



## ***Offer 7.1: Utilities: Customer Service & Administration - Customer Connections Programs and Services***

2017: \$6,360,448 and 53.50 FTE, 0.37 Hourly FTE

2018: \$6,455,643 and 53.50 FTE, 0.37 Hourly FTE

### **Offer Summary**

Funding this offer will sustain and enhance Utilities program management and customer service, which serves 70,000+ electric meters and 35,000+ water meters. The goal is to continue to achieve an overall customer satisfaction rating of 88% for residential and 86% for commercial.

Customer Connections supports the four service areas within Utilities through the following divisions: Customer Care and Technology, Customer Accounts, Community Engagement, Communications and Marketing and Resource Conservation (energy and water).

Process driven results include:

- Customer cycle of service that results in timely and accurate billing, customer service, and web portal support to help customers manage their usage
- Water conservation program management that achieved 25 million gallons of water savings per year with the support of program coordination
- Energy Services program management, with the support of program coordination, in 2015 achieved 20,000 metric tons of avoided carbon emissions, 25,000 MWh of electricity savings, or 1.7% of the community annual electricity use, resulting in portfolio cost per kilowatt hour saved of less than 3 cents, compared to wholesale electricity costs of 5.5 cents.
- Community engagement that supports outreach and education for capital projects, development of master plans, Energy Policy, Water Efficiency Plan and Climate Action Plan.
- Program management office to instill consistent program management process steps, methodologies and tools to manage portfolio tracking.
- Customer relationship management for residential, small commercial, large commercial and industrial customers that resulted in an overall customer satisfaction rating for commercial of 86% and industrial of 99%.
- Marketing and communications for 17 programs, including media support and 24x7 outage management communications, and assistance with emergency events.
- Employee engagement that resulted in a culture value assessment participation of over 70%.



## ***Offer 7.1: Utilities: Customer Service & Administration - Customer Connections Programs and Services***

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices

### **Additional Information**

- Offer supports the deliberate execution of systematic program management to achieve a 25% increase within existing programs that supports the Climate Action Plan, Energy Policy and Water Efficiency Plan goals in 2020. This includes fostering community engagement with youth and adult educational programs, which achieved over 12,000 contact hours in 2015.
- Offer supports community engagement and education on the services, capital projects and conservation programs that results in customer awareness and participation. For example, Utilities received a 3CMA Savvy award for the extensive communications of the College Waterline Replacement project, which minimized business impacts, and achieved public outreach with 20% of the citizens in Fort Collins.
- Utilities strives to ensure accurate and reliable utility bills, which include fees, adjustments, and billings for enhanced utility services and programs so that customers can make informed efficiency improvements based on usage and costs. Customer Satisfaction on billing accuracy in 2015 was 89%, the target was 80%.
- Manage internal employee engagement to support employees as ambassadors to the public with both operational and program information. An example is the Workforce Charging Challenge, which achieved stellar employee participation that included over 9 leaders, including City Council, participation demonstrating support for electric vehicle adoption.
- This Offer contains two contractual positions; Publicity and Marketing Technician, and an Education Specialist. Both positions were staffed as contractual in 2014 to manage the public outreach for construction projects and regulatory permit requirements. Both positions continue to be necessary to achieve customer engagement for existing programs and the five year infrastructure master plans.

### **Links to Further Details**

- [www.fcgov.com/utilities](http://www.fcgov.com/utilities)

### **Linkage to Strategic Objectives**



### ***Offer 7.1: Utilities: Customer Service & Administration - Customer Connections Programs and Services***

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Implement leading-edge continuous improvement practices that increase productivity, effectiveness, customer service and citizen satisfaction. Since 2007 Customer Connections has consistently achieved target of 80% or greater with overall customer satisfaction.
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: Since the launch of Customer Connections Community Engagement division in 2014 performance has improved from 54% in 2013 to 63% in 2015 with customer satisfaction survey question of "Contributions to the Community." This question provides an understanding on meeting customers public engagement expectations for receiving feedback and providing education on the services we deliver.
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices: Engage citizens in ways to educate and change behavior toward more sustainable living practices. Achieved nearly 50 million gallons of water savings in 2015, and a -12.5% electricity use per capita reduction for the entire year of 2015, which is the second lowest reduction since 2005.

### **Improvements & Efficiencies**

- A restructure was implemented in 2015 based on two key manager positions transitioning resulting in consolidation of Customer Care/Technology and Resource Conservation. This optimized staff for the customer cycle of service with metering/billing, and supported the water-energy nexus; which the utility industry has identified integral to climate mitigation, energy security and climate adaptation.
- Program Management Office has created the process, with documentation templates, to manage the analysis and tracking of program and portfolio performance from launch to exit strategy.
- Completed a comprehensive Customer Segmentation Study to support Customer Relationship Management software system requirements, in collaboration with City, for the selection of an organizational system.
- Customers average hold time decreased by 50% for the 2015 peak due to process improvements, and integration of technology.
- Expanded emphasis on website and social media techniques resulted in value based marketing to ensure concise and appropriate levels of information, frequency and thoroughness for customer understanding and education. As a result social media "likes" has increased by 33%. Created 24 x 7 outage management staff support and website enhancements to keep customers informed and communicate safety.



## ***Offer 7.1: Utilities: Customer Service & Administration - Customer Connections Programs and Services***

- Execution of the Low Income Assistance Program enhancements increased funding to low income residents by over 100% in 2016 and will be over 200% in 2017.
- Community Engagement achieved education enhancements resulting in the first youth energy education program with schools that the teachers can implement to teach youth how to conserve energy both at school and at home.
- Completed the comprehensive redesign and launch of ClimateWise 2.0. The enhancement strengthens alignment with the Climate Action plan, provides businesses a diversity of greenhouse gas reduction options, and simplifies the reporting procedure to Utilities.
- Utilities promotion of events, programs, and recognitions that are coordinated and collaborative with the City and other external organizations to leverage opportunities to interact with the public, including volunteer management.
- Employees become ambassadors of messaging with the public through a more robust internal communications program; minimizing cost impacts to projects and programs implementation.

### **Performance Metrics**

- HPG 32. Maintain Or Improve A/B Grades On Utilities Biannual Customer Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91497>
- HPG 50. Utilities Customer Satisfaction Residential - Company You Can Trust  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91502>
- HPG 51. Utilities Customer Satisfaction - Providing Good Value  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91503>

### **Personnel Changes**

- Not applicable.

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

- Offer reflects an overall increase of 5.6% comparing the 2015-2016 budget to the 2017-2018 budget. Non-salary costs have increased primarily due to costs supporting extensive marketing and community engagement, with program coordination, associated with the Climate Action Plan goal in 2020, to which 50% of the goal is attributed to energy efficiency programs increased participation.



## ***Offer 7.1: Utilities: Customer Service & Administration - Customer Connections Programs and Services***

- Due to a 2015 Customer Connections restructure four existing program coordinator positions originally funded through Light and Power as part of Resource Conservation - Energy Services were moved to Customer Service and Administration under Customer Connections - Community Engagement. Change supported the execution of program coordination for the energy-water nexus.
- Transfer of 21st Century Utilities funding from Executive Director's budget to Customer Connections and renaming to "Workforce Culture" that supports employee engagement towards a cultural values assessment goal of 10% entropy.

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

- Employee gift cards (Downtown Bucks) to recognize outstanding employee contributions, and support of retirements and resignations.

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

CPIO cleanup

### **Offer Profile**

Offer Owner: Irosintoski

Lead Department: Utility Financial Operations



7.1: Utilities Customer Service & Administration - Customer Connections Programs and Services

Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	53.50	53.50	- %
Hourly (FTE)	0.37	0.37	- %
<b>Expenses</b>			
511000 - Salaries & Wages	3,372,469	3,430,203	1.7%
512000 - Benefits	1,178,241	1,224,742	3.9%
519000 - Other Personnel Costs	(52,078)	(52,450)	0.7%
510000 - Personnel Services	<u>4,498,632</u>	<u>4,602,495</u>	<u>2.3%</u>
521000 - Professional & Technical	563,298	530,664	-5.8%
529000 - Other Prof & Tech Services	41,750	34,750	-16.8%
520000 - Purchased Prof & Tech Services	<u>605,048</u>	<u>565,414</u>	<u>-6.6%</u>
533000 - Repair & Maintenance Services	468,022	532,614	13.8%
534000 - Rental Services	7,100	7,100	- %
530000 - Purchased Property Services	<u>475,122</u>	<u>539,714</u>	<u>13.6%</u>
542000 - Communication Services	70,616	30,616	-56.6%
544000 - Employee Travel	42,500	43,000	1.2%
549000 - Other Purchased Services	508,000	515,000	1.4%
540000 - Other Purchased Services	<u>621,116</u>	<u>588,616</u>	<u>-5.2%</u>
551000 - Vehicle & Equipment Supplies	9,050	9,724	7.4%
552000 - Land & Building Maint Supplies	400	400	- %
555000 - Office & Related Supplies	53,350	52,250	-2.1%
556000 - Health & Safety Supplies	500	500	- %
559000 - Other Supplies	82,230	81,530	-0.9%
550000 - Supplies	<u>145,530</u>	<u>144,404</u>	<u>-0.8%</u>
574000 - Grants	15,000	15,000	- %
570000 - Other	<u>15,000</u>	<u>15,000</u>	<u>- %</u>
Total Expenses	<u><u>6,360,448</u></u>	<u><u>6,455,643</u></u>	<u><u>1.5%</u></u>



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**Funding Sources**

605-Utility Customer Srv & Admin	Ongoing Restricted	6,360,448	6,455,643	1.5%
Fund: Ongoing Revenue				
	<b>Funding Source Total</b>	<u><u>6,360,448</u></u>	<u><u>6,455,643</u></u>	<u><u>1.5%</u></u>



## ***Offer 7.3: Utilities: Customer Service & Administration - Administration & General Operations***

2017: \$5,946,132 and 37.50 FTE, 1.02 Hourly FTE

2018: \$6,373,031 and 37.50 FTE, 1.02 Hourly FTE

### **Offer Summary**

Funding this offer will sustain and enhance the operations of seven business units and six initiatives consisting of; Executive Director's Office, Strategic Financial Planning, Environmental Regulatory Affairs, Locating and Meter Operations, Utilities Support Services, Grounds Maintenance, Asset Management, Environmental Project, Knowledge Transfer, Wellness, Municipal Energy Efficiency and Utilities Administration Building (UAB).

- The Executive Director provides leadership for the Utilities service area consisting of 420+ employees in five service units and two departments, directing the creation and execution of policies and procedures in achieving the Community Dashboard results.
- Strategic Financial Planning provides budget preparation and monitoring, rate setting and revenue projections, debt management, financial reporting, payables and receivables in alignment with City Finance policies.
- Environmental Regulatory Affairs manages the City Environmental Policy achieving compliance with legal and regulatory requirements, pollution prevention and continuous improvement.
- Locating Operations provides locate services for electric, water, wastewater and stormwater systems, as well as the City's traffic and fiber optic networks.
- Utilities Support Services and Grounds Maintenance includes a variety of shared services, such as telecommunications, pool cars, after hours security services, lawn maintenance, snow removal, and payments to both the General Employees Retirement Plan, and Administrative payment to the City's General Fund.
- Initiatives which support the City Strategic Plan are: Asset Management, a formalized program to maintain and replace infrastructure safely and systematically; Environmental Project supports funding a .50 FTE position with Sustainability Services; Knowledge Transfer achieves workforce development and continuity; and Municipal Energy Efficiency and UAB supports Climate Action Plan goals for City-owned facilities.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

### **Additional Information**





### ***Offer 7.3: Utilities: Customer Service & Administration - Administration & General Operations***

- The Executive Director of Utilities provides leadership executing the policies and plans approved by City Council in providing competitively priced, reliable, and environmentally sustainable services and programs that exceed customer expectations. Overall customer satisfaction in 2015 achieved 88% residential and 86% commercial.
- Strategic Financial Planning ensures expenses and revenues are fiscally sound and aligned with City Finance in funding Utilities services, programs and projects. This includes the execution of asset management achieving reliability and cost effectiveness based on desired service levels. Overall customer satisfaction in "Providing Good Value" achieved 83% residential and 66% commercial in 2015.
- Environmental Regulatory Affairs provides support to City operations ensuring environmental compliance with regulations. Consistently managing compliance and mitigation results in cost avoidance, as violations of environmental laws can carry a fine of up to \$25,000 per violation per day.
- Environmental Project and Wellness coordination supports collaboration with the City's Sustainability Services office and Human Resources, reinforcing Utilities initiative to align business practices and operations with environmental, social and economic stewardship, while maintaining employees health and safety.
- Municipal Energy Efficiency is an organizational CAP goal to invest in City facilities achieving best practices in energy and water efficiency, which includes the new Utilities Administration Building becoming a demonstration project exhibiting practices and technology that can be replicated.

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

- <http://www.fcgov.com/utilities>
- <http://citynet.fcgov.com/ecp/>
- <http://www.fcgov.com/utilities/what-we-do/stormwater/stormwater-quality/management-program>

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

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance: Renew the effluent discharge permits of the City's two wastewater facilities, while planning for more stringent state regulations. Wastewater infrastructure improvements are required to meet stringent regulatory and permit thresholds in the management, maintenance and improvements of the City's water and wastewater assets, including treatment facilities and the distribution and collection system.



### ***Offer 7.3: Utilities: Customer Service & Administration - Administration & General Operations***

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: Deploy mobile devices to improve the effectiveness and efficiency in managing infrastructure assessments. Balance cost with real, tangible benefits to the organization and community. Use technology to monitor, protect and provide cyber security for mission-critical infrastructure, such as water treatment facilities, the electrical grid, etc.
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness: Promote a culture of safety where individuals are accountable for making sure the work environment is safe, employees are aware of potential hazards, and reporting of near-miss and other reportable incidents is encouraged. Continue to invest and drive improvements in establishing and maintaining a healthy workforce and knowledge management for business continuity.

#### **Improvements & Efficiencies**

- The Executive Director serves as a member of the City Manager's Executive Lead Team, Strategic Issues Team, and Leadership Link to participate in decision-making and information-sharing at the executive level providing continuity of leadership for sustainability and performance excellence.
- Environmental Project coordination with the City's Sustainability office enhances and contributes to the objectives of a highly effective municipal organization ensuring triple bottom line analysis and implementation of utilities operations.
- Strategic Financial Planning provides long-term solutions to address challenges and opportunities related to fiscal sustainability – balancing revenues, expenditures, risk (liability), and community expectations, specifically addressing diversification of the revenue base and building long-term financial strength.
- As the Fort Collins community continues to experience positive economic development locating services plays a critical role with staffing to support locating electric, water, wastewater, and stormwater systems, as well as the City's traffic and fiber optic networks, in order to protect the infrastructure from damage for the assurance of reliable service delivery.
- Staff represents the City in regulatory processes to influence the development of regulations. Staff is currently participating in the public comment on the issuance of discharge permits for the wastewater treatment facilities, proposed changes to surface water quality standards, and requirements related to the Municipal Separate Storm Sewer System (MS4) permit.
- Through Environmental Management Systems and support of the Environmental Regulatory Affairs staff, three departments sustain ISO 14001 registration and continue to achieve significant reductions in fuel and energy use.
- Staff continues to use Innotas, a project and time tracking system, utilizing data from this system to drive requests for resources and to improve efficiency and effectiveness in Utilities.



## ***Offer 7.3: Utilities: Customer Service & Administration - Administration & General Operations***

- Asset Management is critical to effectively cost and maintain infrastructure to meet customers expectations in the delivery of reliable services. In 2015 customer satisfaction ratings for the delivery of reliable service reflected 92% for electric, 92% for water, 85% for wastewater, and 76% for stormwater. Stormwater significantly improved in 2015 compared to 69% in 2013.
- Staff educates the City on compliance requirements to manage understanding in mitigating issues due to events or circumstances as part of projects.
- Connected with this offer is package 7.7 for two replacement vehicles and maintenance of both 700 Wood Street and 222 LaPorte facilities. Improvements are the replacement vehicles will meet the standards of an electric or hybrid, and maintenance management will achieve energy and water conservation, with both items supporting the Municipal Energy Efficiency initiative.

### **Performance Metrics**

- SAFE 8. Drinking Water Compliance Rate (% Days)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6345&object=measure&objectID=267045>
- ENV 3. Community Energy Use  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6290&object=measure&objectID=91392>
- HPG 4. City Employee Safety - Total Recordable Injury Rate (TRIR) YTD  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91470>

### **Personnel Changes**

- Not applicable.

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

- Moved 21st Century Utilities to Customer Connections and renamed to Workforce Culture to align with employee engagement being managed in partnership with Human resources out of Customer Connections, specifically OnePlanet, Cultural Values Assessment, peer-to-peer recognition, etc.
- Health, Safety, and Security has been moved to City Risk Management to collectively support the deployment of a culture of safety organizationally.
- New initiatives to support the Climate Action Plan consists of Utilities Administration Building becoming a demonstration project for water and energy efficiency, and funding Municipal Energy Efficiency so that City facilities achieve best practices for water and energy efficiency and conservation.

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



## ***Offer 7.3: Utilities: Customer Service & Administration - Administration & General Operations***

- Annual service gift cards and retirement and resignation awards for service.

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

CPIO edits

### **Offer Profile**

Offer Owner: KGertig

Lead Department: Utility Financial Operations



### 7.3 Utilities Customer Service & Administration - Administration & General Operations

#### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	37.50	37.50	- %
Hourly (FTE)	1.02	1.02	- %
<b>Expenses</b>			
511000 - Salaries & Wages	2,992,069	3,064,785	2.4%
512000 - Benefits	1,058,226	1,093,396	3.3%
519000 - Other Personnel Costs	(57,519)	(57,794)	0.5%
<b>510000 - Personnel Services</b>	<b>3,992,776</b>	<b>4,100,387</b>	<b>2.7%</b>
521000 - Professional & Technical	409,330	409,330	- %
529000 - Other Prof & Tech Services	10,000	10,000	- %
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>419,330</b>	<b>419,330</b>	<b>- %</b>
531000 - Utility Services	191,906	196,444	2.4%
532000 - Cleaning Services	140,926	144,838	2.8%
533000 - Repair & Maintenance Services	498,764	824,110	65.2%
534000 - Rental Services	92,365	94,158	1.9%
<b>530000 - Purchased Property Services</b>	<b>923,961</b>	<b>1,259,550</b>	<b>36.3%</b>
541000 - Insurance	29,223	30,100	3.0%
542000 - Communication Services	32,248	32,248	- %
543000 - Internal Admin Services	104,064	106,759	2.6%
544000 - Employee Travel	53,625	43,475	-18.9%
549000 - Other Purchased Services	71,542	72,820	1.8%
<b>540000 - Other Purchased Services</b>	<b>290,702</b>	<b>285,402</b>	<b>-1.8%</b>
551000 - Vehicle & Equipment Supplies	37,035	39,959	7.9%
552000 - Land & Building Maint Supplies	22,600	22,600	- %
554000 - Utility Supplies	1,890	1,890	- %
555000 - Office & Related Supplies	77,270	63,270	-18.1%
556000 - Health & Safety Supplies	10,150	9,950	-2.0%
559000 - Other Supplies	52,825	50,325	-4.7%
<b>550000 - Supplies</b>	<b>201,770</b>	<b>187,994</b>	<b>-6.8%</b>
591000 - Transfers to Funds	117,593	120,368	2.4%
<b>590000 - Transfers Out</b>	<b>117,593</b>	<b>120,368</b>	<b>2.4%</b>
<b>Total Expenses</b>	<b>5,946,132</b>	<b>6,373,031</b>	<b>7.2%</b>



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**Funding Sources**

605-Utility Customer Srv & Admin	Ongoing Restricted	5,946,132	6,373,031	7.2%
Fund: Ongoing Revenue				
	<b>Funding Source Total</b>	<u><u>5,946,132</u></u>	<u><u>6,373,031</u></u>	<u><u>7.2%</u></u>



## ***Offer 7.5: Utilities: Customer Service & Administration - Information Technology Services***

2017: \$4,182,470 and 12.20 FTE, 0.92 Hourly FTE

2018: \$4,220,529 and 12.20 FTE, 0.92 Hourly FTE

### **Offer Summary**

Included in this offer is the Enterprise Information Technology allocation to Utilities. The allocation covers Utilities' portion of the IT Department's Enterprise Applications, Infrastructure and Administration. Metrics associated with the Enterprise IT allocation reside in Information Technology offers in the Data & Communication Fund 603. These amounts are not in addition to the IT Department offers, but represent the funding mechanism for the Utilities portion of the IT offers. This offer also includes the ongoing support and development work of the Application Services Utilities team. More than 100 applications used by Utilities employees are supported, enhanced and developed by this organization.

