing. Although digitization is an investment, scanning documents ultimately cuts overhead by freeing up physical space, cutting staff hours searching for lost or misfiled documents & no longer having to make copies for the community.
- Enhanced Security
  Physical documents are at risk in many different ways, from unexpected disasters (like fire or flooding) to human error (misplacing or losing documents) to natural aging (paper fading out degrading). Scanning paper documents allows them to be backed up multiple times thus giving assurance that our data is fully preserved for its appropriate lifecycle.
- Reaching broader audiences
  Digitized documents allow expansion of access to the permanent documents regarding the history of the City. In addition, once records are in a digital format they can more easily be translated into different languages and formats which aids in allowing those with limited English proficiency or who are sight or hearing impaired to access materials in alternative ways.
- This project is intended to be completed by an outside contractor who has the proper equipment and expertise to facilitate this scale of scanning of unusual records, i.e.. fragile hard cover bound books, microfiche, microfilm, large format plat maps. Attempting to do this in house would require special equipment to be purchased which would increase this budget offer and timeframe considerably.

Impact to Ongoing Expenses

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

Scalability and explanation

This offer is scalable, however if it is not fully funded it would be necessary to submit another enhancement offer in the future. If not fully funded, the process of choosing which documents to scan first would be determined by the date of the document. The suggestion would be to begin scanning the oldest documents first due to their current vulnerability.

Offer 35.7: Records Digitization Project and Pilot - Unfunded

Offer Type: 1-Time Enhancement

Links to Further Details:

- https://www.fcgov.com/cityclerk/files/old-minute-books.docx

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: Scanning documents is a way to cut costs, increase productivity and improve access to information. Other benefits include improved disaster recovery capabilities, better customer service, and audit compliance.

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 performance standard that would include reporting the percentage of items scanned would be the obvious choice, however there may be others that have not been thought of yet.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: tpusheck

Financial Lead: rknoll

Lead Department: City Clerk's Office

35.7: Records Digitization Project and Pilot

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
529000 - Other Prof & Tech Services		92,000	107,000	16.3%
520000 - Purchased Prof & Tech Services		**92,000**	**107,000**	**16.3%**
Total Expenses		**92,000**	**107,000**	**16.3%**
Funding Sources				
100-General Fund: Reserves	Reserve	92,000	107,000	16.3%
Funding Source Total		**92,000**	**107,000**	**16.3%**

Offer 35.8: 3.0 FTE - Passport Services - Unfunded

Offer Type: Enhancement

2023: $151,636 and 3.00 FTE (excluding hourly staffing)

2024: $203,646 and 3.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will allow the City of Fort Collins to provide robust passport services as an agent on behalf of the United States Department of State. This service is used by residents of Fort Collins and surrounding communities who are finding fewer alternatives locally for passport services, as Larimer County paused services during COVID 19 and has not resumed. The United States Post Office remains the other location in Fort Collins to obtain a passport.

The offering of passport services, previously included as a part of the City Clerk Administration offer, has been separated from Administration, and dedicated ongoing funding has been incorporated in this enhancement offer. This offer is being put forward to acknowledge the need to more appropriately scope the work involved in providing these services. At this time, only one member of the Clerk's Office is actively working as a passport agent, in addition to juggling administrative responsibilities in the office. Workload does not allow dedicating more time or current staff to this function, which has resulted in frustration from residents who are disappointed full-time service is not available and are having difficulty obtaining an appointment for service at any passport location. While there is community demand for this service, unlike the other functions provided by the Clerk's Office, it is not mandated under state statute or City Code or Charter that this service be provided. This offer has been scoped to identify the resources necessary to provide full-time passport services to the public.

If this offer is not purchased, passport services will no longer be provided by the City Clerk's Office.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- Not applicable

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $204,885
  Ongoing Cost Description:
  Funding this Offer will increase ongoing expenses in 2023 by $201,097 and $204,885 in 2024. The majority of the cost is for personnel; non-personnel costs are minimal.

Offer 35.8: 3.0 FTE - Passport Services - Unfunded

Offer Type: Enhancement

Scalability and explanation

This offer could be scaled back to two full-time passport agents, but the ability to provide services consistently during normal business hours may be comprised on an occasional basis.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: Passport services are provided on behalf of the U.S. Department of State. Passport agents are personally accountable as agents of the Department of State. Having a passport agent in the Clerk's Office has been a partnership to provide these services to Fort Collins residents.

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 measure previously used will no longer work for a program with FTEs included. A new measure will need to be created.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ahollingshead

Financial Lead: rknoll

Lead Department: City Clerk's Office

35.8: 3.0 FTE - Passport Services

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	3.00	3.00	- %
Expenses			
511000 - Salaries & Wages	103,905	144,777	39.3%
512000 - Benefits	42,588	59,451	39.6%
519000 - Other Personnel Costs	(5,859)	(8,169)	39.4%
510000 - Personnel Services	**140,634**	**196,059**	**39.4%**
549000 - Other Purchased Services	4,372	4,400	0.6%
540000 - Other Purchased Services	**4,372**	**4,400**	**0.6%**
555000 - Office & Related Supplies	6,600	3,157	-52.2%
559000 - Other Supplies	30	30	- %
550000 - Supplies	**6,630**	**3,187**	**-51.9%**
Total Expenses	**151,636**	**203,646**	**34.3%**

Funding Sources

100-General Fund: Ongoing	Ongoing	151,636	203,646	34.3%
Funding Source Total		**151,636**	**203,646**	**34.3%**

Offer 35.10: 2.0 FTE Contractual - City Clerk's Office Talent Development Apprenticeship Model - Unfunded

Offer Type: Enhancement

2023: $114,964 and 2.00 FTE (excluding hourly staffing)

2024: $134,214 and 2.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will put the City Clerk's Office on a path to optimizing limited resources in an innovative manner to continue meeting growing needs. The offer builds a strategic approach to addressing the need for increased administrative capacity while also tackling the office’s looming succession planning challenges, all in a manner designed to also develop nontraditional pathways into local government careers.

Using a model of apprenticeship, this offer creates two ongoing, staggered contractual positions. These positions are each designed to be for a 24 month period, one starting each calendar year, on an ongoing basis. Over the time spent in this role, a team member will get on the job training in functions across the office, as well as additional intentional training and career development to prepare for a permanent role in the City organization. The work done by the Clerk’s Office is not something there is formal pre employment training for, yet it underpins critical functions of the City enterprise. Pay rates of existing positions are not competitive at a level to recruit experienced employees from other jurisdictions, creating a challenge in filling the specialized roles in the office. There is urgency behind the need to identify a talent pipeline for these roles, as several members of the team are approaching potential transitions.

This program is built on a paradigm of shared success for the Clerk’s Office, the broader City organization and the Fort Collins community, as well as the individuals offered an opportunity to build careers. Capacity for supporting existing services has not increased in the Clerk’s Office in multiple decades despite substantial increases in volume and complexity for most of the seven program areas for which the office is responsible. This approach adds to that capacity in a way that meets other internal challenges while also helping develop a more inclusive and representative City workforce.

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

✓HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.
- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.
- HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.