Several of the applications supported are Enterprise strength and include:

- 1) Utilities Customer Billing System
- 2) Advanced Metering Systems (meter data management). This complex suite of tools receives raw meter read data from the water and electric meters via a wireless mesh network; it cleanses data, loads it into the Meter Data Management System and subsequently creates billing determinants that are passed to the billing system for customer bill generation.
- 3) Customer Web Portal Utilities customers can see their water and electric consumption in intervals and are able to respond to what they are seeing by reducing their use. The mobile solution for the web portal is Energy Engage.
- 4) Maximo Asset Management system currently deployed for water plants. Work is underway to deploy to Water Field Operations and eventually to Light & Power. All Utilities assets will be loaded into Maximo and will be set up on regular maintenance schedules. The system generates work orders and allows utilization of data to project maintenance costs into the future. This system also integrates to digital mapping (ESRI is the standard tool).
- 5) A Utilities mapping conversion is also underway.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.1 - Provide world-class services that meet the needs of the community
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

### **Additional Information**



## ***Offer 7.5: Utilities: Customer Service & Administration - Information Technology Services***

- The Application Services for Utilities portion of this offer amounts to \$2,673,959.00 in 2017 and \$2,701,918.00 in 2018. The balance of this offer is comprised of the Utilities' portion of the Enterprise IT (Citywide) costs for Enterprise infrastructure, applications, and administration.
- The Apps team supports, integrates, and enhances over 100 business applications used by Utilities. Applications facilitate Utilities' business processes and are necessary for completion of day-to-day tactical work as well as 3 strategic projects currently underway (Billing System Assessment, Maximo Asset Management deployment, and ESRI mapping conversion).
- The team performs extensive support for the Customer Billing System, Meter Data Management that drives Billing, Maximo Asset Management System, Online Customer Service Order automation, the Utilities Customer Web Portal, and the Time of Use pilots currently in production.
- There is a gradual, but consistent migration off of older, locally developed systems to newer, more modern Enterprise level systems. Three major projects underway now are: CIS Billing System Assessment, Maximo Asset Management System deployment, and a major Utilities Mapping conversion off of homegrown solutions to the standard ESRI mapping system.
- The major project work of the Applications Team is prioritized and approved by the Utilities IT Steering Committee comprised of the Utilities Senior Staff Members and the Utilities Executive Director. The approved projects comprise the IT Strategic Plan for Utilities and are depicted in a high level Gantt chart graphic. See link to this graphic included in this offer.

### **Links to Further Details**

- [http://www.fcgov.com/utilities/img/site\\_specific/uploads/2015-16\\_Utilities\\_IT\\_Strategic\\_Plan.pdf](http://www.fcgov.com/utilities/img/site_specific/uploads/2015-16_Utilities_IT_Strategic_Plan.pdf)
- [http://www.fcgov.com/utilities/img/site\\_specific/uploads/Application\\_Landscape\\_Public\\_Update.pdf](http://www.fcgov.com/utilities/img/site_specific/uploads/Application_Landscape_Public_Update.pdf)

### **Linkage to Strategic Objectives**

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs): The Advanced meter systems have reduced the number of truck rolls required to turn on and turn off Utility services. Most electric and water meters are now read over the mesh network and Tropos network avoiding truck rolls and helping reduce traffic. The ongoing support and maintenance of these Mission Critical systems is included in this on-going offer.
- HPG 7.1 - Provide world-class services that meet the needs of the community: We have improved customer service by automating service order processes so that Customers get their services within 1 day of requesting instead of the former 3 day turn around time. An additional benefit is that the Customer Service manual work is reduced by the automation. This department works collaboratively with Utilities to provide automation for improved efficiencies.





## ***Offer 7.5: Utilities: Customer Service & Administration - Information Technology Services***

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: Many of our solutions have a safety component. Activities that used to require that Utilities field personnel be at the premise are no longer performed by field personnel thus reducing their exposure to unsafe situations. Our department is helping Utilities to understand where there are cyber security risks and is putting cross-functional teams together to remediate the identified exposures.

### **Improvements & Efficiencies**

- The City of Ft. Collins Utilities, can do so much more now than they could even 5 years ago due to capitalizing on improved technology, communication methods and other labor saving systems. Utilities is a prime example of taking advantage of key new technologies such as that deployed with Advanced Meter Fort Collins eliminating manual reads and truck roles for turn-on/turn-off of services.
- Advanced Meter systems allow the Utilities to proactively detect leaks. They will be able to see power outages as they occur rather than waiting for phone calls. Customer Service now performs "on demand" reads of electric meters from their desks. Customers now see their usage of electric/water on a portal & will start to conserve more in alignment with the City's Climate Action Plan.
- The Maximo Asset Management system is deployed to the two water plants. It will be deployed to Water Field Operations and to Light & Power. All Utilities assets will be put on regular maintenance schedules. Maximo manages all the associated work orders & eventually will be able to forecast maintenance costs proactively with the goal of helping smooth any necessary rate increases over time.
- Old computing technologies get retired and replaced with current technologies so that user PCs are supportable for the future and will receive the required security patches on a regular basis. App. Services tests software with the current PC versions and we assist with retiring of old servers when they have reached end of life and transferring data and applications to the new, supported servers.
- The Advanced Meter program necessitated a more thorough assessment of cyber security procedures. Advanced Meter Fort Collins procedures are being created and documented. Some examples include: Incident Response Procedure, the Disaster Recovery Procedure for AMFC, and the Business Continuity Procedure.
- Complex rate structures were enabled by the Advanced Meter implementation. Time of Use rate pilots are underway to determine if one of the rates yields better conservation that could contribute to the Climate Action Plan goals.



## ***Offer 7.5: Utilities: Customer Service & Administration - Information Technology Services***

- Customers can now see their electric and water usage much more frequently. In fact, they can drill into 15 minute electric interval data and 60 minute water interval data on the Customer Web Portal. It is expected that over time, customer behavior will change due to this increased visibility and will result in greater conservation and less cost to the customer.
- Utilities will be moving to industry standard Mapping for all the Utilities. Mapping data will be converted from the homegrown systems, to the industry standard mapping tool, ESRI. This allows integration of mapping to more modern applications.
- The data cube containing meter read data (both water and electric) from the Meter Data Management system continues to be in high demand by Utilities personnel who are performing analysis as well as external parties (such as CSU researchers). This requires on-going extraction of data and report generation by the Apps. Services team.
- Time of use Pilots will help the Utilities and City Council to determine best path forward for possibly rolling out these complex rate structures to more Utilities' customers.

### **Performance Metrics**

- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>

### **Personnel Changes**

- Not Applicable

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

- The largest difference in this budget cycle from the prior one is that we are now paying for some Advanced Meter infrastructure upgrades and are covering some infrastructure and software maintenance for Advanced Meter systems that previously were paid for out the Advanced Meter Program budget or by the Department of Energy Smart Grid Investment Grant.

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

- Not applicable

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

CPIO edits

### **Offer Profile**

Offer Owner: MEvans

Lead Department: Utility Financial Operations



## 7.5 Utilities Customer Service & Administration - Information Technology Services

### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	12.20	12.20	- %
Hourly (FTE)	0.92	0.92	- %
<b>Expenses</b>			
511000 - Salaries & Wages	1,177,385	1,206,827	2.5%
512000 - Benefits	321,348	334,126	4.0%
519000 - Other Personnel Costs	(25,965)	(25,965)	- %
510000 - Personnel Services	<u>1,472,768</u>	<u>1,514,988</u>	<u>2.9%</u>
521000 - Professional & Technical	87,324	60,711	-30.5%
520000 - Purchased Prof & Tech Services	<u>87,324</u>	<u>60,711</u>	<u>-30.5%</u>
533000 - Repair & Maintenance Services	624,495	657,851	5.3%
530000 - Purchased Property Services	<u>624,495</u>	<u>657,851</u>	<u>5.3%</u>
542000 - Communication Services	256,958	259,429	1.0%
543000 - Internal Admin Services	25,158	26,047	3.5%
544000 - Employee Travel	40,938	42,957	4.9%
549000 - Other Purchased Services	9,590	9,590	- %
540000 - Other Purchased Services	<u>332,644</u>	<u>338,023</u>	<u>1.6%</u>
555000 - Office & Related Supplies	105,620	54,750	-48.2%
559000 - Other Supplies	920	920	- %
550000 - Supplies	<u>106,540</u>	<u>55,670</u>	<u>-47.7%</u>
591000 - Transfers to Funds	1,558,699	1,593,286	2.2%
590000 - Transfers Out	<u>1,558,699</u>	<u>1,593,286</u>	<u>2.2%</u>
Total Expenses	<u>4,182,470</u>	<u>4,220,529</u>	<u>0.9%</u>
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin    Ongoing Restricted Fund: Ongoing Revenue	4,182,470	4,220,529	0.9%
Funding Source Total	<u>4,182,470</u>	<u>4,220,529</u>	<u>0.9%</u>



## ***Offer 7.7: Utilities: Customer Service & Administration - Minor Capital***

2017: \$185,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$182,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will provide two replacement vehicles, maintenance of the existing 700 Wood Street facility, and the purchase of grounds maintenance equipment. The two replacement vehicles support the business operations of Customer Connections Credit and Collections and Education divisions. Replacement vehicles will be purchased in collaboration with Operation Services to support the Municipal Energy Efficiency initiative. Key costs identified are:

- In 2017, a mower and a Locate vehicle will be replaced per the schedule from Operations Services for \$42,000. Building maintenance is \$155,000 and includes \$50,000 for Warehouse HVAC replacement, \$35,000 for roof replacement, and \$70,000 for parking lot repair, for a 2017 total of \$197,000.
- In 2018, one Customer Service, one Community Engagement, and one Locate vehicle will be replaced per Operations Services Guidelines totaling \$100,000, as well as \$70,000 for Service Center 700 Wood Street) roof repairs, for a 2018 total of \$170,000.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

### **Additional Information**

- Vehicle replacements follow Operations Services replacement guidelines, that includes the criteria for determining an electric or hybrid vehicle.
- Building maintenance funding requested is for areas of the Utility Service Center that are not a part of the remodel project but need to achieve energy and water conservation that supports the Municipal Energy Efficiency initiative.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: This strategic objective will be achieved based on purchasing equipment that meets energy or water conservation standards supporting the Municipal Energy Efficiency initiative.

### **Improvements & Efficiencies**



### ***Offer 7.7: Utilities: Customer Service & Administration - Minor Capital***

- The revised Operations Services guidelines set replacements based on a point system that includes maintenance costs, age, and mileage. As Utilities collaborates with Operation Services on existing equipment the focus is to replace to the current standard, which will reduce maintenance costs and down times.
- Electric vehicles are purchased whenever practical, reducing emissions and supporting the Climate Action Plan.

#### **Performance Metrics**

- ENV 9. Percent decrease in community Greenhouse Gas (GHG) emissions from 2005 baseline  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6282&object=measure&objectID=91345>

#### **Personnel Changes**

- Not Applicable

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

- This offer is separate from the Utilities: Administration & General Operations offer (package 7.3) in this cycle due to the offer being a capital funding purchase. In past cycles it was included in the Utilities: Administration & General Operations ongoing offer.

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

- Not applicable

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

CPIO edits

#### **Offer Profile**

Offer Owner: Irosintoski

Lead Department: Utility Financial Operations



7.7: Utilities Customer Service & Administration - Minor Capital

Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
565000 - Vehicles & Equipment	30,000	112,000	273.3%
569000 - Other Capital Outlay	155,000	70,000	-54.8%
560000 - Capital Outlay	185,000	182,000	-1.6%
Total Expenses	185,000	182,000	-1.6%
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin Ongoing Restricted Fund: Ongoing Revenue	185,000	182,000	-1.6%
Funding Source Total	185,000	182,000	-1.6%



## ***Offer 7.8: Utilities: Customer Service & Administration - Information Technology Minor Capital***

2017: \$372,671 and 0.00 FTE, 0.00 Hourly FTE

2018: \$626,795 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer will fund:

- Replacement of “end of life” server blades and several SAN (storage area network) arrays at City Hall West data center as well as at the Disaster Recovery Center at Front Range Internet, Inc. (FRII) for the critical Advanced Metering systems.
- Scanners (including one large format scanner) for digitizing Utilities documents that currently exist only in paper format. Having records in electronic format make them easier to access and reduces risk of loss or destruction due to fires, floods, etc.
- Replacement of Local and Wide Area Network infrastructure reaching end of life and to satisfy cyber security improvement strategies at Utilities. These upgrades apply to the Service Center, Drake and Mulberry Water Reclamation facilities, Water Treatment Facility, Customer Service building, Southwest Pump Station, Foothills Reservoir Water Storage facility, High Service Pump Station, Pre sedimentation building, Backwash Pump station, Water Quality Lab, and Electric & Water SCADA (Supervisory Control and & Data Acquisition) network.
- On going hardware and software expenditures for voice related servers, switches and network.
- On going Data Management server blades, chassis, storage licensing, computer replacement and contractual work required to implement/maintain the Utilities’ servers and environments in the City Hall West data center.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.1 - Provide world-class services that meet the needs of the community
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

### **Additional Information**

- Not applicable

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**



## ***Offer 7.8: Utilities: Customer Service & Administration - Information Technology Minor Capital***

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: Keeping the IT computing environments on current hardware versions is critical to safeguarding critical Utility services from un-authorized intrusion or malicious access.
- HPG 7.1 - Provide world-class services that meet the needs of the community: By keeping Utilities infrastructure up to date and protective of Utilities' data and processes, we are optimizing the use of technology to drive efficiency and transparency to improve services. We are also promoting a systems approach, driven by data, to effectively solve problems, creatively pursue opportunities for improvement and developing innovative solutions.
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates: Keeping the IT infrastructure that supports electric utility systems up to date and safe from intrusion is a key contributor to keeping the processes that support distribution of electric efficient and stable.

### **Improvements & Efficiencies**

- Keeping the Utilities networks, servers, storage, and data centers updated with current infrastructure is key to preventing intrusions that could compromise data or critical processes. Current versions of infrastructure and software are critical in the on-going protection of mission critical data and processes.
- We hear daily of data breaches and malicious intrusions into corporate critical processes. Keeping network, server, switch, and other IT infrastructure on current versions is a line of defense that cannot be compromised.

### **Performance Metrics**

- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>

### **Personnel Changes**

- Not Applicable

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

- Not applicable

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

- Not applicable

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





***Offer 7.8: Utilities: Customer Service & Administration - Information Technology Minor Capital***

CPIO edits

**Offer Profile**

Offer Owner: MEvans

Lead Department: Utility Financial Operations



## 7.8 Utilities Customer Service & Administration - Information Technology Minor Capital

### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
565000 - Vehicles & Equipment	20,000	236,000	1,080.0%
560000 - Capital Outlay	20,000	236,000	1,080.0%
591000 - Transfers to Funds	352,671	390,795	10.8%
590000 - Transfers Out	352,671	390,795	10.8%
Total Expenses	<u>372,671</u>	<u>626,795</u>	<u>68.2%</u>
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin    Ongoing Restricted Fund: Ongoing Revenue	372,671	626,795	68.2%
Funding Source Total	<u>372,671</u>	<u>626,795</u>	<u>68.2%</u>



## ***Offer 7.15: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Systems Analyst***

2017: \$84,105 and 1.00 FTE, 0.00 Hourly FTE

2018: \$111,127 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer funds one technical FTE required to assist with the deployment and on going technical support of the Maximo Computerized Maintenance Management/Work order system. Maximo will allow Utilities to understand the cost of repairing and providing regular preventative maintenance on all infrastructure assets (water pipes, mains, valves, electric transmission lines, transformers, elbows, cables, substations, etc.).

The replacement cost of the wet Utility infrastructure is ~\$2 billion and the replacement cost of the electric infrastructure is ~\$1 billion. Currently only one FTE supports this critical, complex system. Enterprise systems need to be first implemented then supported for the long term, keeping components upgraded, patched, supported and secure. With only one technical FTE who knows the intricacies of this critical system, Utilities and the City are exposed without backup for this extremely mission critical application. With Maximo, all assets will be loaded into the system and set up on regular maintenance schedules. The system replaces long-term retiring employees who have extensive institutional knowledge. Maximo will provide projections of maintenance and associated cost estimates in order to smooth rate changes over time. Failure to fund this offer will mean that the schedule for deployment of Maximo will take twice as long with the single existing resource, becoming a project bottleneck. It also means that customer service/support after deployment will be less than ideal with long wait times and queues of help tickets funneling through one technical resource. Utilities will be at risk with only one person who knows the inner workings of this highly critical work order system that manages the work of all the field services personnel.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses

### **Additional Information**

- Maximo, as an application, supports the City's Climate Action Plan in that the system purpose is to manage the work of field personnel and be proactive in keeping City infrastructure repaired and at peak performance. This means fewer water leaks, and fewer power outages which are costly to the City's customers and damaging to the City's reputation.



## **Offer 7.15: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Systems Analyst**

- Maximo is a ground level, basic requirement to efficiently and effectively manage all of the Utility assets that have been deployed over the years and will continue to be deployed as our city grows.
- Maximo also helps the Utilities address the area of "knowledge transfer" where asset specific information is put into a system and does not walk out the door with employees who have 40 years of institutional knowledge.
- Maximo will be a key enabler for Utilities to understand maintenance requirements, and associated costs to smooth out any needed rate increases over time. We have 115 year old water infrastructure in Old Town. One of the key value propositions for deploying Maximo at Utilities: it is not a matter of "if" we will have repair expenses, but "when". We need this FTE for deployment and support.
- One individual on the team has been cross-trained on how to bring Maximo down & back up as a backup to primary IT technical resource. This is in addition to his regular assignments & there is no clear skillset match. It is not a good long term solution to this issue for this mission critical to Utilities application that will be eventually schedule all maintenance/repair work for all assets.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$112,000

### **Scalability and explanation**

Maximo is Mission Critical for the Utilities. Having only one individual understand technical detail & complexity of this large application & database is risky. This FTE would be involved in standing up Maximo throughout Utilities and supporting it into the future. Without this FTE, the work to deploy Maximo will encounter a bottleneck with the one existing technical resource. Deployment would be delayed by at least a two years. Contracting this out is not suitable for ongoing support.

### **Links to Further Details**

- [The links below show the current project & support load of the Application Services Team for Utilities. One link is to the IT Strategic Plan for Utilities.](#)

[http://www.fcgov.com/utilities/img/site\\_specific/uploads/2015-16\\_Utilities\\_IT\\_Strategic\\_Plan.pdf](http://www.fcgov.com/utilities/img/site_specific/uploads/2015-16_Utilities_IT_Strategic_Plan.pdf)

### **Linkage to Strategic Objectives**

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: Instead of long-term Utility workers with job knowledge about where a water main needs repair (for example), the system brings continuity to how all asset data is stored, maintained, & handled. Work orders are generated based on regular maintenance schedules. No one has to "keep track" of when the work is due.



## ***Offer 7.15: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Systems Analyst***

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Getting Utilities assets set up in Maximo (Water plants, Water Field Operations, and Light and Power Operations) will move the Utilities closer to projecting maintenance costs & smoothing out rate increases over time rather than having to respond to emergency situations with rate spikes. The replacement value of the assets warrants funding adequate IT support to this mission critical system.
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses: Maximo will support all of the wet Utilities including the Water Treatment Facility & Water Field Operations. Reliable/quality water is basic for excellent customer service to all Utilities' customers, both large and small. Keeping assets maintained on regular schedules will ensure Utilities continues to deliver high quality water. An additional Systems Analyst is needed to support this system.

### **Performance Metrics**

- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>

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

- Not applicable

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

- Not applicable

### **Offer Profile**

Offer Owner: MEvans

Lead Department: Utility Financial Operations



7.15: ENHANCEMENT - 1.0FTE Utilities Customer Service & Administration -  
Systems Analyst

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	63,122	86,267	36.7%
512000 - Benefits	17,983	24,860	38.2%
510000 - Personnel Services	81,105	111,127	37.0%
559000 - Other Supplies	3,000	-	- %
550000 - Supplies	3,000	-	- %
Total Expenses	84,105	111,127	32.1%
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin Ongoing Restricted Fund: Ongoing Revenue	84,105	111,127	32.1%
Funding Source Total	84,105	111,127	32.1%



## ***Offer 7.16: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - GIS Programmer Analyst***

2017: \$70,446 and 1.00 FTE, 0.00 Hourly FTE

2018: \$92,457 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer funds one GIS Mapping Programmer Analyst. Utilities will upgrade its GIS mapping to industry standard, enterprise mapping using ESRI tools. Current homegrown mapping systems written in older, difficult to support technologies do not integrate well with other modern systems. With the deployment of the Maximo system for Utilities field personnel, industry standard mapping is an absolute requirement. Application Services Utilities does not currently have a GIS Mapping Programmer/Analyst who is familiar with ESRI, the standard tool that will be deployed.

If Maximo gets deployed without an enterprise mapping solution, it will not be very useful to field personnel as they won't be able to visualize the assets on a map. They need to have electronic maps in the field (both water and electric personnel).

The Maximo implementation requires a modern mapping solution. The old mapping solutions will not meet the needs of Utilities when applications are upgraded to Enterprise strength systems for improved efficiencies and effectiveness. Utilities must move to newer, more sustainable, scalable systems that take Utilities into the future. To convert to ESRI mapping, a GIS mapping programmer/analyst is required. Enterprise systems are complex and require technical support, but in turn provide the users with key functionality and robust features.

If we do not get this resource, the Maximo implementation at Utilities will fail. Getting mapping converted to ESRI is a critical path task to Maximo deployment

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses

### **Additional Information**

- 1 FTE - GIS Programmer Analyst required
- Converting Utilities mapping to ESRI is critical path for deploying Maximo to the Utilities for field personnel.
- Field personnel depend on their maps to perform their work efficiently and effectively.



## **Offer 7.16: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - GIS Programmer Analyst**

- If mapping for Utilities is not upgraded to ESRI mapping, the critical Utilities maps will not integrate with Maximo. Having maps in the field is critical to the field personnel performing their work and is also critical for their safety.
- We currently do not have an IT resource on staff dedicated to ESRI mapping. If we do not get this resource, mapping conversion to ESRI would be delayed by several years and this would cripple the optimization of the Maximo Asset Management solution for use by field personnel.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$93,000

### **Scalability and explanation**

A GIS Programmer Analyst is needed for the successful conversion of mapping to ESRI (from the older technologies) & its ongoing support/maintenance. This is ongoing role does not end with deployment. Backend mapping IT support is needed to keep the system current, secure, and smoothly working. Because of the on-going nature of this need, a contractor is not a good alternative. An on-going FTE who is devoted to the technical implementation & support of the backend of ESRI mapping is needed.

### **Links to Further Details**

- [http://www.fcgov.com/utilities/img/site\\_specific/uploads/2015-16\\_Utilities\\_IT\\_Strategic\\_Plan.pdf](http://www.fcgov.com/utilities/img/site_specific/uploads/2015-16_Utilities_IT_Strategic_Plan.pdf)
- [http://www.fcgov.com/utilities/img/site\\_specific/uploads/Application\\_Landscape\\_Public\\_Update.pdf](http://www.fcgov.com/utilities/img/site_specific/uploads/Application_Landscape_Public_Update.pdf)

### **Linkage to Strategic Objectives**

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: Mapping, coupled with mobile devices, improve the effectiveness and efficiencies of field personnel. Technology will be used to monitor mission-critical infrastructure including water infrastructure and the assets making up the electric grid. Field personnel using mapping are able to do their work more safely by visualizing the assets on their maps.
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Integration of ESRI mapping with the Asset Management System (Maximo) being deployed for Utilities, will greatly improve the field personnel's efficiency in the field as they maintain and repair critical Utilities assets. The mapping system currently in use at Utilities is home grown and therefore does not integrate with more modern Enterprise Asset Management systems such as Maximo.





## ***Offer 7.16: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - GIS Programmer Analyst***

- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses: Some downtown areas have water mains that are over 100 years old. With many aging water assets, the Utilities will continue to prioritize the maintenance & replacement work & can take advantage of more standard mapping tools for assets tied to regular maintenance schedules in Maximo (the asset management system chosen and being deployed by Utilities). ESRI mapping will interface well to Maximo.

### **Performance Metrics**

- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>

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

- Not applicable

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

- Not applicable

### **Offer Profile**

Offer Owner: MEvans

Lead Department: Utility Financial Operations



7.16: ENHANCEMENT - 1.0FTE Utilities Customer Service & Administration - GIS  
Programmer Analyst

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	51,236	70,022	36.7%
512000 - Benefits	16,210	22,435	38.4%
510000 - Personnel Services	67,446	92,457	37.1%
559000 - Other Supplies	3,000	-	- %
550000 - Supplies	3,000	-	- %
<b>Total Expenses</b>	<b>70,446</b>	<b>92,457</b>	<b>31.2%</b>
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin Ongoing Restricted Fund: Ongoing Revenue	70,446	92,457	31.2%
<b>Funding Source Total</b>	<b>70,446</b>	<b>92,457</b>	<b>31.2%</b>



## ***Offer 7.17: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Strategic Account Specialist***

2017: \$66,263 and 1.00 FTE, 0.00 Hourly FTE

2018: \$81,784 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will allow the Customer Accounts team to expand the promotion of both energy and water efficiency/conservation programs and projects to small and medium businesses (about 8,300 customers). This outreach requires staff with specific expertise and skills to create and implement the segmentation action plan (study completed in 2015) to achieve the energy and water reductions by 2020 for energy and 2030 for water. A classified 1.0 FTE Strategic Account Specialist will: 1) execute and manage specifics of the commercial customer action plan based on the segmentation study; 2) participate with small and medium business groups such as the Downtown Business Association and South Fort Collins Business Association, to educate customers on the programs Utilities provides and understand the barriers; 3) align with Economic Health to manage business relationship outreach; and 4) create and execute value based relationship management plans by aligning goals with the Climate Action Plan, Energy Policy and Water Efficiency Plan that specifically create bundled services based on the customer's price point. Customer Accounts exists to serve as the link between the needs of the customer and the resources at Utilities by developing and implementing value based marketing and relationship management that results in understanding the customers' business processes, anticipating and responding to utility needs, and identifying services and programs that exceed customers' expectations in managing their utility services and efficiency and conservation goals.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs

### **Additional Information**

- The position will contribute to specific metrics with regard to enabling a 25% decrease in energy usage through efficiency/conservation projects within the small to medium businesses in the Fort Collins community.
- This position will create and implement the small to medium business action plan that increases this segment of customers participation in the completion of projects as part of Efficiency Works and ClimateWise 2.0.



### ***Offer 7.17: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Strategic Account Specialist***

- Based on recent Customer Account outreach Utilities staff realizes small to medium businesses do not typically have resources to analyze, develop and execute energy and water efficiency/conservation projects. Therefore, support for analyzing and targeting projects, along with identifying pathways for execution are keys to successful penetration of this market.
- Providing commercial customers with opportunities to engage in conservation efforts through metering data needs to include site visits and outward bound calling, which this position will manage.

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

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$82,000

#### **Scalability and explanation**

- Position could be funded as a contractual position to demonstrate benefit before being classified as an FTE.
- If this offer is not funded staff anticipates customer contact hours with small to medium businesses on utility bill data analysis and completion of projects based on assessments will be at a rate of 10% every three years versus 10% every year.

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

- <http://fcgov.com/utilities/business>
- <http://fcgov.com/climatewise>
- <http://fcgov.com/business>

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

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City: The position will build relationships with small to medium businesses, a significant segment. The statistically valid customer satisfaction survey recognized an expectation of commercial customers is related to “information and tools provided to help you manage your use and costs.” The satisfaction rating for commercial was 64%. The offer supports resources to meet the target.
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs): This position will target existing building emissions from the commercial sector, leveraging Utilities program and services and customer relationships to achieve 25% more program involvement by 2020.



### ***Offer 7.17: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Strategic Account Specialist***

- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs: This position will expand Utilities program penetration into small and medium businesses, which are traditionally hard-to-reach customers for efficiency projects. It will also continue traditional approaches to education through utility billing data while leveraging available engagement platforms within the community.

#### **Performance Metrics**

- ENV 102. Residential Annual Water Demand in Gallons Per Capita Per Day  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=121092>
- HPG 32. Maintain Or Improve A/B Grades On Utilities Biannual Customer Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91497>
- ENV 3. Community Energy Use  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6290&object=measure&objectID=91392>

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

- Not applicable.

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

- Not applicable

#### **Offer Profile**

Offer Owner: Irosintoski

Lead Department: Utility Financial Operations



7.17: ENHANCEMENT - 1.0FTE Utilities Customer Service & Administration -  
Strategic Account Specialist

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	49,380	60,737	23.0%
512000 - Benefits	16,883	21,047	24.7%
510000 - Personnel Services	66,263	81,784	23.4%
Total Expenses	66,263	81,784	23.4%
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin Ongoing Restricted Fund: Ongoing Revenue	66,263	81,784	23.4%
Funding Source Total	66,263	81,784	23.4%



## ***Offer 7.19: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Program Coordinator Supervisor***

2017: \$80,380 and 1.00 FTE, 0.00 Hourly FTE

2018: \$90,159 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will allow the Community Engagement team to expand the promotion and administration of both energy and water efficiency/conservation programs and projects to achieve goal reductions (by 2020 for energy and 2030 for water) by increasing participation in the existing 17 programs, and future programs by 25%.

The position will enable program execution and metric tracking to manage the enhancement or exit strategies for existing programs, as well as the verified business case analysis for maintaining a prioritized innovation pipeline of programs and projects with the Program Management Office (PMO). A classified 1.0 FTE Program Coordinator Supervisor will: 1) execute and manage program monitoring with metrics of program plans with project managers; 2) develop and manage with the project manager the program and portfolio monitoring to determine the criteria for enhancing or exiting a program; 3) align with the community and City on participation in events that promote awareness and participation in programs, with a goal of 25% increase by 2020; and 4) create and execute with PMO the innovation pipeline that contains a robust amount of programs and projects that can be prioritized for execution to manage goal alignment with the Climate Action Plan, Energy Policy and Water Efficiency Plan based on the customers' price point. Community Engagement exists to foster a resilient and engaged community, facilitating participation in programs and services through education and partnerships that build trust with strategic community stakeholders, and the public, to enhance Fort Collins Utilities' reputation as a world class utility service provider and the best source of utility information for the services and programs we provide.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- HPG 7.1 - Provide world-class services that meet the needs of the community

### **Additional Information**

- Program Coordinator Supervisor will execute with the existing five program coordinators the energy and water programs within Fort Collins, as well as the neighboring water districts to achieve identified goals within the Climate Action Plan, Energy Policy, and Water Efficiency Plan, as well as develop additional innovative programs with the project managers.



### ***Offer 7.19: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Program Coordinator Supervisor***

- Evaluation and creation of programs require a systematic process for development and collaboration with project managers, that results in the common metrics and tracking to determine enhancement or exit strategies, that includes critical analysis of program costs and benefits, which is currently not mature and sufficiently resourced.
- Funding this position will enable a higher level of program adoption success in order to achieve a 25% increase in existing program participation by 2020, and allow the Community Engagement Manager to focus on strategic direction that enables, expands and deepens existing commitments towards effective public participation, event management and program coordination outcomes.
- The Program Coordinator Supervisor position is essential for centralized coordinating, processing and administering the enhancement for the programs provided by Utilities. In 2015 coordinators assisted over 20% of the community population with energy and conservation programs.
- The statistically valid customer satisfaction survey recognized a key expectation of customers related to engagement was “contributions to the community.” The satisfaction ratings for residents was 63% and commercial was 54%. The target for customer satisfaction is 80%.

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

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$91,000

#### **Scalability and explanation**

The position could be funded as a contractual position to manage the verification of results. If the position is not funded existing staff will continue to manage program monitoring, metrics and execution, however the maturity of the program management office monitoring and tracking will not be as robust until at least 2018.

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

- <http://www.fcgov.com/utilities/business/improve-efficiency>
- <http://www.fcgov.com/utilities/community-education>
- <http://www.fcgov.com/utilities/residential/conserve>
- <http://www.fcgov.com/utilities/residential/conserve/water-efficiency>
- <http://www.fcgov.com/utilities/business>

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





### **Offer 7.19: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Program Coordinator Supervisor**

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs): The statistically valid customer satisfaction survey recognized a key expectation of customers related to engagement is “opportunities to participate in conservation programs.” The satisfaction ratings for residents was 63% and commercial was 59%. The target for customer satisfaction is 80%. The offer supports resources to meet the target.
- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability: The statistically valid customer satisfaction survey recognized a key expectation of customers related to engagement is “information and tools provided to help you manage your use and costs.” The satisfaction ratings for residents was 76% and commercial was 64%. The target for customer satisfaction is 80%. The offer supports resources to meet the target.
- HPG 7.1 - Provide world-class services that meet the needs of the community: The statistically valid customer satisfaction survey recognized a key expectation of customers related to engagement is “contributions to the community.” The satisfaction ratings for residents was 63% and commercial was 54%. The target for customer satisfaction is 80%. The offer supports resources to meet the target.

#### **Performance Metrics**

- ENV 3. Community Energy Use  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6290&object=measure&objectID=91392>
- ENV 104. Overall water conservation program effectiveness  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=121094>
- HPG 49. Utilities Customer Satisfaction - Customer Needs  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91501>

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

- Not applicable.

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

- Not applicable

#### **Offer Profile**

Offer Owner: Irosintoski

Lead Department: Utility Financial Operations



7.19. ENHANCEMENT - 1.0FTE Utilities Customer Service & Administration -  
Program Coordinator Supervisor

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	60,834	68,024	11.8%
512000 - Benefits	19,546	22,135	13.2%
510000 - Personnel Services	80,380	90,159	12.2%
Total Expenses	80,380	90,159	12.2%
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin Ongoing Restricted Fund: Ongoing Revenue	80,380	90,159	12.2%
Funding Source Total	80,380	90,159	12.2%



## ***Offer 7.20: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Environmental Regulatory Technician***

2017: \$70,149 and 1.00 FTE, 0.00 Hourly FTE

2018: \$78,722 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer funds an Environmental Regulatory Technician position within the Environmental Regulatory Affairs Division of Utilities.

The City's Environmental Policy stated goals are to prevent pollution, maintain compliance with legal requirements, and continually improve environmental performance of City operations. This position will assist the Environmental Regulatory Affairs Division in meeting those goals. Responsibility for numerous functions, include but are not limited to, support implementation of the Universal Waste Disposal and Hazardous Materials Management Program, coordination of Household Hazardous Waste Collection events, and support of a proposed Regulatory Compliance Software package. Previously, these activities were under supported through the use of hourly interns. These tasks require specific training and skills beyond that found in hourly interns. In addition to many hazardous materials management related activities, a full time employee can provide field support, such as sampling of environmental media (air, water, soil), and administrative and data entry functions. The ERA Division is currently utilizing interns to accomplish these tasks but this model is not sustainable for ongoing needs.

Without the addition of this position to carry out tasks such as the annual update and submission of more than 20 Hazardous Materials Management Plans (HMMP), the City could potentially be open to non compliance issues. In 2015, more than 500 hours were needed to create, revise, and submit these required reports to the proper local agency. Additionally, this position will add needed support to the important and highly utilized HHW events, which see an average of 1,000 participants each event. The use of volunteers to carry out the program is an inefficient and unsustainable model.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems
- HPG 7.1 - Provide world-class services that meet the needs of the community

### **Additional Information**

- Submittal of 23 HMMP plans includes: site chemical inventory, site map, site contacts and emergency procedures.
- Universal waste disposal includes coordinating 2 city wide lighting waste pick-ups per year plus responding to 15-20 battery disposal request per year.



## ***Offer 7.20: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Environmental Regulatory Technician***

- Helps coordinate the disposal of 23 different sand traps as well as sampling every three years for the profile.
- Supports misc disposal of 'odd' e-waste, and small amounts of hazardous waste for departments, by making the appointment and transporting the material to the proper location for disposal.
- Provides waste audit support – which helps the City meet waste diversion goals in alignment with CAP goals.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$79,000

### **Scalability and explanation**

Not Scalable. This is a new position at the TE 04 compensation plan level (Low \$46,061.00 Mid \$55,273.00 Top \$64,485.00, plus 30% of midpoint (\$16,581), totaling \$71,854

### **Links to Further Details**

- [Results from HHW Events: http://www.fcgov.com/utilities/residential/hazwaste/yearly-results](http://www.fcgov.com/utilities/residential/hazwaste/yearly-results)

### **Linkage to Strategic Objectives**

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance: Submittal of permits, plans, and documentation is a critical activity for ensuring environmental compliance; additionally, environmental monitoring and sampling is critical for pollution prevention and continual improvement in environmental performance
- ENV 4.8 - Expand, improve, restore and protect wildlife habitat, urban forests and the ecosystems of the Poudre River and other ecosystems: Development of hazardous materials management plans and collection of household hazardous waste increases the community's resiliency and preparedness for emergencies by ensuring that materials are managed in a way that limits the impact to the environment.
- HPG 7.1 - Provide world-class services that meet the needs of the community: One-Day Household Hazardous Waste Events are highly utilized by the community. The City of Fort Collins has consistently run one of the most successful HHW event programs along the Front Range, since 2010, averaging over 500 participating households each event.

### **Performance Metrics**

- ENV 76. Number of participating households in HHW events  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6339&object=measure&objectID=113501>



***Offer 7.20: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Environmental Regulatory Technician***

- ENV 34. Pollution Prevention: pounds of regulated and hazardous waste disposed of from City operations

[https://www.clearpointstrategy.com/publish/direct.cfm?](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6339&object=measure&objectID=109727)

[linkID=BFO&view=drill&scorecardID=6339&object=measure&objectID=109727](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6339&object=measure&objectID=109727)

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

- Not applicable

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

- Not applicable

**Offer Profile**

Offer Owner: CWebb

Lead Department: Utility Financial Operations



7.20 ENHANCEMENT - 1.0FTE Utilities Customer Service & Administration -  
Environmental Regulatory Technician

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	51,934	58,072	11.8%
512000 - Benefits	18,215	20,650	13.4%
510000 - Personnel Services	<u>70,149</u>	<u>78,722</u>	<u>12.2%</u>
Total Expenses	<u><u>70,149</u></u>	<u><u>78,722</u></u>	<u><u>12.2%</u></u>
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin Ongoing Restricted Fund: Ongoing Revenue	70,149	78,722	12.2%
Funding Source Total	<u><u>70,149</u></u>	<u><u>78,722</u></u>	<u><u>12.2%</u></u>



## ***Offer 7.21: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Environmental Regulatory Specialist***

2017: \$102,394 and 1.00 FTE, 0.00 Hourly FTE

2018: \$114,725 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer funds the addition of an Environmental Management System (EMS) Coordinator to the Environmental Regulatory Affairs (ERA) Division. The ERA Division provides environmental regulatory compliance and stewardship support to all City departments.

The addition of this position will allow the ERA Division to continue its mission of implementation of ISO 14001:2015 EMS programs at various key City facilities, where the potential for environmental impact is greatest and compliance with requirements most complex.

ISO 14001:2015 is an internationally recognized PLAN DO CHECK ACT system that establishes a framework for organizations to manage environmental regulatory compliance obligations, develop environmental objectives and targets, and establish programs for continual improvement in environmental performance. The City of Fort Collins currently has three (3) facilities certified in ISO 14001:2004, and there is a clear opportunity for additional staffing to unify these three separate systems, update the program to the newly revised standard, and push the initiative further into the organization.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

### **Additional Information**

- ISO 14001:2015 EMS provides a structure for pollution prevention, compliance with legal requirements, and continual improvement in environmental performance.
- The EMS aligns with the City's Rocky Mountain Excellence program, Sustainability program, and the City's Environmental Policy goals.
- The ERA Mission, as it relates to ISO14001:2015 includes assistance to certified facilities to conformance with the updated standard, compliance auditing, and implementation of the system at other critical City facilities, such as Transfort and Fleet Maintenance.
- This initiative is also critical in improving employee engagement, as all staff at a certified facility have established roles related to the EMS.



## **Offer 7.21: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Environmental Regulatory Specialist**

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$115,000

### **Scalability and explanation**

Not Scalable

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance: ISO 14001 is an internationally-recognized standard, establishing a framework to identify an organization's activities, environmental impacts, and legal obligations, and then establish objectives and targets for improving environmental performance
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: Significant progress has been made in defining appropriate metrics to track progress and success in achieving the City's Strategic Outcomes, objectives & departmental goals. A data warehouse has been developed to house all metric information and provide easy reporting to various audiences. However, additional work is needed to sort through existing metrics and ensure the right metrics are in place
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: ISO 14001 EMS stresses the importance of identifying critical processes and equipment to ensure effective operation through training, documentation, and inspection

### **Performance Metrics**

- HPG 51. Utilities Customer Satisfaction - Providing Good Value  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91503>
- ENV 1. Wastewater Treatment Effectiveness Rate (%)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6345&object=measure&objectID=267044>

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

- Not applicable

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





***Offer 7.21: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Environmental Regulatory Specialist***

CPIO edits

**Offer Profile**

Offer Owner: CWebb

Lead Department: Utility Financial Operations



7.21: ENHANCEMENT - 1.0FTE Utilities Customer Service & Administration -  
Environmental Regulatory Specialist

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	78,827	88,143	11.8%
512000 - Benefits	23,567	26,582	12.8%
510000 - Personnel Services	102,394	114,725	12.0%
Total Expenses	102,394	114,725	12.0%
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin Ongoing Restricted Fund: Ongoing Revenue	102,394	114,725	12.0%
Funding Source Total	102,394	114,725	12.0%



## ***Offer 7.22: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Utility Data Scientist***

2017: \$95,743 and 1.00 FTE, 0.00 Hourly FTE

2018: \$98,208 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will add a Data Scientist (1.0 FTE) who will leverage existing analytical capabilities in the four Utilities by providing a central senior analytical resource to oversee and coordinate data collection efforts, data quality assessments, analytical and visualization efforts and begin to realize the value of an analytics group in business decision making.

Through this FTE, more focused, intensive analyses can be accomplished when a specific need is identified in any one of the Utilities. Such efforts will allow more immediate benefits of the Advanced Metering investment to be realized and will accelerate the maturity of the asset management efforts throughout Utilities.

In 2015 Utilities joined the Utility Analytics Institute (UAI) which outlines an 8-step process for any utility to get to business transformation through analytics (bullets below).