Additional Information

Offer 35.10: 2.0 FTE Contractual - City Clerk's Office Talent Development Apprenticeship Model - Unfunded

Offer Type: Enhancement

- The primary focus in recruiting for these roles is in reaching out to members of the Fort Collins community who may not have considered working for the City, including specifically residents from underrepresented communities and identities. The program design provides tailored support and training to enable participants to successfully work long term. Retention requires a sense of belonging.

- Developing this program helps foster engagement with community. Individuals who may not otherwise have considered working in government will learn more about the City and help share information and familiarity with City processes and functions within their own networks. This feeds a ripple effect of influence from these efforts with the potential to go far beyond the individuals directly involved.

- Significant to how this program is structured is the intention behind creating internal pathways to long term careers with the City with folks who may not have otherwise considered such an opportunity. While there is specific training for roles in the Clerk's Office, the central role of the office in connecting functions across the organization is ideal for exposure to a range of City functions.

- While the roles include on-the-job training, the placement on the pay scale is intentional to represent the scope of work expected through the course of the program, as well as the minimum level anticipated for future transitions to a permanent role. This is intended to help in providing a stable and supportable income level for program participants within the Fort Collins community.

- Success for this program can be measured primarily in the percentage of incumbents who are able to transition into a permanent role with the City, either within the Clerk's Office or elsewhere in the organization. This also includes looking specifically at how many of these individuals are part of underrepresented communities or social identities in the organization.

Impact to Ongoing Expenses

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

  $136,474

  Ongoing Cost Description:

  Ongoing costs include primarily salary/benefits (and 1-time startup costs in 2023) for 2 contractual FTEs. Each individual is limited to 24 months in the contractual role, with the design of the program intended to continue an ongoing cycle of new people starting 24-month terms. Because of the developmental nature of the roles, additional ongoing funding for a range of trainings is also planned.

Scalability and explanation

Offer 35.10: 2.0 FTE Contractual - City Clerk's Office Talent Development Apprenticeship Model - Unfunded

Offer Type: Enhancement

While it would be possible to implement this program with a single contractual position, the design for two staggered, ongoing 24-month term roles is intended to help ensure the underlying objectives of the program to build a talent pipeline for both the Clerk's Office and the City organization can be met. More than one role allows for a degree of cohorting, and the rolling timing increases the likelihood of being able to meet future office and organizational needs as permanent positions open.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: This Offer is designed in direct alignment with this objective. It builds an intentional structure from the point of program design, carrying through recruitment, onboarding and retention planning, to bring in diverse talent to the organization and support their retention by integrating this focus throughout all elements. Ensuring these distinct areas of focus is required to maintain this sense.

- HPG 7.3 - Engage the community more effectively with enhanced inclusion of diverse identities, languages and needs.: Building space to support bringing in new team members from a range of different backgrounds and identities is intended to provide multiple shared benefits, including increasing the ability of the organization and the Clerk's Office to engage across community more effectively. The work of the Clerk's Office is about relationships and making connections, and this is an avenue to expand that.
- HPG 7.7 - Address current and long-term projected gap between available revenue and resources, and what is required to meet service levels set by adopted plans.: Recruiting for roles in the Clerk's Office has been challenging, as has managing increasing service demands in the face of growing population and associated needs across the Office's programs. All of those programs are also highly constrained through statutory and code requirements at the state and local level, making scaling difficult. This Offer takes a new approach to bridging those needs.

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 supports and will positively impact all the ongoing Offers in the Clerk's Office, including Administration, Elections, Boards and Commissions, Licensing, and Records and Privacy. as the roles will be training across the breadth of the office to build job specific knowledge while also providing additional capacity for the work being done in those programs.

Offer 35.10: 2.0 FTE Contractual - City Clerk's Office Talent Development Apprenticeship Model - Unfunded

Offer Type: Enhancement

- 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 program participants moving to permanent roles within the City organization

- 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: Demographics of apprentice program participants

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ahollingshead

Financial Lead: rknoll

Lead Department: City Clerk's Office

35.10: 2.0 FTE Contractual - City Clerk's Office Talent Development Apprenticeship Model

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %
Expenses			
511000 - Salaries & Wages	70,270	93,360	32.9%
512000 - Benefits	23,504	32,498	38.3%
519000 - Other Personnel Costs	(3,710)	(4,994)	34.6%
510000 - Personnel Services	**90,064**	**120,864**	**34.2%**
529000 - Other Prof & Tech Services	5,000	5,000	- %
520000 - Purchased Prof & Tech Services	**5,000**	**5,000**	**- %**
542000 - Communication Services	2,300	1,350	-41.3%
544000 - Employee Travel	5,300	5,300	- %
540000 - Other Purchased Services	**7,600**	**6,650**	**-12.5%**
555000 - Office & Related Supplies	12,200	1,600	-86.9%
559000 - Other Supplies	100	100	- %
550000 - Supplies	**12,300**	**1,700**	**-86.2%**
Total Expenses	**114,964**	**134,214**	**16.7%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	114,964	134,214	16.7%
Funding Source Total		**114,964**	**134,214**	**16.7%**

Offer 35.11: 1.0 FTE - Analyst Providing Elections Transparency and Technology Support - Funded

Offer Type: Enhancement

2023: $75,995 and 1.00 FTE (excluding hourly staffing)

2024: $90,268 and 1.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will build capacity to support City election functions with full transparency, including managing the implementation of regularly evolving technologies unique to elections. This work benefits residents and the entire City organization by building confidence in the electoral process and trust in the legitimacy of the elected officials governing Fort Collins.

Currently election work is supported as an auxiliary focus for existing City Clerk’s Office staff. Expertise is concentrated within one role, creating succession risks. This position provides focus in this critical and high-profile area, and builds on transition plans for knowledge transfer in the office. The bulk of election work at the local level exists whether elections are coordinated or not, requiring dedicated and ongoing expertise. In addition, while there is work directly relevant to elections year-round, there are periods of time where capacity will allow for using the skills required for this position to support other technology specific implementations across the Clerk's Office, a gap currently with no IT support allocated to the City Clerk's Office.

Election administration grows more complex with each electoral cycle. Tracking ongoing legislative changes at the state level is both time consuming and essential. In addition, the City has its own robust campaign finance provisions and administration process, typically modified each election cycle through work with the Council's Election Code Committee. These provisions must be implemented with growing technical and administrative requirements on the office necessitating more support. This offer provides that support and leverages it across the office, supporting other programs and reducing demands on IT staff that otherwise is pulled into these efforts on an ad hoc basis. The result is a more thoughtful approach that allows both teams to better plan for and meet critical operational needs on an ongoing basis.

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 Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

Offer 35.11: 1.0 FTE - Analyst Providing Elections Transparency and Technology Support - Funded

Offer Type: Enhancement

- Supporting electoral functions is multi-faceted, including support for voters, candidates, media, and the broader community. By ensuring work is adequately resourced for thoughtful administration, space is created to allow for collaboratively designing process improvements that benefit people in these various roles across the spectrum of the Fort Collins community.

- Candidates are required to follow regularly-evolving local campaign finance requirements. This provides voters and the broader community with important information about campaigns and plays a significant role in voting decisions. At the local level, candidates are often not fully-versed in these and other requirements. Capacity to support candidates creates space for more people to run for office.

- Developing plans for shifts in election administration to better support participation in all aspects of elections by the entire Fort Collins community requires the ability to design and perform relevant data analysis. Greater expertise in this realm will increase the Office's ability to identify meaningful trends, including around who is and is not currently participating in local elections.

- There have be no increases to staff resources in over 20 years to address workload growth. There has never been any staff dedicated to elections. In the past few years, 2 positions were added -- both to administer new programs, adding to the overall workload of the office.

Impact to Ongoing Expenses

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

  $91,599

  Ongoing Cost Description:

  Ongoing costs include 1.0 FTE salary and benefits and associated costs for training and development, supplies, office equipment, and technology. One-time startup costs (furniture and phone purchase) result in 2023 funding being higher than 2024.

Scalability and explanation

It could be possible to have the position start in 2024 instead of 2023 or to look at a .5 or .75 FTE instead of 1.0 FTE role. Neither of these scenarios are preferred due to their impacts on the full efficacy of the position. Scheduled municipal elections occur in odd years, with the potential of as few as 1-2 elections for knowledge transfer to this role and through the Office before the retirement of the person with the focused expertise in this realm. Less than 1.0 FTE is harder to recruit.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

Offer 35.11: 1.0 FTE - Analyst Providing Elections Transparency and Technology Support - Funded

Offer Type: Enhancement

✓ HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.: Trust in the electoral process is a critical underpinning to effective governance and unfortunately is something that has been increasingly called into question nationally. While the highest levels of vitriol in this dialogue exist at the national level, distrust has been increasing at local levels. Unimpeachable processes conducted in full transparency by experienced experts are essential.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: Elections are at the core of municipal operations, providing the legitimacy of governance and subsequent service delivery. Whether conducted in direct coordination with Larimer County or in functions administered directly by the City, election operations must meet the highest standards of integrity and transparency, and require partnering across and outside of the City organization effectively.

- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: Increasingly, all aspects of the electoral process are highly dependent on technology, requiring dedicated expertise. In addition, data analysis is also critical to identifying areas of

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 campaign finance reports submitted and posted publicly on the City's website on a timely basis for each of the required filings in an election year and in ongoing annual filings

- 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 candidates running for public office for the first time in a local election

- 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 eligible voters participating in local elections

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer 35.11: 1.0 FTE - Analyst Providing Elections Transparency and Technology Support - Funded

Offer Type: Enhancement

Offer Owner: ahollingshead

Financial Lead: rknoll

Lead Department: City Clerk's Office

35.11: 1.0 FTE - Analyst Providing Elections Transparency and Technology Support

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Expenses			
511000 - Salaries & Wages	48,605	64,806	33.3%
512000 - Benefits	12,848	17,713	37.9%
519000 - Other Personnel Costs	(2,458)	(3,301)	34.3%
510000 - Personnel Services	**58,995**	**79,218**	**34.3%**
529000 - Other Prof & Tech Services	7,000	7,000	- %
520000 - Purchased Prof & Tech Services	**7,000**	**7,000**	**- %**
542000 - Communication Services	1,800	1,350	-25.0%
544000 - Employee Travel	400	400	- %
540000 - Other Purchased Services	**2,200**	**1,750**	**-20.5%**
555000 - Office & Related Supplies	7,300	1,800	-75.3%
559000 - Other Supplies	500	500	- %
550000 - Supplies	**7,800**	**2,300**	**-70.5%**
Total Expenses	**75,995**	**90,268**	**18.8%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	995	90,268	8,972.2%
254-KFCG Fund: Other Community Priorities Reserves	Reserve	75,000	-	- %
Funding Source Total		**75,995**	**90,268**	**18.8%**

Offer 35.12: 1.0 FTE - Deputy City Clerk providing Agenda Management Support for Council and its Committees - Unfunded

Offer Type: Enhancement

2023: $68,217 and 1.00 FTE (excluding hourly staffing)

2024: $83,583 and 1.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will support greater consistency in how and where information about the work of City Council is made accessible to the public. This shift benefits Fort Collins residents, Councilmembers and City staff by providing consistent standards and expectations for how all City meetings involving Councilmembers are managed and consolidating those responsibilities in the Clerk-to-Council function of the City Clerk's Office.

Right now, there is a deputy clerk with primary responsibility for agenda management for City Council meetings and work sessions. Responsibility for that function for each of the Council's six standing committees, as well as any ad hoc committees formed comprised of Councilmembers, is diffused across staff in multiple departments depending upon the primary subject area. This results in a disjointed process and lack of uniformity in how agendas are prepared and posted, and how other meeting management details are handled. As a result, the opportunity for missed steps or inconsistencies is high. In addition, the responsibilities falling on multiple departments generally results in staff without specific training and experience in preparing public notices and meeting materials having to undertake that responsibility.

Adding capacity to the Clerk's Office to more fully fulfill its Charter role as Clerk to Council can alleviate these challenges and accordant risks of not complying with state statute and local code, and better uses staff time by freeing up staff in other departments and consolidating those functions for better efficiency and effectiveness. It also provides some much-needed depth within the office in this critical regulated function. Capacity for agenda management within the Clerk's Office has remained unchanged for many decades, despite increasingly complex agendas and additional legal requirements placed on the agenda and meeting process for the City's elected body. This offer adds capacity and aids the organization.

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 Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information

Offer 35.12: 1.0 FTE - Deputy City Clerk providing Agenda Management Support for Council and its Committees - Unfunded

Offer Type: Enhancement

- Providing consistent information in predictable formats about public meetings involving the Council helps increase access to the Council process, including the ability to engage in that process. This helps all residents but is particularly valuable for community members with less familiarity with City process and operations. Making access is easier or more intuitive is key for building connection.
- Bringing consistency to how all bodies involving the Council also aids in considering implementing other measures on a consistent basis, like providing interpretation at meetings or translation of materials, and reduces public uncertainty around where and how to find information about meetings and the Council's deliberative process.
- There have be no increases to staff resources in over 20 years to address workload growth. In the past few years, 2 positions were added -- both to administer new programs, adding to the overall workload of the office.

Impact to Ongoing Expenses

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

  $83,951

  Ongoing Cost Description:

  Ongoing costs include salary and benefits, plus operational costs for 1.0 FTE. One-time startup costs for furniture and phone cause 2023 funding to be slightly higher than 2024.

Scalability and explanation

This offer is scalable, although less than 1.0 FTE will potentially complicate recruiting efforts as well as diminishing the level of work that can be undertaken.

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 Council, organizational transparency, legal and ethical behavior, and regulatory compliance.: The ability to easily access and follow the work of Council is a crucial element of organizational transparency and directly supports the ability of Council to continue operating as a high performing government body. Public trust is engendered by being able to intuitively access information and participate directly in Council's decision-making processes. Both systems and people make this possible.

Offer 35.12: 1.0 FTE - Deputy City Clerk providing Agenda Management Support for Council and its Committees - Unfunded

Offer Type: Enhancement

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: World-class municipal services start with ensuring legislative process is well supported. This requires both good systems and competent team members who are experts in Council and agenda process, and the many factors regulating these processes. Ensuring adequate resources are allocated to effectively and efficiently support the legislative process also ensures the efficacy of that process.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: Maintaining high quality, up to date technology and procedures to support legislative process is critical in a sophisticated community the size of Fort Collins. This consolidation of agenda and meeting support for Council bodies supports and enhances the legislative process for internal users as well audiences both internally and externally.