This process is a multi year effort with change management necessary to transform from a business model where decisions are experientially based to one where experience is objectively assessed and modeled so that alternatives can be evaluated before the optimal solution is implemented. Other utilities have taken a similar approach to developing an analytics group. The lessons learned from such an approach include the relatively small investment before seeing results while allowing longstanding operational practices and decision making processes to incorporate analysis into operational decisions. This added position allows the Utilities to make more fact based decisions rather than relying on the “intuition” and institutional knowledge of long-term employees who are nearing retirement. Analytics is intended to improve the quality of decisions that are made, basing them on factual data coupled with good statistical modeling and, allowing Utilities to get into predictive and prescriptive analytics.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

### **Additional Information**

- Implementation Stage: 1-3 Basic reporting Description: Initial deployment of data collection; disparate databases: Can answer "what happened?" Value of Analytics: Basic metric reporting / analysis: Presentation / analytics; capabilities are limited
- Implementation Stage: 4 Business Intelligence Description: Dashboards with dynamic data now available Value of Analytics: Data driven business assessments are possible



## **Offer 7.22: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Utility Data Scientist**

- Implementation Stage: 5-6 Statistical/Predictive Analysis Description: Can answer "Why did it happen?" much better; Models illuminate what will happen in the future Value of Analytics: Forecasting based on current trends can be used for business decisions; Asset life-cycle plans can be specific to FCU assets
- Implementation Stage: 7-8 Business Transformation Description: Evaluate, predict future performance; recommend optimal actions; Processes optimized by analytics derived insights
- Value of Analytics: If an asset management strategy is on course, scalability can be assessed; if it isn't meeting performance metrics corrective action can be identified; More accurate long term planning; business practices are objectively driven by analytics

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$98,000

### **Scalability and explanation**

It will be difficult to reduce the scale of this Offer to less than 1.0 FTE. Certainly additional FTEs could be added to an analytics group but the approach here is to utilize existing analytical capabilities with other FTEs to support the analytical efforts across the Utilities.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: This Offer will provide analytical direction and leadership that is consistent with world-class utility services through data-driven decision-making.
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: This Offer will provide a centralized, coordinated analytical resource for all 4 utility Enterprise Funds to assess, analyze and evaluate potential business decisions through quantitative measures and processes.

### **Performance Metrics**

- HPG 124. Utilities Customer Satisfaction Commercial - Providing Good Value  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=361686>
- ENV 82. Value of Capital Improvement Projects Completed  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=8326&object=measure&objectID=109810>



***Offer 7.22: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Utility Data Scientist***

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

- Not applicable

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

- Not applicable

**Offer Profile**

Offer Owner: LASmith

Lead Department: Utility Financial Operations



7.22 ENHANCEMENT - 1.0FTE Utilities Customer Service & Administration - Utility Data Scientist

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	69,374	71,108	2.5%
512000 - Benefits	19,869	20,600	3.7%
510000 - Personnel Services	89,243	91,708	2.8%
559000 - Other Supplies	6,500	6,500	- %
550000 - Supplies	6,500	6,500	- %
Total Expenses	95,743	98,208	2.6%
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin Ongoing Restricted Fund: Ongoing Revenue	95,743	98,208	2.6%
Funding Source Total	95,743	98,208	2.6%



## ***Offer 7.23: ENHANCEMENT - Utilities: Customer Service & Administration - Cyber Security - Continuous Improvement***

2017: \$100,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$100,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer will provide funding for consulting assistance, staff training and tools necessary to further improve cyber security program capabilities to better protect Utilities' mission critical information systems as well as Operational Controls (SCADA) systems.

Utility Services recognizes the importance of maintaining a holistic set of business process controls and technical safeguards to ensure the confidentiality, integrity and availability of information maintained by various information systems that support critical Utility services functions. Cyber security threats are constantly changing and becoming more difficult to protect against. Cyber security program BMPs include periodic vulnerability assessments by independent security experts, ongoing continuous improvement of business processes, and security training to keep staff skills up to date with changing technologies and emerging cyber risks. This offer will fund independent expert cyber security vulnerability testing and risk management consulting services, as well as potentially provide additional staff training and tools appropriate to support the program improvements.

We are employing an incremental, system by system approach to continuously improve cyber security. It is the City's current policy that operational costs for departmental IT systems are budgeted for by the department or service area that owns the system. This offer is to support system specific testing for Utility Services systems, and therefore must be funded by Utilities. Enterprise IT staff also will work with Utilities staff in managing the assessments.

This offer is for onetime funding with no ongoing costs to help us keep our cyber security practices tuned.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

### **Additional Information**



### ***Offer 7.23: ENHANCEMENT - Utilities: Customer Service & Administration - Cyber Security - Continuous Improvement***

- A Water SCADA cyber security vulnerability Assessment was performed in 2015 using a 3rd party cyber security consultant. This study was invaluable in identifying 12 areas for improvement with work currently underway to remediate the situation.
- The Customer Billing system, hosted at PRPA, and its interfaces needs to have this same vulnerability assessment.
- Systematic review of Cyber Security practices on an on-going basis is needed to protect critical customer information and critical Utilities' infrastructure and processes from the latest vulnerabilities/threats. Enhanced cyber security practices is on the IT Strategic Plan for Utilities. This is an on-going effort as the threat vectors continue to evolve and become more sophisticated.
- If approved, some of these dollars will go to forming a Cyber Security Framework for Utilities including Cyber Security Governance, policies, and on-going best practices.
- A cyber security vulnerability Assessment will also be conducted on the electric SCADA system.

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

- No ongoing expense associated with this Offer.

#### **Scalability and explanation**

Failing to stay on top of cyber security threats put the Utilities and the City at risk. Cyber-security mitigation, in our current world, requires on-going diligence and training. Cyber threats must be carefully monitored and their potential impacts analyzed. The number of occurrences of breaches continues to rise. Working with 3rd party Cyber experts is a valuable & cost effective way to quickly point out weaknesses found so that mitigations can be put into place rapidly.

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

- [http://www.fcgov.com/utilities/img/site\\_specific/uploads/2015-16\\_Utilities\\_IT\\_Strategic\\_Plan.pdf](http://www.fcgov.com/utilities/img/site_specific/uploads/2015-16_Utilities_IT_Strategic_Plan.pdf)
- [http://www.fcgov.com/utilities/img/site\\_specific/uploads/Application\\_Landscape\\_Public\\_Update.pdf](http://www.fcgov.com/utilities/img/site_specific/uploads/Application_Landscape_Public_Update.pdf)

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

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: Use technology to monitor and protect mission-critical infrastructure and processes such as the electrical SCADA and water SCADA operations and the Customer Billing system.
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Included in this is IT safety, cyber security, transparency, mobile media.





***Offer 7.23: ENHANCEMENT - Utilities: Customer Service & Administration - Cyber Security - Continuous Improvement***

- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates: Electric SCADA systems can be a threat point. To keep this important function secure is a high priority for Utilities.

**Performance Metrics**

- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>

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

- Not applicable

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

CPIO edits

**Offer Profile**

Offer Owner: MEvans

Lead Department: Utility Financial Operations



7.23: ENHANCEMENT - Utilities Customer Service & Administration - Cyber Security - Continuous Improvement

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
521000 - Professional & Technical	100,000	100,000	- %
520000 - Purchased Prof & Tech Services	100,000	100,000	- %
Total Expenses	100,000	100,000	- %
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin    Ongoing Restricted Fund: Ongoing Revenue	100,000	100,000	- %
Funding Source Total	100,000	100,000	- %



## ***Offer 7.24: ENHANCEMENT Capital - Utilities: Customer Information Billing System***

2017: \$0 and 0.00 FTE, 0.00 Hourly FTE

2018: \$2,300,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will allow the extensive replacement of the Customer Information System (CIS) to achieve increased functionality for enhanced service offerings, and optimal performance for detailed usage billing accuracy. CIS is the critical billing system used to manage the customers' usage and financial transactions. CIS generates monthly utility bills and service requests for approximately 80,000 residential and commercial electric, water, wastewater and stormwater customers. Because the system is the crucial accounting ledger through which utility revenues flow, it is critical to daily operations and the financial health of the utility, as well as timely information when working with customers to manage their utility usage with staff. The current version of CIS was implemented in 2000, with a minor upgrade in 2009. The system is dated in both functionality and technology, and a major upgrade or replacement of the system is necessary to compliment smart meter technology. Total revenue generated through CIS exceeds \$185 million annually.

In 2015, Utilities contracted with AAC Utility Partners to evaluate whether to upgrade the existing system or purchase a new billing system. The review included assessing the functionality, resources, costs, risks and value of upgrading or replacing, as well as the Utilities' business needs, technical requirements and organizational readiness. The assessment also evaluated the capability of systems to bill broadband services. Ultimately, the project will be a multi million dollar project, and current estimates based on completion of an extensive requirements process estimates costs between \$6 to \$8 million. Implementation is expected to be a multi year effort beginning in 2018 with finalizing the scope and schedule, and phased launching, with extensive testing, between 2019 2020.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices
- HPG 7.1 - Provide world-class services that meet the needs of the community

### **Additional Information**

- The CIS project is a significant undertaking and necessary to support the billing service enhancements for smart meter technology and enhanced program services. A project of this magnitude, involving a core business system, requires an especially focused effort throughout all phases, along with continuous, clear communication with project stakeholders and customer feedback on bill presentment.



## **Offer 7.24: ENHANCEMENT Capital - Utilities: Customer Information Billing System**

- The statistically valid customer satisfaction survey recognized a key expectation of customers related to billing is “information and tools provided to help you manage your use and costs.” The satisfaction ratings for residents was 76% and commercial was 64%. The target for customer satisfaction is 80%.
- The CIS project will achieve an advanced system with more robust customer focused and customer self service functionality that will continue to be the Utility’s “cash register” for over \$185 million in annual revenue.
- Optimal integration with the 32 other systems and applications, including the recently deployed Smart Grid technologies, such as Meter Data Management, and the Siemens system that manages “Monitor-my-Use”, as well as capability of integrating with IVR phone systems, electronic billing systems, and other systems. This includes ability to pay through the phone and/or on-line.
- The statistically valid customer satisfaction survey recognized a key expectation of customers related to billing is “technology tools, similar to those used by banks, cell phone or cable companies.” The satisfaction ratings for residents were 63% and commercial were 59%. The target for customer satisfaction is 80%.

### **Impact to Ongoing Expenses**

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

### **Scalability and explanation**

Staff could pursue a version upgrade of the existing system with the existing vendor, this would substantially decrease costs to about \$2 million or less. Staff could maintain the existing CIS system, as managed with customized fixes with existing IT resources, with O&M at \$50,000 per year. Staff could propose the offer as part of the 2017 mid-cycle Budget for Outcomes process.

### **Links to Further Details**

- [fcgov.com/utilities](http://fcgov.com/utilities)
- <https://secure.fcgov.com/utilities-service-request/>
- <https://secure8.i-doxs.net/CityOfFortCollins/>
- <http://www.fcgov.com/utilities/sustainability-leadership/advanced-meter-fort-collins/monitor-my-use>

### **Linkage to Strategic Objectives**



## **Offer 7.24: ENHANCEMENT Capital - Utilities: Customer Information Billing System**

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City: The statistically valid customer satisfaction survey recognized a key expectation of customers related to billing is “convenience of bill payment options, including in-person locations and online.” The satisfaction ratings for residents was 84% and commercial was 81%. The target for customer satisfaction is 80%.
- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices: The statistically valid customer satisfaction survey recognized a key expectation of customers related to billing is “information and tools provided to help you manage your use and costs.” The satisfaction ratings for residents was 76% and commercial was 64%. The target for customer satisfaction is 80%.
- HPG 7.1 - Provide world-class services that meet the needs of the community: The statistically valid customer satisfaction survey recognized a key expectation of customers related to billing is “technology tools, similar to those used by banks, cell phone or cable companies.” The satisfaction ratings for residents was 63% and commercial was 59%. The target for customer satisfaction is 80%.

### **Performance Metrics**

- HPG 49. Utilities Customer Satisfaction - Customer Needs  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91501>
- HPG 51. Utilities Customer Satisfaction - Providing Good Value  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91503>

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

- Not applicable.

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

Updates made to Offer Narrative due to shift project start to 2018.

### **Offer Profile**

Offer Owner: Irosintoski

Lead Department: Utility Financial Operations



7.24: ENHANCEMENT Capital - Utilities Customer Information Billing System

Enhancement to Programs and Services

		2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Hourly (FTE)		-	-	- %
<b>Expenses</b>				
579000 - Other		-	2,300,000	- %
	570000 - Other	-	2,300,000	- %
	<b>Total Expenses</b>	<b>-</b>	<b>2,300,000</b>	<b>- %</b>
<b>Funding Sources</b>				
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	-	810,840	- %
502-Water Fund: Ongoing Revenue	Ongoing Restricted	-	335,204	- %
502-Water Fund: Reserves	Reserve	-	301,434	- %
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	-	298,116	- %
503-Wastewater Fund: Reserves	Reserve	-	208,907	- %
504-Stormwater Fund: Reserves	Reserve	-	345,499	- %
	<b>Funding Source Total</b>	<b>-</b>	<b>2,300,000</b>	<b>- %</b>



## ***Offer 7.26: ENHANCEMENT - Utilities: Customer Service & Administration - Customer Relationship Management System Execution***

2017: \$125,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$0 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will enable the purchase, customization and maintenance of a Customer Relationship Management (CRM) system. It will be used City-wide (based on the customer segmentation study results) to achieve effective and timely communications and interactions and help determine bundled services to improve customer satisfaction related to "the value of services for the money you pay". The CRM will align the practices, strategies and technologies to manage and analyze customer interactions and data throughout the customer lifecycle, with the goal of improving business relationships, assisting in customer retention and tracking the projects, programs and services supporting the customers' energy and water efficiency and conservation efforts. The system will serve as a single platform for collecting and retaining customer information to manage relationships with customers from various City service areas that minimizes duplication and serves to coordinate communications more effectively. In addition, the CRM will manage reporting functions that provide metrics for the Community Dashboard, monthly reports, and employee performance evaluations. The first step in developing an effective CRM system is customer segmentation, identifying the strategies for reaching customer segments based on customer behaviors and needs. Utilities Customer Segmentation Study was completed in 2015 and includes a basis for segmentation of residential, commercial and industrial customers. Coordination on customer information (contacts, decisions and participation) consumes more staff time than is currently necessary. A CRM system creates a platform for modeling and assigning customer segments, enabling a more targeted approach to offering programs and services in a timely manner, and coordinating the understanding with City staff to maximize interactions with customers.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- ECON 3.6 - Enhance the economic vitality of our community
- HPG 7.1 - Provide world-class services that meet the needs of the community

### **Additional Information**

- The Customer Accounts team is responsible for managing and maintaining business customer relationships and satisfaction results. The CRM system will allow continuity of customer interactions that can be viewed by key City staff including the City Manager's office and Economic Health to align effective interactions with the customer.



## ***Offer 7.26: ENHANCEMENT - Utilities: Customer Service & Administration - Customer Relationship Management System Execution***

- The segmentation study was completed in 2015. The study identified the behavioral-tendencies of residential, commercial and Key Account customers based on statistically valid data. The study outlines a road-map for targeting customers with key messages and delivery tools for customers to make decisions surrounding their utility usage that supports their business outcomes.
- The CRM is a tool that provides Customer Accounts a centralized location to document, maintain, manage, track and share customer information, interactions, resolution of issues, decisions, customer feedback, history, records, and reports creating efficiency's with both Utilities and City staff in serving the customer.
- The purpose of a CRM system is to align staff resources in order to effectively serve customers as well as to more effectively offer programs and services to customers based on their history, behaviors, and future needs. A City-wide CRM system will enable a more cross-functional approach to serving the customer, minimizing coordination time needed by other communication methods.
- At a minimum, the information contained in the CRM will include the major strengths and issues facing the business, competitive threats and environment, regulatory pressures, status of sales, recent business changes and an understanding utility usage through smart meter data to manage bundled utility service offerings to enhance their operations.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$1,000

### **Scalability and explanation**

The offer could be funded with an initial investment of \$100,000 allowing only 50 staff members to have licenses versus the 110 proposed.

### **Links to Further Details**

- <http://fcgov.com/utilities/business>
- <http://fcgov.com/climatewise>
- <http://fcgov.com/business>
- <http://fcgov.com/recycling/business-recycling.php>
- <http://fcgov.com/transfort>

### **Linkage to Strategic Objectives**





## **Offer 7.26: ENHANCEMENT - Utilities: Customer Service & Administration - Customer Relationship Management System Execution**

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City: With over 1800 City employees, having a CRM tool can streamline and effectively manage the business interaction with all inter-department organizations. Outcome is to increase the customer satisfaction metric of "the value of services for the money you pay" from 66% to 70%, or higher, and "employee knowledge" from 76% to 80% or higher.
- ECON 3.6 - Enhance the economic vitality of our community: Outcome is to increase customer satisfaction metric "information and tools provided to help you manage your use and costs" from 64% to 70% or higher.
- HPG 7.1 - Provide world-class services that meet the needs of the community: Outcome is to increase customer satisfaction metric "opportunities to participate in conservation programs" for commercial customers from 59% to 65% or higher; and "information and tools provided to help you manage your use and costs" from 64% to 70% or higher.

### **Performance Metrics**

- HPG 32. Maintain Or Improve A/B Grades On Utilities Biannual Customer Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91497>
- HPG 51. Utilities Customer Satisfaction - Providing Good Value  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91503>
- HPG 41. Utilities Customer Satisfaction - Commercial Customer Needs  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=361150>

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

- Not applicable.

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

CPIO edits

### **Offer Profile**

Offer Owner: Irosintoski

Lead Department: Utility Financial Operations



**7.26: ENHANCEMENT - Utilities Customer Service & Administration - Customer Relationship Management System Execution**

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
555000 - Office & Related Supplies	125,000	-	- %
550000 - Supplies	125,000	-	- %
Total Expenses	125,000	-	- %
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin Ongoing Restricted Fund: Ongoing Revenue	125,000	-	- %
Funding Source Total	125,000	-	- %



## ***Offer 7.28: ENHANCEMENT - Utilities: Customer Service & Administration - Regulatory Compliance Software***

2017: \$60,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$22,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer funds the purchase of proprietary software to track applicability and compliance with environmental regulatory requirements for all City departments. This software will be a significant improvement to current internal processes related to environmental regulatory compliance tracking and applicability of thousands of regulatory requirements to City facilities or pieces of equipment.

The Environmental Regulatory Affairs (ERA) Division is responsible for managing environmental regulatory compliance for all City departments. ERA is responsible for assisting departments and facilities in the interpretation of environmental regulations, the development of pollution prevention programs, regulatory compliance auditing, and focusing efforts on continual improvement in environmental performance. A variety of print and online resources are currently used to track regulatory changes, and staff education and expertise is the foundation of understanding rule applicability to internal operations.

The proposed software package provides staff with an improved and unified up-to-date method for tracking permit compliance, regulatory change management, and risk assessment, providing City departments with forward looking information that can be used in capital project and master planning efforts.

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

### **Additional Information**

- <http://www.dakotasoft.com/what-we-do/proactivity-suite/profiler>

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$22,000



## ***Offer 7.28: ENHANCEMENT - Utilities: Customer Service & Administration - Regulatory Compliance Software***

### **Scalability and explanation**

This offer has a great deal of scalability, including the ability to limit the number of subscriptions (users). Initial implementation costs are \$50,295. On-going costs are applied annually, per user. Current support/licensing/maintenance costs are \$22,295/year and the offer is written to include 15 users. City staff in Sustainability Services, Health, Safety, and Risk Management, and Environmental Regulatory Affairs will have access to the database and system.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance: Tracking of regulatory compliance dates, applicability of current regulations, and understanding continual changes to the regulatory landscape are critical to ensuring that City operations remain in compliance with all applicable legal obligations.
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation: Tracking of legislative and regulatory rule-making ensures that master planning efforts include a look towards the changing landscape of requirements.
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Regulatory requirements often are the driving force behind large-scale capital improvements and asset management needs.

### **Performance Metrics**

- ENV 1. Wastewater Treatment Effectiveness Rate (%)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6345&object=measure&objectID=267044>
- HPG 49. Utilities Customer Satisfaction - Customer Needs  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91501>
- HPG 50. Utilities Customer Satisfaction Residential - Company You Can Trust  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91502>

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

- Not applicable

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

CPIO edits



***Offer 7.28: ENHANCEMENT - Utilities: Customer Service & Administration - Regulatory Compliance Software***

**Offer Profile**

Offer Owner: CWebb

Lead Department: Utility Financial Operations



7.28 ENHANCEMENT - Utilities Customer Service & Administration - Regulatory Compliance Software

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
533000 - Repair & Maintenance Services	-	22,000	- %
530000 - Purchased Property Services	-	22,000	- %
555000 - Office & Related Supplies	60,000	-	- %
550000 - Supplies	60,000	-	- %
Total Expenses	60,000	22,000	-63.3%
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin    Ongoing Restricted	60,000	22,000	-63.3%
Fund: Ongoing Revenue			
Funding Source Total	60,000	22,000	-63.3%



## ***Offer 7.29: ENHANCEMENT Capital - Utilities: Asset Register and Work Order Management System***

2017: \$825,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$480,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer is to complete implementation of the Utilities Asset Register and Work Order Management System. This system enables the organization to address a number of core areas of concern to support long-term areas of major concern and value to serving the public:

#### **Asset Management:**

In excess of \$2 billion in assets is used to provide services for the City of Fort Collins. This system enables and supports Utilities' ability to more accurately and proactively manage, operate and maintain those assets to help ensure quality and reliable services are provided. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction and safety. Performance and targets for established levels of service (see performance measures), as well as organizational objectives, drive the priorities of the Utilities Capital Improvement Plan.

#### **Work Management:**

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

#### **Standardization and Quality of Work:**

This system enables the creation and use of standardized work processes to help ensure the highest standard practices are consistently followed. Standard Operating Procedures (SOPs) are created for each type of work and attached to the Work Orders for consistent actions and training.