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 agendas published in full by deadlines required by City Code and State Statute

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ahollingshead

Financial Lead: rknoll

Lead Department: City Clerk's Office

35.12: 1.0 FTE - Deputy City Clerk providing Agenda Management Support for Council and its Committees

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Expenses			
511000 - Salaries & Wages	43,332	59,982	38.4%
512000 - Benefits	15,342	21,417	39.6%
519000 - Other Personnel Costs	(2,307)	(3,216)	39.4%
510000 - Personnel Services	**56,367**	**78,183**	**38.7%**
542000 - Communication Services	1,800	1,350	-25.0%
544000 - Employee Travel	1,500	1,500	- %
549000 - Other Purchased Services	400	400	- %
540000 - Other Purchased Services	**3,700**	**3,250**	**-12.2%**
555000 - Office & Related Supplies	7,950	1,950	-75.5%
559000 - Other Supplies	200	200	- %
550000 - Supplies	**8,150**	**2,150**	**-73.6%**
Total Expenses	**68,217**	**83,583**	**22.5%**

Funding Sources

100-General Fund: Ongoing	Ongoing	68,217	83,583	22.5%
	Funding Source Total	**68,217**	**83,583**	**22.5%**

Offer 35.13: Legislative Management System Evaluation and Implementation - Unfunded

Offer Type: 1-Time Enhancement

2023: $150,000 and 0.00 FTE (excluding hourly staffing)

2024: $100,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will transform how both real time and historical information about the City Council process will be accessed and consumed by the public, as well as by City staff and Councilmembers directly. Across all stakeholders in the City's governing process, this offer provides a reimagining of both how information is input by City staff as well as how it can be accessed and more effectively used by a range of end users.

A legislative management system provides the backbone for how information about policy decisions gets to and from the City Council. Robust systems integrate procedural steps through automated workflows that both reduce manual work by staff and increase accessibility to information throughout the legislative process. Currently, the City uses an agenda management system that is past its end of life for receiving ongoing support and updates from the vendor and is not nearly as robust as newer solutions on the market. In its implementation, the existing system also does not take advantage of the fuller integrations possible with other City tools to provide information about and access to the work being done by City Council. In particular, researching past Council actions now is cumbersome and requires navigating multiple systems that are not integrated with each other. Thoughtful implementation of a new legislative management system will allow for these integrations and also is intended to include importing historical information to support fuller access to legislative history.

The impact of this offer is spread across internal and external stakeholders, with the potential to be significant. Time savings for all City staff submitting items to Council is expected, as well as for Clerk’s Office staff preparing agendas. Greater access for the public is the most consequential impact anticipated, and will be shared by staff and Councilmembers as well. Additionally, the use of a supported system decreases demands on IT for setup and support.

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

✓HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

Offer 35.13: Legislative Management System Evaluation and Implementation - Unfunded

Offer Type: 1-Time Enhancement

- The most significant outcome from a well-implemented new legislative system would be shifting to a model for presenting information focused on the end user's perspective and experience. Agenda information today is provided in a manner most conducive to use by 'insiders' already familiar with the municipal legislative process. A good system turns this on its head to present information intuitively.

- Knowing when the Council meets, what they are considering, and how community members can engage in the Council's process are all critical to public participation and engagement. Ensuring how this information is shared meets the needs of community members across the spectrum of Fort Collins is essential and requires intentionality in design. This Offer brings that intentionality to the table.

- The initial focus in implementing a new legislative management system will be on City Council and its meetings. This can and will be expanded to Council committees as well as appointed boards and commissions to allow for a single portal for information about meetings and policy making at the City of Fort Collins after the main Council process is established to bring continuity across these bodies.

- This offer is based on the premise the existing system will remain functional while a new long term solution is developed. If the current system stops functioning entirely before a new system can be ready, it is possible an emergency appropriation would be required. Stop gap interim solutions are being avoided given the scope of impact this sort of system has across the organization and community.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $0
  Ongoing Cost Description:
  It is anticipated ongoing costs will not increase at the conclusion of this implementation. The City Clerk's Office already budgets for an agenda management system, and monthly ongoing costs are anticipated to be similar in other products under consideration.

Scalability and explanation

This offer can be scaled. Successful implementation of a new legislative management system requires careful needs analysis on the front end. Part of 2023 funding is to complete a robust needs assessment across users in the organization with a selected vendor to help ensure a solution that is right-sized. Scaling could include use of an existing solution out of the box to alleviate the current risk of existing system failure without fully optimizing it for Fort Collins.

Links to Further Details:

- Not applicable

Offer 35.13: Legislative Management System Evaluation and Implementation - Unfunded

Offer Type: 1-Time Enhancement

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: Maintaining high quality, up to date technology to support legislative process is critical in a sophisticated community the size of Fort Collins. This transition looks to right size and optimize how technology supports and enhances the legislative process for internal users and all audiences.

- HPG 7.2 - Maintain the public trust through a high performing Council, organizational transparency, legal and ethical behavior, and regulatory compliance.: The ability to easily access, track and follow the work of Council is a crucial element of organizational transparency, and directly supports the ability of Council to continue operating as a high performing government body. Public trust is further engendered by being able to intuitively access information about and participate directly in Council's decision-making processes.

- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: World-class municipal services start with ensuring legislative process is supported by a system right sized for Fort Collins. Ensuring this system fits Fort Collins directly supports the efficacy of the legislative process.

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 City Council agendas requiring amendments after publication - this measure is intended to help track and identify trends in how well the organization is able to provide full and accurate information through the agenda process and the use of the legislative management system to meet the requirements of City Code and state law in publishing information about Council actions.

- 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: The degree to which residents feel informed can be influenced by the availability and ease of access to information about the policy decisions being made by the City Council.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

Offer 35.13: Legislative Management System Evaluation and Implementation - Unfunded

Offer Type: 1-Time Enhancement

- Not applicable

Offer Profile

Offer Owner: ahollingshead

Financial Lead: rknoll

Lead Department: City Clerk's Office

35.13: Legislative Management System Evaluation and Implementation

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
529000 - Other Prof & Tech Services	150,000	100,000	-33.3%
520000 - Purchased Prof & Tech Services	**150,000**	**100,000**	**-33.3%**
Total Expenses	**150,000**	**100,000**	**-33.3%**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Reserves	Reserve	150,000	100,000	-33.3%
	Funding Source Total	**150,000**	**100,000**	**-33.3%**

Offer 73.1: General Legal Services - Funded

Offer Type: Ongoing

2023: $3,098,158 and 20.10 FTE (excluding hourly staffing)

2024: $3,217,820 and 20.10 FTE (excluding hourly staffing)

Offer Summary

This offer funds 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, and 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 74.1).

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 workforce 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 Council, organizational transparency, legal and ethical behavior, and regulatory compliance.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.
- HPG 7.9 - Proactively influence policy and legislative development at all levels.

Additional Information

Offer 73.1: General Legal Services - Funded

Offer Type: Ongoing

- The CAO promotes equity, diversity and inclusion through intentional personnel processes, performance goals, training and resourcing development, practicing welcoming, candid and respectful dialogue and behaviors, proactive processes and vigilance in prosecutions and enforcement and working to spot and address disparate impacts and ways shift processes and thinking in programs, plans and policies.