#### **Knowledge Transfer:**

A significant proportion of Utilities' staff is older employees. The need for capturing the hands up knowledge they have gained over the years and transferring knowledge both for younger, newer employees as well as for long term record and reference is critical. This system provides a means for institutionalizing that knowledge.



## **Offer 7.29: ENHANCEMENT Capital - Utilities: Asset Register and Work Order Management System**

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

### **Additional Information**

- Reporting benefits and uses to be obtained from this system are (1) comparative data on resources dedicated to maintenance vs. repairs to help ensure optimal operations (2) across enterprise viability to senior management of comparative performance and effort dedicated to maintenance and repairs (3) clear visibility at all times to current value of assets and related maintenance and repair costs.
- The City faces the challenge of replacing this aging infrastructure in a timely and cost-effective manner. As this infrastructure approaches a century old, concerns over performance and reliability have developed. Accurate and timely maintenance of this infrastructure is critical for a sustainable systems.
- Asset Management includes Conditions Assessment, Analysis, recommendations for specific improvement projects, high level cost estimation, and project prioritization.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$500,000

### **Scalability and explanation**

Budget is based on achieving desired scope, quality and schedule, based on that offer is not scalable. Project has been phased to balance personnel resource availability and operational readiness.

### **Links to Further Details**

- <http://www.fcgov.com/utilities>
- <http://www.fcgov.com/news/?id=6084>
- <http://www.fcgov.com/utilities/what-we-do>

### **Linkage to Strategic Objectives**





## **Offer 7.29: ENHANCEMENT Capital - Utilities: Asset Register and Work Order Management System**

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: A well maintained system ensures the highest quality of water and service for our customers. The use of an Asset Management approach to prioritization ensures this replacement program is accomplished in a manner that meets or exceeds established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction, and safety.
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: The system will enable and support the utilities' ability to more accurately and pro-actively manage, operate and maintain greater than \$2 billion in assets that are used to provide services for the City of Fort Collins.
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: Accurate tracking of infrastructure inventory and maintenance programs enable the Utility to manage the data supporting multiple associated systems including: Customer Information Systems, Meter Data Management System, asset management, capital improvement programming, and many others.

### **Performance Metrics**

- ENV 43. System Improvement (LF of Pipe Improved) (Water)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6344&object=measure&objectID=109791>
- ENV 63. System Improvement (LF of Pipe Improved) (Wastewater)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6345&object=measure&objectID=109736>
- SAFE 69. System Improvement (LF of Pipe Improved) (Stormwater)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7721&object=measure&objectID=110003>

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

- Separate Offers have been submitted for personnel needed to maintain our asset information. These Personnel are necessary regardless of acceptance of this Offer in order to accurately maintain our information and the current outdated systems.

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

CPIO edits

### **Offer Profile**

Offer Owner: JHaukaas

Lead Department: Utility Financial Operations



## 7.29. ENHANCEMENT Capital - Utilities Asset Register and Work Order Management System

### Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
579000 - Other	825,000	480,000	-41.8%	
570000 - Other	825,000	480,000	-41.8%	
Total Expenses	825,000	480,000	-41.8%	
<b>Funding Sources</b>				
502-Water Fund: Reserves	Reserve	275,000	160,000	-41.8%
503-Wastewater Fund: Reserves	Reserve	275,000	160,000	-41.8%
504-Stormwater Fund: Reserves	Reserve	275,000	160,000	-41.8%
	Funding Source Total	825,000	480,000	-41.8%



## ***Offer 7.30: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Web Programmer Analyst***

2017: \$84,410 and 1.00 FTE, 0.00 Hourly FTE

2018: \$98,680 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will manage a contractual Web Programmer Analyst position in collaboration with Information Technology (IT) to achieve the Economic Health strategic objective "Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City", and High Performing Government strategic objective "Provide world class services that meet the needs of the community."

The planned results for the position will be: 1) implementing leading edge continuous improvement practices that increase productivity, effectiveness, and customer service and citizen satisfaction; 2) optimizing the use of technology to drive efficiency and transparency to improve services; and 3) implementing systems and processes that improve services and citizen satisfaction, and that enable the City to achieve Baldrige recognition within the next 5 years. The position supports collaboration between Utilities, Communications Public Information Office (CPIO), IT, and other City departments for website continuity to our customers based on the 2016 City website redesign launch. The computer platform alignment allows for the customer continuity and prepares for the Utilities website update tentatively scheduled for 2017. Currently, Utilities website is supported by a third party vendor with a content management system only the vendor can substantially modify and does not align with the City mobile ready website. As website, self service and social media continue to be informational resources for our customers, alignment between CPIO and Utilities through IT plays a role in managing mutual launches and features customers expect from the City regardless of the department. The position was identified for integration into Communications and Marketing as part of the 2015 2016 Budget for Outcomes process. The position would be located in the City IT department and funded by and dedicated to Utilities' website management for two years.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs
- HPG 7.1 - Provide world-class services that meet the needs of the community

### **Additional Information**



### **Offer 7.30: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Web Programmer Analyst**

- The statistically valid customer satisfaction survey recognized a key expectation of customers is related to “information and tools provided to help you manage your use and costs.” The satisfaction ratings for residents was 76% and commercial was 64%. The target for customer satisfaction is 80%. The offer supports a resource to meet the target.
- The Web Programmer Analyst position will enable Utilities to integrate with other City departments creating a website presence with our customers that is consistent in presentation, achieving alignment with the City for key launches.
- A mobile-friendly site (readable on any device: phone, tablet, laptop) is increasingly important, especially as Utilities and the City direct customers toward the website through social media outlets. This is especially needed as Utilities manages more robust engagement with customers on participation in programs and outage alerts.
- The Web Programmer Analyst position will ensure appropriate staffing and expertise to develop and manage a transition plan to integrate the Utilities website, and myClimateWise, into the existing City website platform to achieve cost effective operation and maintenance support.
- Utilities’ programs will continue to grow and be visible to more customers via the web, especially with focus on the web-portal and the City’s national standing as a leader in sustainability. For example, FCGov has served 10 million visitors in the last 5 years, it averages 7,000 to 10,000 daily users, and during the 2013 flood the website served as much as 65,000 visitors.

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

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$99,000

#### **Scalability and explanation**

If the offer is not funded, Utilities and myClimateWise sites would continue to function as they currently do, with dependence on the vendor; vendor costs to date are \$139K. Alignment and simultaneous launches that complement the customer interface between the City and Utilities for features such as mobile-ready, would not be managed optimally. Meetings and work load for City IT may increase based on needed interactions with vendor to align platform and launch objectives for Utilities website.

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

- <http://www.fcgov.com/utilities/>
- <http://www.fcgov.com/climatewise>
- <http://www.makeuseof.com/tag/web-metrics-101-what-do-all-these-terms-mean>

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



### **Offer 7.30: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Web Programmer Analyst**

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City: The statistically valid customer satisfaction survey recognized a key expectation of customers is related to “opportunities to participate in conservation programs.” The satisfaction ratings for residents was 63% and commercial was 59%. The target for customer satisfaction is 80%. The offer supports a resource to meet the target.
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs: The statistically valid customer satisfaction survey recognized a key expectation of customers is related to “contributions to the community.” The satisfaction ratings for residents was 63% and commercial was 54%. The target for customer satisfaction is 80%. The offer supports a resource to meet the target.
- HPG 7.1 - Provide world-class services that meet the needs of the community: The statistically valid customer satisfaction survey recognized a key expectation of customers is related to “technology tools, similar to those used by banks, cell phone or cable companies.” The satisfaction ratings for residents was 63% and commercial was 59%. The target for customer satisfaction is 80%. The offer supports a resource to meet the target.

#### **Performance Metrics**

- HPG 49. Utilities Customer Satisfaction - Customer Needs  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91501>
- ENV 102. Residential Annual Water Demand in Gallons Per Capita Per Day  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=121092>
- ENV 3. Community Energy Use  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6290&object=measure&objectID=91392>

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

- Not applicable.

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

- Not applicable

#### **Offer Profile**

Offer Owner: Irosintoski

Lead Department: Utility Financial Operations



7.30 ENHANCEMENT - 1.OFTE Utilities Customer Service & Administration - Web Programmer Analyst

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	63,734	78,392	23.0%
512000 - Benefits	16,326	20,288	24.3%
510000 - Personnel Services	<u>80,060</u>	<u>98,680</u>	<u>23.3%</u>
544000 - Employee Travel	2,000	-	- %
540000 - Other Purchased Services	<u>2,000</u>	<u>-</u>	<u>- %</u>
555000 - Office & Related Supplies	600	-	- %
559000 - Other Supplies	1,750	-	- %
550000 - Supplies	<u>2,350</u>	<u>-</u>	<u>- %</u>
Total Expenses	<u><u>84,410</u></u>	<u><u>98,680</u></u>	<u><u>16.9%</u></u>
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin Ongoing Restricted Fund: Ongoing Revenue	84,410	98,680	16.9%
Funding Source Total	<u><u>84,410</u></u>	<u><u>98,680</u></u>	<u><u>16.9%</u></u>



## ***Offer 7.31: CAP ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Publicity Marketing Technician***

2017: \$66,054 and 1.00 FTE, 0.00 Hourly FTE

2018: \$69,878 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will expand and enhance behavioral segment marketing that achieves: 1) distinct segments of residential, commercial and industrial customers; 2) provides information to the segments based on their communication preferences; and 3) manages communications for hard to reach customer segments that achieves compliance Title VI, in order to achieve increased participation of 25% by 2020 in Utilities energy and water programs.

In 2015, City Council approved the Climate Action Plan, Energy Policy and Water Efficiency Plan with aggressive goals in achieving both energy and water efficiency and conservation. In 2015, Utilities completed a statistically valid customer segmentation study that recognized the importance of a more focused form of market segmentation that groups consumers based on specific behavioral patterns they display when making efficiency and conservation decisions, such behaviors as spending, consumption, life style, usage and desired benefits. The position will lead the communication to support the customer segmentation study integration into all program campaigns by achieving the key messages that align with the customer segmentation study to manage how customers prefer communications that promote behavior changes in a targeted manner, and not through mass communications.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability
- HPG 7.1 - Provide world-class services that meet the needs of the community

### **Additional Information**

- The position will help address the increased workload of existing Communications and Marketing staff as Utilities capital projects are significantly increasing in the next five years, in addition to Climate Action Plan, Energy Policy and Water Efficiency Plan goals.
- Existing staff currently supports all Utilities service areas (Water, Wastewater, Stormwater and Light & Power) in addition to Customer Connections, with marketing and outreach campaigns that range from simple surveys to widespread citywide campaigns that include collaboration with several City departments, media relations and internal communications.



## ***Offer 7.31: CAP ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Publicity Marketing Technician***

- Because reaching CAP goals by 2020 and beyond involves significantly increased public participation in existing and new energy conservation programs, the outreach to communicate these offerings becomes a shared responsibility of Communications and Marketing.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$70,000

### **Scalability and explanation**

- Position could be managed by contracting with a vendor, which will include additional time to manage continuity and training of existing programs and graphical guidelines.
- Position could be funded as a contractual position.

### **Links to Further Details**

- <http://www.fcgov.com/utilities/community-education>
- <http://www.fcgov.com/utilities/business/improve-efficiency>
- <http://www.fcgov.com/utilities/residential/conserve>
- <http://www.fcgov.com/utilities/residential/conserve/water-efficiency>
- <http://www.fcgov.com/utilities/business>

### **Linkage to Strategic Objectives**

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs): The statistically valid customer satisfaction survey recognized a key expectation of customers is related to “information and tools provided to help you manage your use and costs.” The satisfaction ratings for residents was 76% and commercial was 64%. The target for customer satisfaction is 80%. The offer supports a resource to meet the target.
- ENV 4.2 - Protect and provide a high quality water supply and implement appropriate conservation efforts and long-term water storage capability: The statistically valid customer satisfaction survey recognized a key expectation of customers is related to “information and tools provided to help you manage your use and costs.” The satisfaction ratings for residents was 76% and commercial was 64%. The target for customer satisfaction is 80%. The offer supports a resource to meet the target.
- HPG 7.1 - Provide world-class services that meet the needs of the community: The statistically valid customer satisfaction survey recognized a key expectation of customers related to billing was “information and tools provided to help you manage your use and costs.” The satisfaction ratings for residents was 76% and commercial was 64%. The target for customer satisfaction is 80%. The offer supports a resource to meet the target.





## ***Offer 7.31: CAP ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Publicity Marketing Technician***

### **Performance Metrics**

- ENV 3. Community Energy Use  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6290&object=measure&objectID=91392>
- ENV 104. Overall water conservation program effectiveness  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=121094>
- HPG 32. Maintain Or Improve A/B Grades On Utilities Biannual Customer Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=91497>

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

- Not applicable.

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

Added costs beyond salary and benefits.

### **Offer Profile**

Offer Owner: Irosintoski

Lead Department: Utility Financial Operations



7.31: CAP ENHANCEMENT - 1.0FTE Utilities Customer Service & Administration -  
Publicity Marketing Technician

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	39,365	48,419	23.0%
512000 - Benefits	15,389	19,209	24.8%
510000 - Personnel Services	<u>54,754</u>	<u>67,628</u>	<u>23.5%</u>
542000 - Communication Services	600	600	- %
544000 - Employee Travel	1,000	1,000	- %
540000 - Other Purchased Services	<u>1,600</u>	<u>1,600</u>	<u>- %</u>
555000 - Office & Related Supplies	9,700	650	-93.3%
550000 - Supplies	<u>9,700</u>	<u>650</u>	<u>-93.3%</u>
Total Expenses	<u><u>66,054</u></u>	<u><u>69,878</u></u>	<u><u>5.8%</u></u>
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin    Ongoing Restricted Fund: Ongoing Revenue	66,054	69,878	5.8%
Funding Source Total	<u><u>66,054</u></u>	<u><u>69,878</u></u>	<u><u>5.8%</u></u>



## ***Offer 7.32: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Systems Specialist***

2017: \$77,485 and 1.00 FTE, 0.00 Hourly FTE

2018: \$102,076 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer is for one IT Systems Specialist for Maximo Data and Reporting Specialist. As Maximo is deployed throughout the different utilities, there will be a high demand for understanding what data is available and providing reports and data extracts from Maximo. One purpose of the Maximo computerized maintenance management system is to provide information to Utilities management on expected costs for future maintenance for the aging Utilities' infrastructure. Maximo version 7.6 comes with a sophisticated reporting suite of tools, Cognos. The proposed Systems Specialist will become an expert in Cognos reporting as well as an expert as to what data is available in order to support Utilities' personnel requests for information. A longer term goal for Utilities is to move up the Analytics Capability Maturity model to a point of providing predictive and prescriptive analytics. This role supports the Utilities in making more factually based decisions that will potentially have the effect of transforming the business. The Maximo system has capability for tracking the costs of repair and maintenance work orders and can ultimately help the Utilities project costs into the future, using analytical models. The goal is to smooth any changes in rates over time to accommodate needs for expenditures to maintain or replace infrastructure in a controlled and deliberate way. This is preferable to having more extreme cost spikes created by unanticipated failures which are more expensive. This IT Specialist would provide data through extracts and reports that would then be utilized by analysts in the Utilities to move to a more data driven model. Because Maximo is being deployed to all of the utilities (water plants and distribution, wastewater collection, Stormwater, and Light & Power, this position will be in high demand. Another goal is to provide self service reports, allowing users to specify some of the reporting parameters.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates

### **Additional Information**

- The Maximo system will contain a wealth of information which will be navigable using the Cognos tools. This individual will become the expert in these tools so they can provide data to analysts for importing into their models for predictive and prescriptive analytics.



## **Offer 7.32: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Systems Specialist**

- Having this wealth of data for all of the Utilities contained in a single application will be a great resource for helping the Utilities to make more fact-based decisions and requires a technical specialist to extract the data into reports and/or other formats for use by Utilities personnel.
- The Utilities is now a member of the Utilities' Analytics Institute and we are learning how some of the larger Utilities are making better decisions based on the analysis of their data assets.
- We currently do not have a dedicated reporting specialist on the team and we do not yet have any experience with the Cognos tool. This expertise will be essential to mining information from the Maximo system.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$102,000

### **Scalability and explanation**

Cognos is a sophisticated suite of tools that comes with Maximo. Many Utilities personnel, including analysts, will place high demands on the individual who is in this key role for Maximo. The deployment of Maximo will provide integrated data across all of the Utilities, which is new capability they have not had with their disparate, locally developed, department specific, non-integrated systems. Because of the on-going nature of this position, it is not suitable for a contractor.

### **Links to Further Details**

- [http://www.fcgov.com/utilities/img/site\\_specific/uploads/2015-16\\_Utilities\\_IT\\_Strategic\\_Plan.pdf](http://www.fcgov.com/utilities/img/site_specific/uploads/2015-16_Utilities_IT_Strategic_Plan.pdf)
- [http://www.fcgov.com/utilities/img/site\\_specific/uploads/Application\\_Landscape\\_Public\\_Update.pdf](http://www.fcgov.com/utilities/img/site_specific/uploads/Application_Landscape_Public_Update.pdf)

### **Linkage to Strategic Objectives**

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: The Maximo data and reporting specialist will understand the data in the Asset Management - Workorder system and will serve up that data to personnel in Utilities for more fact-based decision making.
- ECON 3.7 - Sustain high water quality to support the community and water-dependent businesses: Water assets need to be maintained on a regular schedule. This position will provide data to Utilities' personnel in order to make better decisions about water asset maintenance and projected costs into the future.
- ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates: Electric assets need to be maintained on a regular schedule. This position will provide data to Utilities' personnel in order to make better decisions about electric asset maintenance and projected costs into the future.



***Offer 7.32: ENHANCEMENT - 1.0 FTE Utilities: Customer Service & Administration - Systems Specialist***

**Performance Metrics**

- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>

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

- Not applicable

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

- Not applicable

**Offer Profile**

Offer Owner: MEvans

Lead Department: Utility Financial Operations



7.32 ENHANCEMENT - 1.0FTE Utilities Customer Service & Administration -  
Systems Specialist

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	57,360	78,392	36.7%
512000 - Benefits	17,125	23,684	38.3%
510000 - Personnel Services	<u>74,485</u>	<u>102,076</u>	<u>37.0%</u>
559000 - Other Supplies	3,000	-	- %
550000 - Supplies	<u>3,000</u>	<u>-</u>	<u>- %</u>
Total Expenses	<u><u>77,485</u></u>	<u><u>102,076</u></u>	<u><u>31.7%</u></u>
<b>Funding Sources</b>			
605-Utility Customer Srv & Admin Ongoing Restricted Fund: Ongoing Revenue	77,485	102,076	31.7%
Funding Source Total	<u><u>77,485</u></u>	<u><u>102,076</u></u>	<u><u>31.7%</u></u>



## ***Offer 9.1: Information Technology Application Services***

2017: \$3,023,673 and 17.30 FTE, 0.01 Hourly FTE

2018: \$3,092,042 and 17.30 FTE, 0.01 Hourly FTE

### **Offer Summary**

This offer proposes funding for the City's Application Services Division within the IT Department. Application Services supports the various software applications the City utilizes daily. The various applications provide efficient, secure, and innovative solutions. This division is made up of six areas: geographic information services (GIS), enterprise resource planning (ERP), development tracking systems (DTS), enterprise document management, e government (eGov) and application services administration.

#### Application Services

Oversees and manages the City's GIS data, provides GIS data analyses, data maintenance and public facing GIS websites

Supports and maintains the City's financial management software, financial reporting systems, sales tax software and credit card processing systems

Provides support for municipal voting/election software

Provides enterprise database support

Supports organizational business intelligence systems as well as a variety of reporting applications

Provides training on a variety of applications within the organization

Maintains the City's website fcgov.com and the City's internal intranet site

Develops and maintains custom web applications such as CityDocs, the Performance Dashboard, FCTrips, OpenBook, the Development Review Proposal site and much more

Develops and maintains custom applications such as our municipal budgeting software, City wellness application, bike registry program, MyClimateWise and others

Provides application support for land management, code enforcement, planning activities and other functions for Community and Development services

Supports the City's document management system that has more than 873,000 documents available to the public dating back to 1889

Application Services and its areas provide a variety of services that support the organization's commitment to security, transparency, operational excellence and innovation.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City



## ***Offer 9.1: Information Technology Application Services***

### **Additional Information**

- Application Services provides 24/7 mission critical support to the operation such as our financial system, the fcgov.com website, maintenance/support for regional Computer-Aided Dispatch system (CAD), and more. KFCG – Police Reserves will fund \$30,000 per year to support ongoing 911-related GIS data set maintenance and service that supports Police Services and emergency responders.
- Customer service is at the core of Application Services, averaging about 280 helpdesk tickets per month. From January 2014 to December 2015 we have processed 6072 helpdesk tickets. Application Services also tracks our time both for projects and operations and maintenance (O&M) of the City's applications. Since 2014, Application Services put in 55,158 hours in both new projects and O&M work.
- Financial stewardship, transparency and security are important considerations throughout the City organization. Application services supports applications that provide critical financial management, financial reporting, budget creation, and sales tax and revenue management.
- Application Services manages and maintains our website FCGov.com. 6.5 million users have visited fcgov.com since 2010. The website currently averages 125,000 visitors per month (Jan 2016).
- Application Services strives to provide world class services. In 2015 the City was recognized by The Center for Digital Government and was awarded Digital Cities 3rd place in the 125,000-249,999 population category.