- As funded, the CAO cost per capita ($19.75) is below the average of its 12 peer cities along the Front Range ($23.27). Costs among the peer cities range from a low of $13.23 (Lakewood) to a high of $39.86 (Englewood). 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 2022 average cost per hour of operation of the CAO ($87.60/hour) is 30% of the average cost per hour of the outside legal services ($286/hour) retained by the City (based on 2022 billing rates and substantially lower than the lowest cost of outside legal services.

- Compared to the same Front Range peer cities, the 2022 CAO budget comprises .47% of the total organizational budget, well below the average of .82%. Among peer cities, city attorney budgets as a percentage of city organization budgets range from a high of 2.08% (Colorado Springs) to a low of .39% (Longmont and Littleton).

- 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 2023-24 budget process. Significant new projects and staffing in the City organization or adding 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 Council, 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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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 73.1: 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 has 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.

- Although ongoing work to identify technology tools for increased CAO efficiency and effectiveness continues, at this time the CAO does not have sufficient information to scope out system needs or propose an approach. Close coordination with information technology staff will be needed to move this forward.

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 2022, the City Attorney’s office per hour legal expense is 30% 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, 6 had a higher cost per capita than the Fort Collins City Attorney’s Office and 5 had a lower cost per capita. The Fort Collins City Attorney’s Office had an overall cost per capita of $19.75; the range of peer cities was a high of $39.86 to a low of $13.23.

- 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

Offer 73.1: General Legal Services - Funded

Offer Type: Ongoing

Performance Measure Reason: -Data collected from the same 12 Front Range peer cities comparing the municipal attorney departments’ budgets impact to their organization’s total budget. The Fort Collins City Attorney’s office budget comprises .47% of the total organizational budget, a lower percentage than all but three of the surveyed cities; the percentage for peer cities ranged from 2.08% (high) to .39% (low).

Differences from Prior Budget Cycles

- In non-personal services, a 2% decrease from the 2022 budget is proposed; the 2024 proposed non-personal services is essentially equal to the 2022 budget.

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 needed salary adjustments.

Offer Profile

Offer Owner: MDonaldson

Financial Lead: mdonaldson

Lead Department: City Attorney's Office

73.1: General Legal Services

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	20.10	20.10	- %
Expenses			
511000 - Salaries & Wages	2,329,403	2,432,127	4.4%
512000 - Benefits	596,164	621,273	4.2%
519000 - Other Personnel Costs	(39,572)	(41,146)	4.0%
510000 - Personnel Services	**2,885,995**	**3,012,254**	**4.4%**
521000 - Professional & Technical	47,957	49,327	2.9%
529000 - Other Prof & Tech Services	4,367	4,476	2.5%
520000 - Purchased Prof & Tech Services	**52,324**	**53,803**	**2.8%**
533000 - Repair & Maintenance Services	13,459	13,796	2.5%
534000 - Rental Services	633	649	2.5%
530000 - Purchased Property Services	**14,092**	**14,445**	**2.5%**
542000 - Communication Services	22,232	10,710	-51.8%
544000 - Employee Travel	35,535	36,415	2.5%
549000 - Other Purchased Services	41,338	42,368	2.5%
540000 - Other Purchased Services	**99,105**	**89,493**	**-9.7%**
555000 - Office & Related Supplies	25,457	26,111	2.6%
559000 - Other Supplies	21,185	21,714	2.5%
550000 - Supplies	**46,642**	**47,825**	**2.5%**
Total Expenses	**3,098,158**	**3,217,820**	**3.9%**

Funding Sources

100-General Fund: Ongoing	Ongoing	2,702,437	2,810,228	4.0%
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	91,241	93,978	3.0%
502-Water Fund: Ongoing Revenue	Ongoing Restricted	131,271	135,210	3.0%
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	21,679	22,329	3.0%
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	21,679	22,329	3.0%
505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	58,991	60,760	3.0%
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	70,860	72,986	3.0%
	Funding Source Total	**3,098,158**	**3,217,820**	**3.9%**

Offer 73.3: City Attorney's Office Remodel - Unfunded

Offer Type: 1-Time Enhancement

2023: $123,006 and 0.00 FTE (excluding hourly staffing)

2024: $0 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer is to fund remodeling and reconfiguration of office space in the City Attorney's Office. The CAO currently has fewer workspaces than employees. Although the advent of substantial remote work in 2020 has delayed the impacts of the space shortage, there is a renewed need for collaboration within the CAO and the need for and benefit of other in person staff interactions. After an attempted trial of sharing office space that was not successful, we have worked with Operation Services staff to identify cost-effective ways to modify existing office space to increase the number of workspaces. The confidential nature of the legal work of the CAO, the difficulty of conducting multiple video calls and conferences in a shared space, and the lack of space available for added workstations all necessitate reducing the size of offices to free up space that can be used for new workstations. By reducing some of the larger offices, the space the CAO has occupied since 2001 can continue to accommodate the general CAO space needs.

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

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- The CAO promotes equity, diversity and inclusion through intentional personnel processes, performance goals, training and resourcing development, practicing welcoming, candid and respectful dialogue and behaviors, proactive processes and vigilance in prosecutions and enforcement and working to spot and address disparate impacts and ways shift processes and thinking in programs, plans and policies.
- Preserving options for comfortable presence in the office for CAO employees while allowing for appropriately confidential conversations and work is necessary for a welcoming, accessible work environment.

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

Offer 73.3: City Attorney's Office Remodel - Unfunded

Offer Type: 1-Time Enhancement

This offer has been estimated in phases. While we propose funding phases 1, 2 and 3 in the 2023 budget to reduce costs and the disruption of remodeling over a lengthy period. However, this offer could be scaled so phase 1 and 2 are constructed in 2023 and phase 3 is constructed in 2024.

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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. Adequate physical space is necessary to allow for effective operation of the CAO in providing these services.

Performance Metrics

- 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 12 Front Range peer cities comparing the municipal attorney departments’ budgets impact to their organization’s total budget. The Fort Collins City Attorney’s office budget comprises .47% of the total organizational budget, while still providing quality service. This demonstrates we are operating a lean and cost-efficient legal office.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable.

Offer Profile

Offer Owner: MDonaldson

Financial Lead: mdonaldson

Lead Department: City Attorney's Office

73.3: City Attorney's Office Remodel

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
529000 - Other Prof & Tech Services	750	-	- %
520000 - Purchased Prof & Tech Services	**750**	**-**	**- %**
535000 - Construction Services	122,256	-	- %
530000 - Purchased Property Services	**122,256**	**-**	**- %**
Total Expenses	**123,006**	**-**	**- %**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Reserves	Reserve	123,006	-	- %
	Funding Source Total	**123,006**	**-**	**- %**

Offer 73.4: City Attorney's Office Replacement Furniture - Unfunded

Offer Type: 1-Time Enhancement

2023: $28,963 and 0.00 FTE (excluding hourly staffing)

2024: $0 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer proposes replacement of the City Attorney's Office large conference room table and chairs with modular tables and complementary chairs. The current table and chairs in use are no longer viable for many reasons. Primarily, the existing configuration is antiquated and significantly limits the usefulness of the CAO's main conference room. The table is an oversized wooden table made from repurposed wood from the Lincoln Center Remodel approximately 10 years ago. The existing chairs are reused from the City warehouse and were reupholstered approximately 20 years ago; they are not compatible with modular tables that allow for easy reconfiguration of the room for a variety of purposes. The current configuration of the conference room furniture does not accommodate our current staffing needs and is not practical to conduct many types of meetings. This furniture replacement will also facilitate hybrid work for the CAO.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- The CAO promotes equity, diversity and inclusion through intentional personnel processes, performance goals, training and resourcing development, practicing welcoming, candid and respectful dialogue and behaviors, proactive processes and vigilance in prosecutions and enforcement and working to spot and address disparate impacts and ways shift processes and thinking in programs, plans and policies.
- In practice, less formal, imposing and immobile furniture will change the physical and psychological accessibility and inclusive feel of meetings with the CAO. The current situation is notably intimidating for invitees to the CAO.

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 would be impractical to scale this offer; both the table and chairs would be needed to accomplish the objective of this offer.

Offer 73.4: City Attorney's Office Replacement Furniture - Unfunded

Offer Type: 1-Time Enhancement

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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: This offer supports HPG 7.1 by enabling more efficient and effective use of CAO existing facilities for provision of legal services.

Performance Metrics

- 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: The City Attorney's Office consistently demonstrates fiscal responsibility while providing outstanding legal services. We have made do with the existing furniture for as long as practicable. With the current CAO staff and need for collaboration with clients, outside parties and internally, this furniture change will allow for the existing room to accommodate the CAO’s needs.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable.

Offer Profile

Offer Owner: MDonaldson

Financial Lead: mdonaldson

Lead Department: City Attorney's Office

73.4: City Attorney's Office Replacement Furniture

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %

Expenses

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
529000 - Other Prof & Tech Services	500	-	- %
520000 - Purchased Prof & Tech Services	**500**	**-**	**- %**
555000 - Office & Related Supplies	28,463	-	- %
550000 - Supplies	**28,463**	**-**	**- %**
Total Expenses	**28,963**	**-**	**- %**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Reserves	Reserve	28,963	-	- %
	Funding Source Total	**28,963**	**-**	**- %**

Offer 73.5: City Attorney’s Office Strategic Plan Consultant - Unfunded

Offer Type: 1-Time Enhancement

2023: $0 and 0.00 FTE (excluding hourly staffing)

2024: $39,950 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer requests one time funding for a strategic planning consultant and related expenses for the second year of the budget cycle in 2024. The strategic plan was implemented by the City Attorney’s Office (CAO) several years ago and was prepared internally by CAO staff without expert support or assistance. This plan, while still useful, is nearing obsolescence and an updated plan is needed due to recent and upcoming staffing transitions in the office and the rapidly changing context for our operations. Using outside assistance to develop a new strategic plan will increase the usefulness and benefit from a strategic plan to guide the CAO going forward and help ensure excellent and responsive legal services to the organization. Besides 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. Due to current heavy workload issues and significant staffing transitions expected in the CAO in the upcoming 18 months, this offer proposes waiting until the second year of the budget cycle to carry out the proposed strategic planning.

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

✓HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

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

Additional Information

- The CAO promotes equity, diversity and inclusion through intentional personnel processes, performance goals, training and resourcing development, practicing welcoming, candid and respectful dialogue and behaviors, proactive processes and vigilance in prosecutions and enforcement and working to spot and address disparate impacts and ways shift processes and thinking in programs, plans and policies.

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

Offer 73.5: City Attorney’s Office Strategic Plan Consultant - Unfunded

Offer Type: 1-Time Enhancement

Scalability is unknown at the moment. We base this offer on previous purchase orders procured by the Purchasing Department for strategic planning consultants. Significant reduction would likely prevent completion of the objectives of this offer.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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 Council, 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, 6 had a higher cost per capita than the Fort Collins City Attorney’s Office and 5 had a lower cost per capita. The Fort Collins City Attorney’s Office had an overall cost per capita of $19.75; the range of peer cities was a high of $39.86 to a low of $13.23.

- 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 municipal attorney departments’ budgets impact to their organization’s total budget. The Fort Collins City Attorney’s office budget comprises .47% of the total organizational budget, a lower percentage than all but three of the surveyed cities; the percentage for peer cities ranged from 2.08% (high) to .39% (low).

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable.

Offer 73.5: City Attorney's Office Strategic Plan Consultant - Unfunded

Offer Type: 1-Time Enhancement

Offer Profile

Offer Owner: MDonaldson

Financial Lead: mdonaldson

Lead Department: City Attorney's Office

73.5: City Attorney’s Office Strategic Plan Consultant

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
521000 - Professional & Technical	-	38,500	- %
529000 - Other Prof & Tech Services	-	500	- %
520000 - Purchased Prof & Tech Services	**-**	**39,000**	**- %**
559000 - Other Supplies	-	950	- %
550000 - Supplies	**-**	**950**	**- %**
Total Expenses	**-**	**39,950**	**- %**
Funding Sources			
100-General Fund: Reserves Reserve	-	39,950	- %
Funding Source Total	**-**	**39,950**	**- %**

Offer 78.1: Planning, Development & Transportation Administration - Funded

Offer Type: Ongoing

2023: $1,478,614 and 9.00 FTE (excluding hourly staffing)

2024: $1,534,261 and 9.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds the Office of the Director of Planning, Development & Transportation (PDT), including the Director, Deputy Director, Finance Staff and Executive Administrative Assistant. The PDT Service Area is comprised of six departments: Community Development & 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, while recognizing the importance of multi-sector relationships and partnerships at all levels.

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 78.1: 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, while recognizing the importance of multi-sector relationships and partnerships at all levels.: 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

- None

Explanation of Any Adjustments to Personnel Costs using object 519999

- None

Offer 78.1: Planning, Development & Transportation Administration - Funded

Offer Type: Ongoing

Offer Profile

Offer Owner: dklingner

Financial Lead: momartinez

Lead Department: PDT Administration

78.1: Planning, Development & Transportation Administration

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	9.00	9.00	- %

Expenses

511000 - Salaries & Wages	953,622	993,792	4.2%
512000 - Benefits	345,411	356,881	3.3%
519000 - Other Personnel Costs	(46,260)	(48,326)	4.5%
510000 - Personnel Services	**1,252,773**	**1,302,347**	**4.0%**
521000 - Professional & Technical	5,500	5,500	- %
529000 - Other Prof & Tech Services	5,000	5,000	- %
520000 - Purchased Prof & Tech Services	**10,500**	**10,500**	**- %**
534000 - Rental Services	1,500	1,500	- %
530000 - Purchased Property Services	**1,500**	**1,500**	**- %**
542000 - Communication Services	6,200	6,200	- %
544000 - Employee Travel	9,450	9,450	- %
549000 - Other Purchased Services	9,800	9,800	- %
540000 - Other Purchased Services	**25,450**	**25,450**	**- %**
555000 - Office & Related Supplies	4,100	4,100	- %
559000 - Other Supplies	5,500	5,500	- %
550000 - Supplies	**9,600**	**9,600**	**- %**
591000 - Transfers to Funds	178,791	184,864	3.4%
590000 - Transfers Out	**178,791**	**184,864**	**3.4%**
Total Expenses	**1,478,614**	**1,534,261**	**3.8%**