### **Links to Further Details**

- <http://www.fcgov.com/it/>
- <https://medium.com/@Esri/mosquito-abatement-expressed-in-real-time-965d5783a40d>
- <http://www.fcgov.com/dashboard/?key=performancemeasurement/>

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: Our community utilizes a variety of technology when interacting with the City of Fort Collins. Application Services provides support for applications that provide a variety of information and services to our community. Some examples include fcgov.com, real time snow plow tracking, access to thousands of municipal documents, the organizations expenses and much more.
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: We have implemented a variety of upgrades over the past 2 years. For example we upgraded our website fcgov.com, ClimateWise application and many more. These routine upgrades ensure the organization is using current technology that supports operational needs.





### ***Offer 9.1: Information Technology Application Services***

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City: Application Services develops and maintains a wide variety of websites that support organizational transparency. Examples include the City's Community Performance Dashboard, CityDocs, FCGov.com, Development Review site, and many others.

#### **Improvements & Efficiencies**

- We worked collaboratively with the Lincoln Center staff on the redesign of their website lctix.com. The new website features a fresh new look, simpler interface and is also mobile and tablet device friendly.
- We worked with the City's finance department to streamline the internal purchasing card (PCARD) process through the use of our financial systems. This included a streamlined process workflow that included electronic receipt storage, supervisor expense approval, and much more. The end result was standardized processing and approval of PCARD expenses organizationally.
- Upgraded our public facing mapping application FCMaps (fcgov.com/gis). Our newly upgraded application now allows users to interact with FCMaps using their mobile devices in a more user friendly environment while continuing to offer a content rich mapping tool set.
- Created the Capital Improvements Management and Prioritization Application or CIP. This project took over 249 development hours to build this custom application. This new application will now allow for organizational reporting and management of city-wide capital projects for the next 20 years. In the future, it will provide the community information on Capital Improvements across the City as well.
- GIS created a web application that tracks the trucks that spray for mosquitos. This application provides real-time information to help citizens prepare for the trucks before they arrive and to know if they have already sprayed in their neighborhood. We were also able to leverage this same technology to provide live real-time tracking of snow plowing activities.
- In working with our Communications and Public Involvement Office (CPIO) we launched the newly redesigned FCGov.com this year. Our website is the central portal for most if not all of our major services. This redesign features a mobile friendly design, simpler user interface and visual elements that feature all the great aspects of this community.
- The MyClimateWise application has been a key component to the City's Climate Wise program. This application was previously managed by an external company. We collaboratively worked the ClimateWise team to redevelop the application internally and last year launched the new MyClimateWise application. By moving this application internally, we saved the Utilities around \$80,000 in ongoing expenses.



## ***Offer 9.1: Information Technology Application Services***

- The City continues to move forward in its journey towards being a more transparent municipal organization. This year we launched a temporary Open Data portal. This portal is a first attempt to provide raw municipal data to the community they can access, report off of, and leverage in any way that they would like. This is certainly an exciting next step in the organization's transparency journey.
- Our budgeting application (BART) is core to our municipal budget creation process and ongoing budget management. We worked with the City's HR and Budget departments to upgrade and enhance BART functionality for this budget cycle.
- Our document management application provides a critical service to our organization for the storage, retrieval and transparency of our municipal documents. Our document management application was successfully upgraded with minimal disruption to the organization and this upgrade also provided us some new functionality.

### **Performance Metrics**

- HPG 26. Internet availability  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91415>
- HPG 95. Geographic Information Services availability  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109299>
- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>

### **Personnel Changes**

- The following changes were approved in the 2015-2016 BFO cycle: An enhancement offer was accepted that increased an FTE from 0.75 to 1.0 FTE (0.25 increase). Also, a dedicated 1.0 FTE enhancement was accepted for technical support for Operations Services and City Hall.

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

- Not applicable

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

- Not applicable

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



### ***Offer 9.1: Information Technology Application Services***

Reduced offer by \$61,709 in 2017 and \$105,809 in 2018 for computer software replacement/maintenance, use of IT reserves to fund a one time, necessary software purchase for JDE in 2017 (\$37k), and reduced BART ongoing maintenance by \$50,000 in 2018. Added \$30,000 per year from KFCG- Police Reserves. Net reduction to Gen Fund ongoing 2017: \$102,313 and 2018: \$112,029.

#### **Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology



## 9.1: Information Technology Application Services

### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	17.30	17.30	- %
Hourly (FTE)	0.01	0.01	- %
<b>Expenses</b>			
511000 - Salaries & Wages	1,498,066	1,535,523	2.5%
512000 - Benefits	451,889	468,029	3.6%
519000 - Other Personnel Costs	(35,504)	(35,504)	- %
<b>510000 - Personnel Services</b>	<b>1,914,451</b>	<b>1,968,048</b>	<b>2.8%</b>
521000 - Professional & Technical	140,320	103,444	-26.3%
529000 - Other Prof & Tech Services	4,284	4,370	2.0%
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>144,604</b>	<b>107,814</b>	<b>-25.4%</b>
533000 - Repair & Maintenance Services	828,869	879,193	6.1%
<b>530000 - Purchased Property Services</b>	<b>828,869</b>	<b>879,193</b>	<b>6.1%</b>
542000 - Communication Services	23,331	23,791	2.0%
543000 - Internal Admin Services	973	996	2.4%
544000 - Employee Travel	59,294	59,730	0.7%
549000 - Other Purchased Services	2,610	2,659	1.9%
<b>540000 - Other Purchased Services</b>	<b>86,208</b>	<b>87,176</b>	<b>1.1%</b>
555000 - Office & Related Supplies	12,768	13,028	2.0%
559000 - Other Supplies	1,673	1,683	0.6%
<b>550000 - Supplies</b>	<b>14,441</b>	<b>14,711</b>	<b>1.9%</b>
565000 - Vehicles & Equipment	35,100	35,100	- %
<b>560000 - Capital Outlay</b>	<b>35,100</b>	<b>35,100</b>	<b>- %</b>
<b>Total Expenses</b>	<b>3,023,673</b>	<b>3,092,042</b>	<b>2.3%</b>



## Funding Sources

100-General Fund: Ongoing	Ongoing	1,596,657	1,784,473	11.8%
254-KFCG Fund: Police Reserves & One-Time Use Tax	Reserve	30,000	30,000	- %
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	1,360,016	1,277,569	-6.1%
603-Data and Communications Fund: Reserves	Reserve	37,000	-	- %
<b>Funding Source Total</b>		<b>3,023,673</b>	<b>3,092,042</b>	<b>2.3%</b>



## ***Offer 9.3: ENHANCEMENT: Enterprise Document Management System and Electronic Record Search***

2017: \$833,840 and 0.00 FTE, 0.00 Hourly FTE

2018: \$103,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Currently we have an Enterprise Document Management System (EDMS) named SIRE that manages documents and images. There are more than 2 million documents and 600 users of the current system with more than 70% of City Departments are utilizing the EDMS.

There are several critical integrations with EDMS, including CityDocs, to allow for public search of documents based on specific criteria, accounts payable, GIS connection for map acquisition, integration with Larimer County to search and auto-retrieve Police documents, upload of documents based on criteria from Police Motor Vehicle Accident documents made available to insurance companies in a third-party system, retrieval of documents within Tiburon and several web sites that aggregate data for display on pages.

The vendor for the current EDMS, Hyland Software, acquired SIRE in 2012 and decided to halt development of future updates to it. Hyland has their own product, OnBase, which they are solely supporting. Therefore, the SIRE software has dependencies on older operating systems and technology that will soon be deprecated and propose security risks in the near future.

The new EDMS software will replace the deprecated software providing for a stable, supported and enhanced system that is more aligned with the organizations needs and requirements. The secondary purpose of this offer is to fund the acquisition and support of an enterprise application to provide a centralized document search tool. The need to search and retrieve documents across multiple service areas, departments and systems currently requires significant manual and inefficient retrieval efforts by numerous individuals with inconsistent and untimely results. The benefits of the application would include a reduction in the amount of manual effort involved in searches, shorter response times to fulfill both internal and external requests, and the assurance that consistent, automated search parameters are used to retrieve the discovered documents.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community
- HPG 7.1 - Provide world-class services that meet the needs of the community

### **Additional Information**



### **Offer 9.3: ENHANCEMENT: Enterprise Document Management System and Electronic Record Search**

- The current SIRE EDMS is key to many Department operations in the management existing paper and digital documents and it's replacement is necessary in order to maintain current services and provide enhancements that are aligned with the City's key results and outcomes. Future expansion of media types include audio and video as requested by customers will be possible with this offer.
- The Larimer County DA's office currently imports Police records from the SIRE EDMS into their case management system that promotes intergovernmental operations.
- Hand-written Police MVA Records are captured in SIRE and uploaded to a third-party vendor who transcribes them and exposes them to authorized agencies.
- SIRE documents are currently exposed internally and externally through the CityDocs web site for transparency purposes. The documents are available either internally, or to the public, by Departments and Divisions including Accounts Payable, City Attorney, Engineering, Human Resources, and many others. There were approximately 84,000 sessions recorded on the CityDocs site within the last year.
- Current business processes including check reconciliation in JDE from images provided by SIRE are critical to the Finance department.

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

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$83,000

#### **Scalability and explanation**

This can be scaled down to \$612,347 in 2017 with ongoing costs estimated to be at \$92,732. However, staff feels that if this is scaled down, we would lose additional functionality such as a public web portal technology, web based training for staff and priority level technical support. If needed we can reduce application functionality/modules to meet financial needs.

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

- <http://www.cmswire.com/cms/document-management/12-steps-to-a-successful-ecm-deployment-gartnerpcc-026512.php>
- <http://www.fcgov.com/it/>

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

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City: The online document management portal CityDocs provides over 800,000 publicly accessible documents. These documents are used for a variety of needs in the community both for citizens as well as businesses.



### ***Offer 9.3: ENHANCEMENT: Enterprise Document Management System and Electronic Record Search***

- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community: This new document management system will provide a much needed upgrade to a more current document management platform. With this new system we will have additional functionality that will provide us opportunities for greater program expansion, increased functionality and better security.
- HPG 7.1 - Provide world-class services that meet the needs of the community: Our document management portal (citydocs.fcgov.com) provides a critical service to our community by acting as the portal for all municipal documents. Our document management system is a foundational element for municipal record service delivery.

#### **Performance Metrics**

- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>

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

- Not applicable

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

Only minor grammar/wording edits made.

#### **Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology





### 9.3 ENHANCEMENT: Enterprise Document Management System and Electronic Record Search

#### Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
521000 - Professional & Technical	33,000	-	- %	
520000 - Purchased Prof & Tech Services	33,000	-	- %	
533000 - Repair & Maintenance Services	-	103,000	- %	
530000 - Purchased Property Services	-	103,000	- %	
544000 - Employee Travel	26,000	-	- %	
540000 - Other Purchased Services	26,000	-	- %	
555000 - Office & Related Supplies	774,840	-	- %	
550000 - Supplies	774,840	-	- %	
Total Expenses	833,840	103,000	-87.6%	
<b>Funding Sources</b>				
603-Data and Communications	Reserve	833,840	103,000	-87.6%
Fund: Reserves				
Funding Source Total		833,840	103,000	-87.6%



## **Offer 9.4: ENHANCEMENT: 1.0 FTE - ERP Systems Analyst Position**

2017: \$108,140 and 1.00 FTE, 0.00 Hourly FTE

2018: \$111,127 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

The Enterprise Resource Planning (ERP) team supports system applications in multiple departments across the City. ERP assists those departments in performing their duties and gathering business data to analyze and report providing transparency and fiscal responsibility. This 2017 2018 BFO process is maintained in a custom system application supported by this team. As the City works to centralize more services to achieve service levels and realize economies of scale, the demands on the ERP team are continually increasing.

This position would primarily, but not solely, support the tier 1 Financial Management System from JD Edwards called Enterprise One. Known as "JDE," this system houses the City's financial data, as well as personnel data, which is used by many other application systems across the City. This also supports storage and reporting of the financial and personnel data both internally and externally on sites such as the Community Dashboard and Open Book.

In addition to reporting, this position would also support the numerous data feeds of personnel and financial data, coming into and emanating from JDE when applications need to sync with the official payroll roster or General Ledger primarily.

The current ERP team often works nights and weekends in an unsustainable manner to provide the excellent level of support the City enjoys. This new position will ensure that excellent support continues, notwithstanding new demands from Finance, Human Resource, Budget and other customers..

Each new module necessitates requirements gathering, design, implementation, testing and training in addition to the support required to sustain currently installed modules and interfaces.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City

### **Additional Information**



### **Offer 9.4: ENHANCEMENT: 1.0 FTE - ERP Systems Analyst Position**

- New JDE functional requests include but are not limited to Risk Management, Voucher Match Automation, Procure-to-Pay, GL workflow, Bank Reconciliation, Expense Management, Human Resource Recruiting and Work Order Management integration.
- Support application integration including systems such as: CityNet, Budgeting for Outcomes application, Asset Management System, Enterprise eMail Directory, Purchasing Card financial institution, Cemetery, Sales Tax Management, Doc Management, Work Order Management System, Maintenance Management System and various other systems to integrate Human Resource, Finance, and various material data.
- Half the current ERP team is chronically over the maximum Vacation Accruals. This is not for lack of trying but scheduled time off is often rescheduled and then dropped due to the demands of the job.
- In 2015 the 3 full time ERP team members reported 282.75 combined overtime hours with one individual contributing over half those hours; this level of utilization leaves little time for documentation, innovation, or process improvement.
- In 2015 the 4 ERP team members handled a combined 416 tickets with 304 being handled by 2 of the team members; again, this level of utilization leaves little time for documentation, innovation, or process improvement.

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

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$108,140

#### **Scalability and explanation**

Not scalable.

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

- <http://www.fcgov.com/it>
- <http://www.fcgov.com/finance/>
- <http://www.fcgov.com/openbook/>
- <http://fortcollins.clearpointstrategy.com/>
- <https://salestax.fcgov.com/>

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

- HPG 7.1 - Provide world-class services that meet the needs of the community: The ERP applications supported by this new position warehouse the Financial and Personnel data generated by those services for reporting, audit, and continuous improvement.



### **Offer 9.4: ENHANCEMENT: 1.0 FTE - ERP Systems Analyst Position**

- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development: This position will support the data integration of the new Human Resource systems to the core ERP application (JDE) and support the reporting requests of the Human Resources department.
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City: This position will support the ERP applications that provide the data for many of the City Doc reports in addition to support for the City's Sales Tax Billing & Collection system (MS Govern) focusing on citizens and business.

#### **Performance Metrics**

- HPG 2. Accuracy of Budgeted Expenses (\$ millions)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91315>
- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>
- HPG 145. Number of new Online Sales Tax License Applications  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=304355>

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

- Not applicable

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

Only minor grammar/wording edits made.

#### **Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology



9.4: ENHANCEMENT: 1.0FTE - ERP Systems Analyst Position

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	84,162	86,267	2.5%
512000 - Benefits	23,978	24,860	3.7%
510000 - Personnel Services	108,140	111,127	2.8%
Total Expenses	108,140	111,127	2.8%

Funding Sources

100-General Fund: Ongoing	Ongoing	85,125	87,476	2.8%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	23,015	23,651	2.8%
Funding Source Total		108,140	111,127	2.8%



## ***Offer 9.5: ENHANCEMENT: Budget Analysis Reporting Tool (BART) Assessment and Upgrade***

2017: \$300,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$0 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer enables BART to continue supporting the Budgeting for Outcomes (BFO) process. BART is a core enterprise application administered by the City's Information Technology Department utilized across the City by anyone who contributes to the BFO process.

BART functionality, architecture, design, and code will be assessed to resolve issues and enhancements produced by the BFO Continuous Improvement process. BART is a decade old. The cost to support BART and the effort required to resolve issues and implement enhancements have risen significantly to the point that an upgrade is more cost effective than ongoing maintenance of the current system.

The cost and effort to maintain the current version of BART will increase consuming resources that would otherwise work on enhancements. Maintaining the current system is not sustainable.

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust

### **Additional Information**

- \$173,800 was paid to correct and implement 43 issues and enhancements to prepare BART for 2017-2018 BFO. This effort also consumed 348 IT resource hours (over 8 weeks). 34 issues and enhancements remain backlogged minimally estimated at \$54,400. The assessment and upgrade are estimated at \$300,000 to \$500,000.
- The current state of BART and the risk to the City of BART failing has been exacerbated by (1) The original designer and developer retiring creating a knowledge deficit, (2) Continual upgrades to the underlying Microsoft Windows technology, (3) Obsolescence of forms tools forcing ports to new tools, and (4) Continually changing Web technologies.
- Upgrading BART will reduce the maintenance and support costs to sustainable levels. Two years of maintenance and support costs at current levels would pay for the assessment and upgrade bringing BART up to date with current technology and development standards.



## **Offer 9.5: ENHANCEMENT: Budget Analysis Reporting Tool (BART) Assessment and Upgrade**

- BART is pivotal to the City's High Performing Government Key Strategic Outcome. BFO is an efficient, effective and collaborative process that would not be possible without BART.
- BART supports the City's Economic Health Strategic Objective by aligning and projecting budget revenues and expenses including the complex Human Resource algorithms to calculate fully loaded labor costs.

### **Impact to Ongoing Expenses**

- No ongoing expense associated with this Offer.

### **Scalability and explanation**

- (1) \$150,000 - Assess and address outstanding issues; short-term maintainable and 2015-2016 BFO process improvements
- (2) \$100,000 - Assess and break fix; short-term maintainable only
- (3) \$50,000 - Assess and propose rewrite; does not address maintainability, will only scope the effort

### **Links to Further Details**

- <http://www.fcgov.com/citymanager/budget.php>; Budgets produced by BART and BFO process
- <http://www.fcgov.com/finance/>; Finance website
- <http://www.fcgov.com/it/>; Information Technology website

### **Linkage to Strategic Objectives**

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City: BART is the cornerstone of the BFO process and THE tool used by Budget, Human Resources, and BFO Teams including citizens to create the City budget each BFO cycle.
- HPG 7.1 - Provide world-class services that meet the needs of the community: The systems supporting the BFO process were abysmal before the introduction of BART. Budget preparation would be far more difficult and far more error-prone without BART preparing the Budget to meet community needs.
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust: Our municipal budgeting process is foundational to maintaining public trust with our community. This application is the cornerstone to our organization's budgeting process that is transparent, inclusive and prioritized to our community's needs.

### **Performance Metrics**

- HPG 1. Actual Revenue Compared to Budget (\$ millions)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91314>



## ***Offer 9.5: ENHANCEMENT: Budget Analysis Reporting Tool (BART) Assessment and Upgrade***

- HPG 2. Accuracy of Budgeted Expenses (\$ millions)  
[https://www.clearpointstrategy.com/publish/direct.cfm?  
linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91315](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91315)
- HPG 96. Information Technology Internal Service Survey  
[https://www.clearpointstrategy.com/publish/direct.cfm?  
linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300)

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

- Not applicable

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

- Not applicable

### **Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology





## 9.5: ENHANCEMENT: Budget Analysis Reporting Tool (BART) Assessment and Upgrade

### Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
533000 - Repair & Maintenance Services	300,000	-	- %	
530000 - Purchased Property Services	300,000	-	- %	
Total Expenses	300,000	-	- %	
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	228,000	-	- %
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	72,000	-	- %
	Funding Source Total	300,000	-	- %



## ***Offer 9.6: ENHANCEMENT: Licensing for the Business Intelligence Suite for Web Intelligence***

2017: \$183,702 and 0.00 FTE, 0.00 Hourly FTE

2018: \$44,038 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this Offer allows IT to support SAP's Business Intelligence Suite (BI Suite) reporting and analytics across all City of Fort Collins departments. The current solution, Web Intelligence (Web), is running on an older mid sized application model (Edge) that, while not yet obsolete, is no longer available, making it problematic to support.

BI Suite adds functionality to provide the analytics, reporting, and visualization required by initiatives at the Enterprise level including:

- (1) Services may be scaled across multiple servers and clustered for performance, business continuity, and disaster recovery; the current Edge product may only be licensed on a single server.
- (2) Includes the Lumira reporting and visualization tool that can merge multiple data sources in memory for secure high performance analytics and dashboard reporting at the business user level with a drag and drop interface; IT experience not required.
- (3) An unlimited number of named or concurrent licenses may be purchased; the Edge product is limited to 50 concurrent and 250 named licenses; we're currently licensed at 30/30.

The City is behind the times in data analytics and reporting employing fragmented tools and data sources. The Open City initiative will demand enhanced analytics and reporting to take transparency to the next level. Financial Planning and Administration has an analytics and reporting initiative to train 16 20 analysts across multiple City departments to report the data they mine, query and analyze. The unlimited licensing, service scalability, enhanced analytics and visual reporting in BI Suite will help ensure these efforts.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City

### **Additional Information**



## **Offer 9.6: ENHANCEMENT: Licensing for the Business Intelligence Suite for Web Intelligence**

- Incremental Expense:
  - \$ 141,760 Upgrade license pricing (list price \$362,250)
  - \$ 41,941 Year 1 maintenance (historical worst case is 5% annual increase)If the order can be placed by 12/15/2016, the price point drops to \$98,146/\$36,663 respectively; otherwise the \$141,760/\$41,941 price is valid until 3/15/2017.
- Incremental Value:
  - A tightly integrated Enterprise Big Data solution that will support the City for years to come.
  - \$ 239,050 worth of additional Lumira, Dashboard, and Crystal Reports licenses.
- Lumira will enable analysts across the City to merge disparate data sources to improve forecasts and better visualize data improving accuracy and results reporting.
- BI Suite's ability to scale across multiple servers will increase its availability and performance while supporting business continuity and disaster recovery policies.
- The enhanced capabilities of Lumira analytics and reporting as well as the high availability and performance offered by server scaling will increase customer satisfaction.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$46,350

### **Scalability and explanation**

Scalability Option 1: 2017 Software \$134,809 (98,146 + 36,663) and 2018 Software \$38,496 if we can order by 12/15/2016

Scalability Option 2: License Lumira on current SAP Business Intelligence Edge platform. This will provide advanced analytics and reporting but will not address performance and availability provided by the multi-server scalability in BI Suite. \$196,140 to license all 30 named and 30 concurrent Edge Licenses; otherwise \$1,313 per named and \$26,125 per 5 concurrent bundled.

### **Links to Further Details**

- <http://go.sap.com/product/analytics/lumira.html> - High level description of the proposed Lumira BI Suite product
- <http://go.sap.com/product/analytics/bi-platform/web-intelligence.html> - High level description of the current SAP Business Objects Web Intelligence product
- <http://www.fcgov.com/finance/> - See Annual Financial Reports (CAFR; Comprehensive Annual financial Reports) and Quarterly Financial Reports; supported by Business Intelligence analytics and reporting.
- <http://www.fcgov.com/openbook/?action=browse-salaries> - Open Book Salary information supported by Business Intelligence analytics and reporting



## **Offer 9.6: ENHANCEMENT: Licensing for the Business Intelligence Suite for Web Intelligence**

- <http://citynet.fcgov.com/pdf-gateway.php/finance/files/Mar16OperationalMOR> - [Internal] Monthly Operations Report supported by Business Intelligence analytics and reporting

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: Query tools into the ERP are a basic resource for any analyst job. Upgrading to BI Suite will improve organizational capability and effectiveness through professional development increasing business acumen.
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: BI Suite provides the next generation analytics and reporting tools to generate and analyze performance metrics and benchmark data.
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City: BI Suite will be instrumental in providing the data analytics and visual data reporting required by Open City providing transparency to the citizenry.

### **Performance Metrics**

- HPG 2. Accuracy of Budgeted Expenses (\$ millions)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91315>
- HPG 27. Server availability (supporting 390 servers)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91416>
- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>

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

- Not applicable

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

Only minor grammar/wording edits made.

### **Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology



9.6 ENHANCEMENT: Licensing for the Business Intelligence Suite for Web Intelligence

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
555000 - Office & Related Supplies	183,702	44,038	-76.0%	
550000 - Supplies	183,702	44,038	-76.0%	
Total Expenses	183,702	44,038	-76.0%	
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	138,327	33,161	-76.0%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	45,375	10,877	-76.0%
	Funding Source Total	183,702	44,038	-76.0%



## **Offer 9.7: ENHANCEMENT: Payment Card Industry (PCI) Audit**

2017: \$85,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$0 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer proposes that the City of Fort Collins become Payment Card Industry Certified, or what is known as PCI Certification. Recent national and international breaches in credit card data highlight the importance of safe, secure credit card payment options for our customers. This certification requires the City organization to adhere to requirements for software design, policy, procedures, and network design and security management. PCI Certification is an ongoing process that enables us to assess the organization's credit card payment operations and help us to identify vulnerabilities. This certification will ensure that as an organization we are taking every measure we can to protect credit card data and to enhance our cyber security state.

Current data states that a breach of customer information costs an organization more than \$150 per record compromised. Given that the City conducts thousands of transactions per year, it is very easy to see how a breach could potentially cost the organization hundreds of thousands of dollars. Regular audits, such as the proposed PCI audit will help to ensure that the City's digital and data environment is constructed and managed appropriately, ensuring safe, secure interactions for citizens.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

### **Additional Information**

- PCI Certification is recommended for any merchant/organization accepting credit card as a form of payment.
- PCI Certification is not a single event but a continuous ongoing process.
- PCI Certification/Compliance will help us stay informed and better prepared for future threats.
- PCI Certification will help further build confidence that we are providing a secure transactional environment.
- PCI Certification will help in our reputation with payment brands, banks, and customers. PCI Certification can bring major benefits to the organization, while failure to comply can have serious and long-term negative consequences.

### **Impact to Ongoing Expenses**

- No ongoing expense associated with this Offer.



## **Offer 9.7: ENHANCEMENT: Payment Card Industry (PCI) Audit**

### **Scalability and explanation**

The only scalability option for this offer is to move the funding from 2017 to 2018. However, doing so creates a scenario whereby any remediation action identified by the audit would not be available for future resource planning purposes to inform the 2018 BFO process.

### **Links to Further Details**

- <https://www.pcisecuritystandards.org/index.php>
- <http://www.fcgov.com/it/>
- <http://www.fcgov.com/it/metrics.php>

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: Our community interacts digitally with the organization to conduct business in many areas. It is only appropriate that the City maintains a safe and secure environment for those interactions. External audits are a primary method to ensure that we provide the necessary safeguards in our digital environment.
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: The City's data and digital infrastructure are complex and mission-critical to the delivery of quality services to the community. Regular audits of our digital infrastructure ensures that the systems and processes are maintained in a secure fashion.

### **Performance Metrics**

- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>

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

- Not applicable

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

Only minor grammar/wording edits made.

### **Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology



9.7: ENHANCEMENT: Payment Card Industry (PCI) Audit

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
521000 - Professional & Technical	85,000	-	- %	
520000 - Purchased Prof & Tech Services	85,000	-	- %	
Total Expenses	85,000	-	- %	
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	85,000	-	- %
	Funding Source Total	85,000	-	- %





## ***Offer 9.9: ENHANCEMENT: 1.0 FTE - Systems Analyst for Open Data Portal - Second Phase Implementation***

2017: \$0 and 0.00 FTE, 0.00 Hourly FTE

2018: \$130,327 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer will fund the implementation of the second phase of the City's Open Data Portal. The expectations for expanded transparency and improved access to data from the public necessitates that the City improve its online offerings. In order to achieve that level of transparency and access, the City funded the purchase and development of an open data portal in 2016. The initially funded request allowed the organization to contract with a vendor for a cloud hosted service and to begin the transition of existing data sets that are offered across the City's website within the new Open Data platform.

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

This offer will fund a contractual Systems Analyst that will function as the organization's Open Data Officer and as a liaison for both internal staff and the community, assisting both in the development and use of the platform. Research of the communities that have implemented successful open data programs across the country cite the staffing of this position as critical to that success and full utilization of the platform. The ultimate need is for staffing to support anticipated future development of the Open Data Portal, which was included as a consideration in the originally funded budget request for the implementation of the platform.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City

### **Additional Information**

- Further development of the open data portal will draw together the data sets that the City currently provides on its website into a single platform, which will eliminate the need for visitors to the site to determine where the data might exist and which department might host it. All data that the City will make available will be together, in one site/platform.



## **Offer 9.9: ENHANCEMENT: 1.0 FTE - Systems Analyst for Open Data Portal - Second Phase Implementation**

- Data that the City makes available on the site will be able to be searched, filtered, visualized and exported in a variety of different formats, allowing our citizens a much more robust experience.
- Data sets would also be able to be accessed through Application Program Interfaces (API's). Community developers would be enabled to create apps and websites that would directly read City data sets. Exposing the City's data to the creativity in our community and beyond may result in new ways to serve the public or even assist the City in problem-solving community challenges.
- A central analyst to support the development and use of the open data portal would create efficiencies for departmental data owners by providing them training and assistance in the migration and presentation of their data sets within the portal. Without this position, each department would need to individually develop a deeper knowledge of the platform to be able to use, support and exploit it.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$123,000

### **Scalability and explanation**

This Offer is not scalable

### **Links to Further Details**

- <http://www.fcgov.com/opencity/>
- <https://www.socrata.com/products/open-data/>

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: An Open Data Portal is the current standard for providing world-class services to a community in the areas of transparency and access. This offer will allow the City to fully deploy an open data platform that provides state-of-the-art services and to more fully utilize the platform by assisting departments in making their data available on the platform.
- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City: An Open Data Portal would enable the provision and transparency of data that is either the output from City processes or the input and decision-influencing data. The robust availability of data sets in the portal will create opportunities for the community to more readily understand and even possibly influence City processes.

### **Performance Metrics**



**Offer 9.9: ENHANCEMENT: 1.0 FTE - Systems Analyst for Open Data Portal  
- Second Phase Implementation**

- HPG 26. Internet availability

[https://www.clearpointstrategy.com/publish/direct.cfm?  
linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91415](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91415)

- HPG 27. Server availability (supporting 390 servers)

[https://www.clearpointstrategy.com/publish/direct.cfm?  
linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91416](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91416)

- HPG 95. Geographic Information Services availability

[https://www.clearpointstrategy.com/publish/direct.cfm?  
linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109299](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109299)

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

- Not applicable

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

Only minor grammar/wording edits made.

**Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology



9.9. ENHANCEMENT: 1.0FTE - Systems Analyst for Open Data Portal - Second Phase Implementation

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	1.00	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	-	86,267	- %	
512000 - Benefits	-	24,860	- %	
510000 - Personnel Services	-	111,127	- %	
533000 - Repair & Maintenance Services	-	15,000	- %	
530000 - Purchased Property Services	-	15,000	- %	
544000 - Employee Travel	-	2,500	- %	
540000 - Other Purchased Services	-	2,500	- %	
555000 - Office & Related Supplies	-	300	- %	
550000 - Supplies	-	300	- %	
565000 - Vehicles & Equipment	-	1,400	- %	
560000 - Capital Outlay	-	1,400	- %	
Total Expenses	-	130,327	- %	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	-	130,327	- %
	Funding Source Total	-	130,327	- %



## ***Offer 10.1: Financial Programs and Services***

2017: \$3,770,640 and 34.00 FTE, 0.63 Hourly FTE

2018: \$3,869,420 and 34.00 FTE, 0.63 Hourly FTE

### **Offer Summary**

Funding this offer provides continued budget for Financial Services Programs, which manage the public's money, safeguard the assets of the City organization and ensure financial integrity and transparency by providing accurate, reliable and timely services. We are proactive and analytical in our support of the organization's decision making. We provide comprehensive financial, operational and performance reporting.

This offer funds the essential financial programs and services needed inside the City. Financial Services is responsible for the accounting and financial reporting, grants compliance, sales tax, treasury, accounts payable, payroll, purchasing and budget services. Financial reporting, performance measurement and financial liaison support are also supplied by Financial Services to ensure transparency and consistency across the City. Financial Services is critical to the support of daily City operations.

Financial Services is also the advisor in financial decisions for all other service areas within the City organization, as well as the Downtown Development Authority (DDA), the Urban Renewal Authority (URA), the Poudre River Library District, Poudre Fire Authority (PFA), the General Improvement Districts (GIDs) and the Fort Collins Loveland Regional Airport. These services result in sound and sustainable fiscal decisions to guide the issuance of debt, investment in development opportunities and legacy projects (e.g., Woodward headquarters, Foothills Mall). In order to proactively assist in the development of financing solutions and transparency, as well as to maintain daily finance functions, Financial Services is actively engaged in ongoing discussions with all departments and representatives of partnering entities. Sound analytical and finance support is provided across the City ensuring an experienced financial perspective is involved in all decisions to provide world class oversight of the City's assets.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

### **Additional Information**

- The Accounting/Accounts Payable/Payroll/Treasury Group (14 FTE +\$235k Spending) provides oversight and financial management of the various funds used by the City. AP processes the payment for goods and services purchased while Payroll is responsible for processing biweekly payrolls for the City, the DDA and PFA. Treasury maximizes investments within acceptable risk levels and ensures liquidity.



## ***Offer 10.1: Financial Programs and Services***

- Sales Tax (6.5 FTE +\$160k Spending) oversees sales and use tax collections; conducts audits of licensed vendors, enforces City Code requirements, and runs the annual grocery/property/utility rebate programs (Offer 11.1).
- Finance Admin (4 FTE +\$105k spending) is comprised of the CFO and the Strategic Finance staff. This group provides oversight of all financial matters, supports City-wide initiatives and programs, and performs highly complex analyses. In addition, Strategic Finance also provides dotted line oversight of all Financial Planning & Analysis (FP&A) roles outside Utilities and Financial Services Areas.
- Purchasing (5.5 FTE +\$35k Spending) provides City departments with a centralized source for pricing, quotes, order placement, vendor contracts and general problem solving. Orders under \$5,000 can be issued by City departments using mini orders, and Purchasing handles anything over \$5,000. All orders over \$60,000 must be competitively bid.
- The Budget Office (4 FTE +\$60k Spending) is responsible for preparing and monitoring the City's Budget. The budget is created via the Budgeting for Outcomes (BFO) process and is prepared biennially. They are also responsible for individual appropriation ordinances, managing the City's performance measurement program, and performing research related to special projects.

### **Links to Further Details**

- [www.fcgov.com/finance](http://www.fcgov.com/finance)
- [www.fcgov.com/openbook](http://www.fcgov.com/openbook)
- [www.fcgov.com/dashboard](http://www.fcgov.com/dashboard)

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: Financial Services is the backbone of the City's budget, revenue, spending and financial decision making. By sharing resources across the City we are able to efficiently execute day to day transactions and collaborate on improvements.
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: The Budget office, which controls the Performance Measurement tracking tool ClearPoint is housed within financial services. They maintain all records, pay for software and work with departments to update and improve metrics across the City.

### **Improvements & Efficiencies**

- BFO Continuous Improvement: First, the strategic objectives included in an Offer have been added to the Offer Summary. Second, the Offer Narrative requires the Seller to indicate the ongoing expenses associated with an Enhancement Offer. Third, hourly staff FTE is now reported to provide visibility into the total amount of staff resources required to deliver programs and services.



## ***Offer 10.1: Financial Programs and Services***

- Monthly Operating Report - The Financial MOR includes variance to budget data, and provides information explaining the status of actual spending vs. budget. 2016 enhancements include more robust Webi queries to improve data integrity, streamlined presentation process decreasing staff time, and simplified pivot table analysis enabling increased efficiency and better narrative explanations.
- Performance Measurement (PM) - First, the Community Dashboard reflecting the most strategic and meaningful quarterly measures per Outcome was refreshed. Second, Quarterly Service Area Reviews (where performance of our metrics is discussed) were implemented in 2015. Third, Strategy Maps were release in May 26 which evaluate the performance of the strategic objectives in the 2016 Strategic Plan.
- Purchasing - Collaborated with IT to spearheading Managed Print Initiative to standardize print devices and vendor City wide. This initiative supports the City's sustainability goals and provide annual savings of \$180K when fully implemented. Applied for and received Gold Status from the State Electronics Challenge for environmental stewardship of electronic purchases. Implemented paperless POs.
- Grants Compliance Administration-Implement policy to manage grants from pre-application to closeout; Create database and file system to track grant projects and applications; Enhance website with training, regulatory guidance and best practices; Create database with federal grant requirements linked to associated City document; Resource for guidance and recommendations regarding grants compliance.
- A/P Approval Process - Once implemented the project will require invoices to be scanned into the financial management system for electronic approval. This will significantly reduce paper consumption, error rate associated with lost invoices and turnaround on payment to vendors. The system will also allow Finance to better track and document the approval of invoices.
- Sales Tax Software - Phase 1 of the Sales Tax and Licensing automation was implemented in 2014 with new sales tax software which provides online filing and payment for the 11,000 licensed vendors in Fort Collins. Phase 2 of the project is an enhancement offer (13.6) in the 2015-2016 BFO process and will automate the licensing functions for the Sales Tax Department and City Clerk's Office.
- Accounting and Treasury - The City earned its 28th consecutive GFOA Certificate of Achievement in Financial Reporting in 2015. Vendor adoption of ACH payments improved from 48% to 56% of payments. Investment returns were 1.25% vs. benchmark of .69%, worth an additional \$2.5M. Our electronic expense management module went live for City P-cards, better documenting approvals and reducing paper.

## **Performance Metrics**

- HPG 1. Actual Revenue Compared to Budget (\$ millions)



## **Offer 10.1: Financial Programs and Services**

<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91314>

- HPG 2. Accuracy of Budgeted Expenses (\$ millions)

<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91315>

- HPG 153. Price of Government for the City of Fort Collins

<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=318530>

### **Personnel Changes**

- The Grants Specialist is moving from the City Manager's Office to the Accounting Group.

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

- Not applicable

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

- Not Applicable

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

None.

### **Offer Profile**

Offer Owner: ncurrrell

Lead Department: Finance Administration





1Q1: Financial Programs and Services

Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	34.00	34.00	- %
Hourly (FTE)	0.63	0.63	- %
<b>Expenses</b>			
511000 - Salaries & Wages	2,442,864	2,504,276	2.5%
512000 - Benefits	766,000	794,849	3.8%
519000 - Other Personnel Costs	(63,625)	(63,625)	- %
510000 - Personnel Services	<u>3,145,239</u>	<u>3,235,500</u>	<u>2.9%</u>
521000 - Professional & Technical	263,320	263,120	-0.1%
529000 - Other Prof & Tech Services	15,000	15,000	- %
520000 - Purchased Prof & Tech Services	<u>278,320</u>	<u>278,120</u>	<u>-0.1%</u>
532000 - Cleaning Services	850	850	- %
533000 - Repair & Maintenance Services	160,900	164,400	2.2%
534000 - Rental Services	5,000	5,000	- %
530000 - Purchased Property Services	<u>166,750</u>	<u>170,250</u>	<u>2.1%</u>
542000 - Communication Services	31,328	31,599	0.9%
543000 - Internal Admin Services	2,428	2,516	3.6%
544000 - Employee Travel	39,625	43,625	10.1%
549000 - Other Purchased Services	53,050	53,650	1.1%
540000 - Other Purchased Services	<u>126,431</u>	<u>131,390</u>	<u>3.9%</u>
555000 - Office & Related Supplies	36,250	36,510	0.7%
559000 - Other Supplies	7,650	7,650	- %
550000 - Supplies	<u>43,900</u>	<u>44,160</u>	<u>0.6%</u>
579000 - Other	10,000	10,000	- %
570000 - Other	<u>10,000</u>	<u>10,000</u>	<u>- %</u>
Total Expenses	<u><u>3,770,640</u></u>	<u><u>3,869,420</u></u>	<u><u>2.6%</u></u>



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**Funding Sources**

100-General Fund: Ongoing	Ongoing	3,745,640	3,841,743	2.6%
100-General Fund: Reserves	Reserve	25,000	27,677	10.7%
	<b>Funding Source Total</b>	<u>3,770,640</u>	<u>3,869,420</u>	<u>2.6%</u>



## ***Offer 10.2: ENHANCEMENT: 1.0 FTE - Program Performance Evaluation Analyst***

2017: \$79,291 and 1.00 FTE, 0.00 Hourly FTE

2018: \$104,202 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this Offer will enable the hiring of an analyst specifically assigned to Program Performance Evaluation.

The City routinely launches programs to achieve specific objectives. Historically, there has been limited review of operations to determine if the programs are continuing to meet their stated objectives. Also, there have not been reviews that prioritize various programs or determine if they should continue or not based on results.

Examples of some programs include:

- 1) Foothills Mall Redevelopment
- 2) MAX Ridership
- 3) Ongoing Cost vs. Benefits of City Care
- 4) Community Recycling Center waste diverted and carbon savings

The analyst will work across the City to look at the benefits expected from various programs and projects. As part of the analysis, due diligence will be performed to assess if projects are meeting expectations. Results of the analysis include status reports, updates on changes in scope, objective refinement, and finally performance assessment. The assessment can take on many forms, but will include statistical financial measures such as: Payback, ROI, and NPV. In addition to financial measures, a qualitative subjective analysis will be performed to evaluate community and intangible benefits. Lessons learned from these analyses will be applied to future projects.

The Issue/Opportunity that has been highlighted by executive management is that the performance of programs hasn't been communicated effectively. There are questions as to if the programs accomplished their stated goals. Could funds be used to support new programs, or are there the more effective ways to achieve desired outcomes? His offer is intended to address that concern by: performing analysis, creating necessary metrics and communicating information to management to enable better decision making.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

### **Additional Information**



## **Offer 10.2: ENHANCEMENT: 1.0 FTE - Program Performance Evaluation Analyst**

- Not applicable

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$95,000

### **Scalability and explanation**

This Offer has been scaled to one analyst.

Two analysts are included in the offer; a senior and a junior. If scalability is an issue, the offer could be adjusted to only hire the senior and offset the junior vacancy with hourly help or temporary consulting. The tradeoff would be; less bandwidth, potential bottlenecks in process, longer lead time to implementation, and reduced opportunity for longevity of the function with less personnel development.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: Improve organizational capability and effectiveness through strategic thinking and applied business acumen.
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: Additional work is needed to sort through existing metrics and to ensure the right metrics are in place. Leaders may review and act on the information provided by the metrics.