Funding Sources

100-General Fund: Ongoing	Ongoing	768,660	822,051	6.9%
290-Transit Services Fund: Ongoing Revenue	Ongoing Restricted	66,869	68,908	3.0%
292-Transportation Services Fund: Ongoing Revenue	Ongoing Restricted	576,216	574,394	-0.3%
294-Parking Fund: Ongoing Revenue	Ongoing Restricted	66,869	68,908	3.0%
	Funding Source Total	**1,478,614**	**1,534,261**	**3.8%**

Offer 82.1: Dedicated Internships for Students of Historically Underrepresented Minority Schools - Unfunded

Offer Type: Enhancement

2023: $50,000 and 0.00 FTE (excluding hourly staffing)

2024: $50,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will create three 12 week paid internship positions in the Community Services Area and establish a dedicated internship program. These internships will be offered to all students enrolled at historically underrepresented minority schools, including Historically Black Colleges or Universities (HBCUs), Tribal Colleges and Universities (TCUs), and Hispanic Serving Institutions (HSIs). This program would partner with these minority serving institutions to hire an intern from each category of school each year.

Creating this internship program will strengthen our ties with minority serving institutions, establish a pipeline for diverse talent, and grow interest in the professions of Parks, Recreation, Culture, and Natural Areas. Investment in creating a welcoming, inclusive program will continue efforts to establish the City of Fort Collins as a desirable workplace for future leaders who value Justice, Equity, Diversity, and Inclusion.

To support candidates that are selecting this 12 week role and mitigate barriers from equitable participation, there will also be a housing stipend provided to the interns to assist them in temporarily relocating to the area for the duration of the program. Program oversight will be provided by the Community Services leadership team and internship assignments will be project-based, so both the interns and City organization will benefit from the fresh perspectives provided.

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

✓HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

Additional Information

- This offer reflects the need for increased intentionality around equity and inclusion. Purposeful investment towards the creation of protected opportunities will create space and reduce barriers to professional opportunities in Community Services areas.
- Dedicating these internships will contribute towards fostering an inclusive workplace environment and strengthening sense of belonging for under-represented groups.

Offer 82.1: Dedicated Internships for Students of Historically Underrepresented Minority Schools - Unfunded

Offer Type: Enhancement

- When returning to school, the intern alumni will also act as ambassadors to increase visibility and interest in joining the City of Fort Collins organization, and to Parks, Recreation, Culture, and Natural Areas professions. Programs with dedicated majors within the areas of Parks and Recreation have dwindled in recent years, with only 3,224 degrees awarded in this area in 2020 nationwide.

- Interns will also gain real-world experience to widen their perspective when they return to their studies. Many employers value professional internships when recruiting for recent graduate talent, which could contribute towards more favorable long-term employment outcomes for the interns upon graduation.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $50,000
  Ongoing Cost Description:
  Continuing the internship program, including pay for the three 12-week internships and a housing stipend.

Scalability and explanation

To provide one dedicated internship to each of the institutions identified, this offer would not be scalable down. This offer could be scaled up to provide additional internships- such as internships within each institution for both undergraduate and graduate students.

Links to Further Details:

- https://www.centerforengagedlearning.org/resources/high-impact-practices-and-historically-underrepresented-minority-students/
- https://www.fcgov.com/communityservices/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: This innovative internship program will create a new channel to identify and develop diverse talent.

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 82.1: Dedicated Internships for Students of Historically Underrepresented Minority Schools - Unfunded

Offer Type: Enhancement

Performance Measure Reason: A proposed metric could be the diversity reflected in the applicant pool for positions in Community Services.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: sghose

Financial Lead: vshaw

Lead Department: Community Services Admin

82.1: Dedicated Internships for Students of Historically Underrepresented Minority Schools

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
511000 - Salaries & Wages		36,000	36,000	- %
512000 - Benefits		3,654	3,654	- %
519000 - Other Personnel Costs		9,000	9,000	- %
510000 - Personnel Services		**48,654**	**48,654**	**- %**
549000 - Other Purchased Services		100	100	- %
540000 - Other Purchased Services		**100**	**100**	**- %**
555000 - Office & Related Supplies		496	496	- %
559000 - Other Supplies		750	750	- %
550000 - Supplies		**1,246**	**1,246**	**- %**
Total Expenses		**50,000**	**50,000**	**- %**
Funding Sources				
100-General Fund: Ongoing	Ongoing	50,000	50,000	- %
Funding Source Total		**50,000**	**50,000**	**- %**

Offer 82.2: Municipal Innovation Program - Unfunded

Offer Type: Enhancement

2023: $100,000 and 0.00 FTE (excluding hourly staffing)

2024: $100,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will create an innovation competition across the City of Fort Collins. This program would promote and support a culture of innovation by providing seed funding and by recognizing the accomplishments of new approaches, effective solutions, and/or creative and innovative changes made by the employees of the City of Fort Collins.

The program would be offered regularly, and award seed money of up to $10K per project to applications that feature innovative changes that will result in direct and quantifiable benefits, including cost efficiencies. This innovation award program would be a deliberately broad program that allows for flexibility in honoring creative methods, ideas, processes, and programs that have been implemented and are beneficial to the City.

Executive sponsorship for the program would be provided by the Community Services Director, and individual employees or teams from all service areas would be encouraged to apply. By casting a wide net, the program will be more inclusive and find the best innovations that our City has to offer.

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

✓ HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving 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: $100,000
  Ongoing Cost Description:
  Continuing the innovation program, including the internal grant awards and employee recognition.

Scalability and explanation

This offer is scalable to the amount of funding available, including additional funding.

Links to Further Details:

- Not applicable

Offer 82.2: Municipal Innovation Program - Unfunded

Offer Type: Enhancement

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: This offer would challenge employees to find innovations with quantifiable benefits towards our assets, infrastructure, and resources.

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 program would monitor volume of applications, as well as the success and efficiencies of the projects awarded funded by the innovation program to monitor program success.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: sghose

Financial Lead: vshaw

Lead Department: Community Services Admin

82.2: Municipal Innovation Program

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %

Expenses

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
579000 - Other		100,000	100,000	- %
	570000 - Other	**100,000**	**100,000**	**- %**
	Total Expenses	**100,000**	**100,000**	**- %**

Funding Sources

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
100-General Fund: Ongoing	Ongoing	100,000	100,000	- %
	Funding Source Total	**100,000**	**100,000**	**- %**

Offer 82.3: Community Services Professional Development - Unfunded

Offer Type: Enhancement

2023: $140,000 and 0.00 FTE (excluding hourly staffing)

2024: $143,500 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will ensure equitable and consistent access to training and professional development opportunities across the Community Services area. This includes Community Services Administrative staff, Cultural Services, Natural Areas, Parks, Park Planning & Development, and Recreation – over 400 FTE positions overall.

Actively pursuing professional development ensures that knowledge and skills stay relevant and up to date. It also allows employees to be more aware of changing trends and directions in the industry. Currently, the Natural Areas department has been able to budget $1,300 per classified FTE per year to allow classified staff to obtain relevant training. However, other departments in the service area do not have necessary resources within their current allocations to provide the same opportunities. This offer will right-size the service area budget to provide more consistent and equitable opportunities, so that an employee’s department will not limit their professional growth outcomes.

Investing in professional development is known to increase employee retention and job satisfaction. In the last internal organization survey (Core34), career development opportunities was the most common response for what would most improve job satisfaction, followed by more opportunities to grow and develop skills.

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

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.
- CR 2.4 - Identify criteria, process, and funding options to revitalize neighborhood and community parks to meet modern design standards, per the newly adopted 2021 Parks and Recreation Plan.

✓HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

Additional Information

- Additional investment in professional development supports equity, diversity, and inclusion. By allowing more employees to access educational opportunities, they gain more opportunity to progress their career, advance their earnings and move into leadership roles. Financial barriers are one of the most significant obstacles to participation in development and educational programs.

- Community Services has been leveraging current processional development resources to maximize their current impact by bringing national speakers onsite where possible and offering an internally developed and operated Community Services 101 full-day training. Interest and attendance in these events have been very high (300+ participants per event).

Offer 82.3: Community Services Professional Development - Unfunded

Offer Type: Enhancement

- Across Community Services, there are many requirements for certifications and credentials. By expanding professional development opportunities, we will diversify the options available to earn the continuing education credits necessary to renew certifications and expand the ability to innovate in multiple fields.
- Career development and opportunities to grow/develop skills were identified in the last Core34 survey as the item that would most improve job satisfaction. With ongoing staffing challenges across Community Services, this is an effective opportunity to increase morale, reward high-performing talent, and invigorate the workforce.
- Growing internal talent is vital to the resiliency of an organization. This will not only increase the current effectiveness of the workforce, but also build a pipeline of talent in our content areas. Since 2020, 4 of the 6 leadership team positions have turned over. It is increasingly vital to elevate and prepare internal talent for the next opportunity.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $140,000
  Ongoing Cost Description:
  Continuing the funding of equitable professional development opportunities across Community Services.

Scalability and explanation

To promote full equity, the offer would need to be funded at the full request. However, the amount could be scaled back to half the request for the first year to ramp up to a sustained, equitable funding level.

Links to Further Details:

- https://www.fcgov.com/communityservices/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.: This offer will enhance our ability to equip our talent to drive towards diverse, inclusive, and accessible outcomes for all community services programming.
- CR 2.4 - Identify criteria, process, and funding options to revitalize neighborhood and community parks to meet modern design standards, per the newly adopted 2021 Parks and Recreation Plan.: With significant funding gaps identified in the 2021 Parks and Recreation Master plan, expanding professional development and training opportunities for our workforce will allow us to cast a wider net as we evaluate long-term options to meet plan goals.

Offer 82.3: Community Services Professional Development - Unfunded

Offer Type: Enhancement

✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: With ongoing staffing challenges across Community Services, this is an effective opportunity to increase morale, reward high-performing talent, and invigorate the workforce.

Performance Metrics

- CR 100. Parks Asset Management Funding Actual vs. Need
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6286&object=measure&objectId=859212.html

Performance Measure Reason: With significant funding gaps identified in the 2021 Parks and Recreation Master plan, expanding professional development and training opportunities for our workforce will allow us to cast a wider net as we evaluate long-term options to meet plan goals.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: sghose

Financial Lead: vshaw

Lead Department: Community Services Admin

82.3: Community Services Professional Development

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
544000 - Employee Travel		140,000	143,500	2.5%
540000 - Other Purchased Services		**140,000**	**143,500**	**2.5%**
Total Expenses		**140,000**	**143,500**	**2.5%**
Funding Sources				
100-General Fund: Ongoing	Ongoing	140,000	143,500	2.5%
Funding Source Total		**140,000**	**143,500**	**2.5%**

Offer 82.4: Community Services $15/hour Minimum Wage - Unfunded

Offer Type: Enhancement

2023: $973,634 and 0.00 FTE (excluding hourly staffing)

2024: $1,002,843 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will increase the minimum wage for hourly positions in the Community Services area, which includes Cultural Services, Parks, and Recreation, to a floor of $15 per hour and will alleviate the most significant wage compression issues across other hourly positions in the service area. This will not address wage compression in classified, full time positions. A $15 minimum wage would align with the Council priority of increasing the minimum wage and establish the City as an employer that leads by example.

Community Services has faced significant staffing challenges, which have been exacerbated in hourly positions. Often, this talent is critical to meet minimums to operate facilities and maintain appropriate service levels. These positions include vital positions to community health and safety such as lifeguards at aquatic centers. Without increasing wage levels to attract more interest in these community-facing positions, it is possible service levels and facility hours will need to be reduced, triggering direct and visible impacts to the community. In a limited pilot from increasing hourly wages in 2022 in the Parks Division, the change has yielded an improved quality of candidates and a higher application-to-hiring ratio.

This enhancement offer will maintain current service levels; without additional budget to increase hourly wages, the City will likely need to reduce services or hours of operation due to lack of staffing.

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

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.
✓ HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.

Additional Information

- A diverse, equitable, and inclusive community and workforce is one where everybody is welcome and empowered to achieve success, regardless of identity. By increasing the floor wage, we are reducing barriers to more community members achieving success within our City.

- These hourly positions typically do not require higher education, or other restrictive requirements. Usually, the certifications or requirements for these jobs will be sponsored by the City upon hiring, making these positions vital to increasing economic mobility within a subset of the workforce that may not be invested in by other employers.

Offer 82.4: Community Services $15/hour Minimum Wage - Unfunded

Offer Type: Enhancement

- By increasing hourly wages across the Community Services area simultaneously, we are preventing internal competition for the talent pool and increasing transparent choice for potential employees. Community Services is the largest single service area employer of hourly positions within the City.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
  $1,000,000
  Ongoing Cost Description:
  Continuing the $15 per hour minimum wage level across all community services hourly positions.

Scalability and explanation

This offer is scalable to the extent of available funding, however reduced funding will not enable a $15 minimum wage across the whole service area.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.: This offer will allow Community Services to pay staffing a $15 minimum wage, and increase ability to staff the positions that take care of all of the infrastructure and amenities across Community Service's portfolio.

✓HPG 7.4 - Foster a sense of purpose, belonging and well-being in how we innovatively attract, develop and retain diverse talent to serve our community.: This offer will directly increase the ability of Community Services to attract and retain diverse talent by offering more competitive wages for all hourly positions.

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: Turnover in Community Services hourly positions.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer 82.4: Community Services $15/hour Minimum Wage - Unfunded

Offer Type: Enhancement

Offer Profile

Offer Owner: sghose

Financial Lead: vshaw

Lead Department: Community Services Admin

82.4: Community Services $15/hour Minimum Wage

Offer Type: Enhancement

Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
511000 - Salaries & Wages		883,916	910,434	3.0%
512000 - Benefits		89,718	92,409	3.0%
	510000 - Personnel Services	**973,634**	**1,002,843**	**3.0%**
	Total Expenses	**973,634**	**1,002,843**	**3.0%**
Funding Sources				
100-General Fund: Ongoing	Ongoing	973,634	1,002,843	3.0%
	Funding Source Total	**973,634**	**1,002,843**	**3.0%**