### **Performance Metrics**

- HPG 1. Actual Revenue Compared to Budget (\$ millions)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91314>
- HPG 2. Accuracy of Budgeted Expenses (\$ millions)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91315>
- HPG 153. Price of Government for the City of Fort Collins  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=318530>

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

- Not applicable



***Offer 10.2: ENHANCEMENT: 1.0 FTE - Program Performance Evaluation Analyst***

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

Reduced FTE to 1.0 from 2.0 per Budget Director.

**Offer Profile**

Offer Owner: agavaldon

Lead Department: Finance Administration



10.2 ENHANCEMENT: 1.0FTE - Program Performance Evaluation Analyst

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	55,746	76,187	36.7%	
512000 - Benefits	16,883	23,356	38.3%	
510000 - Personnel Services	<u>72,629</u>	<u>99,543</u>	<u>37.1%</u>	
521000 - Professional & Technical	1,500	1,550	3.3%	
520000 - Purchased Prof & Tech Services	<u>1,500</u>	<u>1,550</u>	<u>3.3%</u>	
542000 - Communication Services	1,640	1,910	16.5%	
543000 - Internal Admin Services	72	74	2.8%	
540000 - Other Purchased Services	<u>1,712</u>	<u>1,984</u>	<u>15.9%</u>	
555000 - Office & Related Supplies	3,450	1,125	-67.4%	
550000 - Supplies	<u>3,450</u>	<u>1,125</u>	<u>-67.4%</u>	
Total Expenses	<u><u>79,291</u></u>	<u><u>104,202</u></u>	<u><u>31.4%</u></u>	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	79,291	104,202	31.4%
	Funding Source Total	<u><u>79,291</u></u>	<u><u>104,202</u></u>	<u><u>31.4%</u></u>



## ***Offer 10.4: Safety, Security & Risk Management Programs & Services***

2017: \$4,795,491 and 10.00 FTE, 0.00 Hourly FTE

2018: \$4,888,900 and 10.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will Foster a safe culture across the organization. This includes: expertise to partner with all businesses units to prevent injuries and lower claims costs and exposures, conduct safety audits. It will provide safety equipment such as winter walkers, prescription safety glasses and steel toe work boots. Offer a variety of safety training and resources from defensive driving to active shooter, air quality monitoring, required medical monitoring including hearing, respirator, pesticide applicators and blood borne pathogen, and lifesaving programs such as CPR and AED administration.

Insurance/Self Insurance Program Management including liability, property, auto, arts, equipment breakdown, excess workers compensation, volunteer accident, fiduciary liability, and crime, flood and flood coverage for properties located in specifically designated flood zones. The self-insurance program provides funds for the payment of self-insured deductibles ranging from \$50,000 to 750,000 per claim.

Process/investigate/manage approximately 160 liability and property claims and approximately 170 workers compensation claims annually paid from the self-insurance fund. In 2015 \$730,656 was paid out in property and liability claims and \$1,293,626 in workers compensation claims for all open claim years. We recovered \$17,620 from third party City property damage.

The offer supports 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 biannually on all drivers.

It also supports facility security including video surveillance and other security measures across the city.

A culture of safety leads to fewer injuries and a more productive and stable workforce, providing those that are injured with the best care and medical outcomes and direct savings of dollars paid out for claims both employee and citizens.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness



## ***Offer 10.4: Safety, Security & Risk Management Programs & Services***

### **Additional Information**

- Insurance/Self-Insurance Program Management - Liability, property, auto, arts, equipment breakdown, excess workers compensation, volunteer accident, fiduciary liability, crime, flood and flood coverage for properties located in specifically designated flood zones. The self insurance program provides funds for the payment of self-insured deductibles ranging from \$50,000 to 750,000 per claim
- Process/investigate/manage approximately 160 liability and property claims and approximately 320 workers compensation claims annually paid from the self- insurance fund. In 2013 the Risk Management office paid out \$543,377 in property and liability claims and \$769,645 in workers compensation claims for all open claim years. We also recovered \$99,005 from third party City property damage
- Safety program funding supports the expertise in the analysis of injury prevention across the organization, developing and strengthening the organizational and departments safety cultures, conducting safety audits, prescription safety glasses, steel toe work boots, safety training and resources, air quality, AED program
- Support of regulatory requirements for Department of Transportation (DOT) and commercial drivers as well as liability exposures for all City vehicle drivers by maintaining driver files and conducting motor vehicle records checks every two years on all drivers.

### **Links to Further Details**

- <http://www.fcgov.com/risk/>

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: A sustainable workforce depends on a safe and healthy workforce. In 2017/18 SSRM will focus on employee safety through continued work around innovative safety culture initiatives across the organization resulting in world class outcomes, a sustainable and engaged work force and a fiscally responsible expenditure of tax dollars.
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness: An exhaustive 3 year (2016-2018) safety plan has been cooperatively developed across the City. Initiatives include those around appropriate staffing, training, Compliance, Technology, Policy/Process, Communication, Integration and Tools/Supplies





## **Offer 10.4: Safety, Security & Risk Management Programs & Services**

- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: Leading indicators including near miss and safety concern reporting, investigations completed have been implemented and a training metric will be rolled out in 2017 pending the approval of an injury management system. Through membership and involvement with professional safety organizations including ones that focus on public entities, we will continue to benchmark with all industries.

### **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 less people injured will be realized with continued support of this offer.

### **Performance Metrics**

- HPG 4. City Employee Safety - Total Recordable Injury Rate (TRIR) YTD  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91470>
- HPG 5. City Employee Safety - Days Away Restricted or Transferred (DART) Rate YTD  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=91471>
- HPG 150. Total Cost of Workers Comp Claims  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=316930>

### **Personnel Changes**

- No new FTE's are being requested, however in 2015, the Safety, Security & Risk Management Department (SSRM) went through a complete reorganization in the wake recommendations from an external Safety Culture Consultation. This change ensures that all SSRM activities/costs are managed centrally, and departments are all paying their fair share of the overall cost. This includes two positions from enhancement offers that were approved in 2015/2016 budget cycle, Director of SSRM and an Occupational Health Professional. Two Safety and one security position previously budgeted in Utilities now report to the City Director of SSRM and the corresponding budget is being transferred into this ongoing request.

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

- Not applicable

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



***Offer 10.4: Safety, Security & Risk Management Programs & Services***

- Not applicable

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

nothing substantive - typos, formatting, wording structure only.

**Offer Profile**

Offer Owner: kbernish

Lead Department: Finance Administration



1Q.4: Safety, Security & Risk Management Programs & Services

Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	10.00	10.00	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	732,880	751,081	2.5%	
512000 - Benefits	219,437	227,719	3.8%	
519000 - Other Personnel Costs	(17,502)	(17,502)	- %	
510000 - Personnel Services	<u>934,815</u>	<u>961,298</u>	<u>2.8%</u>	
521000 - Professional & Technical	298,424	301,192	0.9%	
520000 - Purchased Prof & Tech Services	<u>298,424</u>	<u>301,192</u>	<u>0.9%</u>	
532000 - Cleaning Services	6,000	6,000	- %	
533000 - Repair & Maintenance Services	1,998	2,513	25.8%	
530000 - Purchased Property Services	<u>7,998</u>	<u>8,513</u>	<u>6.4%</u>	
541000 - Insurance	3,157,366	3,214,195	1.8%	
542000 - Communication Services	10,000	10,700	7.0%	
543000 - Internal Admin Services	537	568	5.8%	
544000 - Employee Travel	15,980	16,080	0.6%	
549000 - Other Purchased Services	18,700	19,200	2.7%	
540000 - Other Purchased Services	<u>3,202,583</u>	<u>3,260,743</u>	<u>1.8%</u>	
555000 - Office & Related Supplies	11,000	11,500	4.5%	
556000 - Health & Safety Supplies	127,639	129,054	1.1%	
559000 - Other Supplies	10,400	11,400	9.6%	
550000 - Supplies	<u>149,039</u>	<u>151,954</u>	<u>2.0%</u>	
591000 - Transfers to Funds	202,632	205,200	1.3%	
590000 - Transfers Out	<u>202,632</u>	<u>205,200</u>	<u>1.3%</u>	
Total Expenses	<u><u>4,795,491</u></u>	<u><u>4,888,900</u></u>	<u><u>1.9%</u></u>	
<b>Funding Sources</b>				
602-Self Insurance Fund: Ongoing Revenue	Ongoing Restricted	4,795,491	4,888,900	1.9%
Funding Source Total		<u><u>4,795,491</u></u>	<u><u>4,888,900</u></u>	<u><u>1.9%</u></u>



## **Offer 10.5: ENHANCEMENT: 1.0 FTE - Purchasing Buyer**

2017: \$66,158 and 1.00 FTE, 0.00 Hourly FTE

2018: \$85,683 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will add one additional buyer to the purchasing staff.

Purchasing is currently staffed with five buyers. The staffing level was reduced from six to five buyers when the Sustainable Buyer Enhancement Offer was not renewed for the 2015/2016 budget.

Because of the continued increase in volume and complexity of procurement, the current staffing level is constraining Purchasing's ability to drive efficiencies, improvements and cost reduction.

Between 2013 and 2015:

- Annual volume of Purchasing Orders (PO) increased from 7,300 to 8,245 (36 percent increase in volume of POs/buyer).
- PO expenditures increased from \$240M to \$274M (37 percent increase in the total annual value of POs/buyer).
- Spend per buyer increased to \$55M vs \$40M in 2013.
- Total volume of bids and Requests for Proposal (RFPs) managed by Purchasing increased approximately 5 percent. Annual average per buyer increasing from 17 to 21 (24 percent increase).
- More importantly the volume of RFPs increased 30 percent; the increase in volume of RFPs reflects the shift in complexity of the projects and the City's drive to select and hire the most qualified firms and vendors. The RFP process is significantly more resource intensive than the bid process, but yields better outcomes for many types of procurement.

This offer will provide Purchasing with an essential resource to drive significant strategic outcomes and benefits including:

- Deliver cost reduction with increased negotiated savings
- Develop a supplier performance management metric to drive performance improvement in direct support of the Baldrige initiative
- Modernize RFP supplier evaluation & selection process to improve vendor selection outcomes
- Support Procure to Pay (P2P) process improvement initiative to significantly improve efficiency and eliminate paper based processes
- Analyze spend with focus to increase dollars awarded to sustainable spend
- Implementation of the Dust Prevention and Control Manual in all applicable contracts

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness



## **Offer 10.5: ENHANCEMENT: 1.0 FTE - Purchasing Buyer**

### **Additional Information**

- It is anticipated this position will pay for itself through negotiated cost savings plus cost avoidance through increased efficiencies with process improvements.
- If this Offer is not approved, Purchasing cycle time will be negatively impacted and cost reduction opportunities will be lost. It will also be challenging for Purchasing to support a vendor performance management initiative which is a Baldrige opportunity for improvement.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$80,000

### **Scalability and explanation**

This offer is for one (1) incremental Buyer and is not scalable.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: Funding this offer will increase responsiveness of the Purchasing team and improve cycle time for bids, RFPs, and purchase orders. This offer will also increase the effectiveness of the Purchasing team by providing the resources required to drive additional cost reduction and increase spend of sustainable products and services.
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs: Funding this offer will assist Purchasing to expand its outreach program to local vendors to increase awareness and knowledge of opportunities to bid on City projects.
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: Funding this offer will improve key performance metrics for purchasing including; on-time contract renewals, PO cycle time, bid/RFP cycle time, and cost reduction. In addition, this offer will provide the resources required to initiate a supplier performance initiative.

### **Performance Metrics**

- HPG 58. % of total dollars of green purchases to total spent (>\$5k)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=92922>

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



***Offer 10.5: ENHANCEMENT: 1.0 FTE - Purchasing Buyer***

- Not applicable

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

CPIO edits

**Offer Profile**

Offer Owner: GSPaul

Lead Department: Finance Administration



1Q.5: ENHANCEMENT: 1.0FTE - Purchasing Buyer

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	44,442	60,737	36.7%
512000 - Benefits	15,195	21,047	38.5%
510000 - Personnel Services	<u>59,637</u>	<u>81,784</u>	<u>37.1%</u>
521000 - Professional & Technical	1,500	1,500	- %
520000 - Purchased Prof & Tech Services	<u>1,500</u>	<u>1,500</u>	<u>- %</u>
542000 - Communication Services	1,200	1,200	- %
543000 - Internal Admin Services	71	74	4.2%
549000 - Other Purchased Services	300	-	- %
540000 - Other Purchased Services	<u>1,571</u>	<u>1,274</u>	<u>-18.9%</u>
555000 - Office & Related Supplies	3,200	875	-72.7%
550000 - Supplies	<u>3,200</u>	<u>875</u>	<u>-72.7%</u>
579000 - Other	250	250	- %
570000 - Other	<u>250</u>	<u>250</u>	<u>- %</u>
Total Expenses	<u><u>66,158</u></u>	<u><u>85,683</u></u>	<u><u>29.5%</u></u>

Funding Sources

100-General Fund: Ongoing	Ongoing	33,079	42,842	29.5%
605-Utility Customer Srv & Admin	Ongoing Restricted	33,079	42,841	29.5%
Fund: Ongoing Revenue				
Funding Source Total		<u><u>66,158</u></u>	<u><u>85,683</u></u>	<u><u>29.5%</u></u>



## ***Offer 10.6: ENHANCEMENT: Financial Planning & Analysis Organization Training***

2017: \$25,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$25,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer enables the financial analysts' skill set updates.

The finance workforce level of skills and business acumen requires training in tools (Excel, Webi, etc.) and business concepts to effectively provide finance analysis. The Finance Organizational Assessment report, performed by Revolution Advisors, noted the problem:

“In the Liaison Offices, the assessment uncovered a number of gaps and discrepancies....several of the individuals were spending 50% of their time on bookkeeping vs providing financial support and analysis.”

“Of the skills evaluated, Excel skills had the most individuals and groups that did not or could not meet the job requirements. “

“Negative gaps were identified in 5 of the 8 Financial Coordinator Roles...Some of the Financial Coordinators were unable to communicate what types of analysis they performed or they were evaluated as performing analysis at a minimal level. Others expressed a lack of understanding of the financial analysis process involving the Monthly Operating Report (MOR) including the need for variance analysis or the application of calendarization.”

A number of issues have contributed to this state including; management's low understanding of the financial analyst modern day role and value beyond transactional bookkeeping, antiquated method of operations, analysts in roles for extended periods of time without staying current with technology.

Due to the assessment, Financial Services took a more active role in assisting the greater finance organization through; a dotted line reporting relationship, updating job descriptions, supporting hiring, and developing training. Business acumen, financial concepts, Excel knowledge and accounting basics are at the heart of an analyst job description. By funding this offer, it will enable acquisition of training to specifically address the needs of our workforce, and keep our advanced analysts current.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community

### **Additional Information**

- Current workforce members will be introduced to (or receive refresher courses in) primary financial concepts through assorted classes in Excel, Accounting, and Finance basics.





## **Offer 10.6: ENHANCEMENT: Financial Planning & Analysis Organization Training**

- All analysts trained in the query tool Webi (\$14000/class) which enables extraction of data from the City's enterprise system JDE.
- Thorough understanding of basic concepts will be reinforced by certification through the Certified Financial Modeling Specialist online program (\$750/employee).
- Employees with advanced knowledge will be kept current with industry standards and best practices via 'Financial Planning and Analysis Certification' by the Association of Finance Professionals program (\$2300/employee).
- Concurrently, other courses focusing on forecasting, project management, presentation skills, etc. will be offered as budget is available.

### **Impact to Ongoing Expenses**

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

### **Scalability and explanation**

We currently have over 20 analysts (liaisons) that could use some type of training and development to varying degrees. We have prioritized and priced the necessary training for implementation over 3-5 years with maintenance training levels continuing in future years. Less funding would require re-prioritization, lower standards of certification, or longer implementation period.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: Improved skills set will enable more efficient and effective analysis.

### **Performance Metrics**

- HPG 146. Month End Reporting Close - Number of workdays to publish City and Service Area MOR  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=308823>

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

- Not applicable



## ***Offer 10.6: ENHANCEMENT: Financial Planning & Analysis Organization Training***

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

CPIO edits

### **Offer Profile**

Offer Owner: agavaldon

Lead Department: Finance Administration



10.6 ENHANCEMENT: Financial Planning & Analysis Organization Training

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
521000 - Professional & Technical	25,000	25,000	- %	
520000 - Purchased Prof & Tech Services	25,000	25,000	- %	
Total Expenses	25,000	25,000	- %	
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	25,000	25,000	- %
	Funding Source Total	25,000	25,000	- %



## ***Offer 10.7: ENHANCEMENT: City Procurement and Vendor Payment Modernization Program***

2017: \$242,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$153,500 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer modernizes the City's full cycle purchasing and payment processes. In many cases, City processes have not been modified since the Enterprise Resource Planning (ERP) system was implemented nearly 20 years ago. As a result, it takes, on average, 38 days from the billing date for a vendor to receive payment. Some City vendors often wait two months or more to be paid.

The City performed a Workflow Assessment Project in 2015 and 2016. Fifty six findings were identified across 4 key themes:

- 1) The City is not fully leveraging its existing tools and could replace manual processes and paper forms with modest enhancements to its current software
- 2) Expansion in other technology capabilities would increase efficiencies and effectiveness
- 3) Significant variation and duplication among departments causes inefficiencies and unnecessary complexity
- 4) Opportunities exist to revisit or create policies to support standardization

To address the current challenges, staff identified 16 initiatives covering technology, policy and process. The full procurement cycle is in scope, starting with department requisitions for goods/services all the way through the supplier receiving payment.

Benefits include:

- Prompt and reliable payments to community businesses; workflow improvements could reduce the current payment timeline by 10 days.
- Paperless payment (ACH) adoption by vendors is approximately 50 percent. Increased ACH and wire transfers for payment decreases staff time, improves timeliness, and reduces repeat work due to lost checks.
- Standardizing the process of P-Card reconciliation may decrease reconciliation time by 30 60 minutes per cardholder. With 1,039 P-Cards in use, this represents a conservative time savings of 500 hours per month.
- Staff has limited ability to edit records in the vendor file to update information on the City's 90,000 vendors. Allowing decentralized vendor file access, with approval, may decrease the time spent updating records by 50 percent.



## **Offer 10.7: ENHANCEMENT: City Procurement and Vendor Payment Modernization Program**

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

### **Additional Information**

- The City processes roughly 60,000 payments totaling approximately \$365M per year across mini-orders, blanket orders, purchase orders, p-card usage, and payment authorizations. The City desires to enact standard 30-day payment terms with its vendors but cannot reasonably request this, as our own cycle time for invoices outstanding is 38 days, on average.
- Please see links below to the aforementioned assessment project deliverables. Each initiative is displayed with action items, challenges addressed, resource requirements, and benefits.
- City implementation resources are estimated at 2,600 to 3,600 hours across the project team, management, and IT. In several cases, the ratio of City hours to budget are inversely related should the City decide to utilize external resources vs. internal.
- The total one-time implementation cost of \$395,000 represents 0.1% of annual orders and payment activities processed by Departments, Purchasing, and Accounts Payable. Cost estimates are based on responses to a Request for Information (RFI) issued by the City as part of the assessment.
- Applicable metrics will be HPG 53. (Percentage of vendors that receive payment through ACH), HPG 144 (Average Days Payable), HPG 147 (Supplier Performance), and HPG 148 (Buyer Cycle Time).

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$15,000

### **Scalability and explanation**

The 16 initiatives proposed are scaled down from an originally identified 20. The project team scoped out four high-cost initiatives totaling \$225,000 due to cost/benefit considerations. Further scaling is possible, as the remaining 16 initiatives can largely be undertaken individually and are independent from one another. Please see web link for the summary view of these initiatives.

### **Links to Further Details**

- [http://www.fcgov.com/finance/bo/Fort\\_Collins\\_P2P\\_Action\\_Plan\\_Presentation\\_ELT\\_04-06-2016.pdf](http://www.fcgov.com/finance/bo/Fort_Collins_P2P_Action_Plan_Presentation_ELT_04-06-2016.pdf)
- [http://www.fcgov.com/finance/bo/Fort\\_Collins\\_P2P\\_Initiative\\_Summary.pdf](http://www.fcgov.com/finance/bo/Fort_Collins_P2P_Initiative_Summary.pdf)
- [http://www.fcgov.com/finance/bo/Fort\\_Collins\\_P2P\\_Action\\_Plan\\_Report\\_Version\\_1\\_04\\_04\\_Final.pdf](http://www.fcgov.com/finance/bo/Fort_Collins_P2P_Action_Plan_Report_Version_1_04_04_Final.pdf)



## **Offer 10.7: ENHANCEMENT: City Procurement and Vendor Payment Modernization Program**

- [http://www.fcgov.com/finance/bo/Fort\\_Collins\\_P2P\\_Current\\_Environment\\_Needs\\_Assessment\\_-\\_Final.pdf](http://www.fcgov.com/finance/bo/Fort_Collins_P2P_Current_Environment_Needs_Assessment_-_Final.pdf)

### **Linkage to Strategic Objectives**

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City: The City should be a customer of choice for regional suppliers to do business with. Reliable, timely, and consistent payment activity helps to make the City a dependable participant in the community's economy.
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: Standardized processes across the City, enabled with expanded technology, will create new research abilities to staff. Improved data utilization will track pending vendor payments, identify missing approvals, and/or eliminate bottlenecks.

Staff can also perform recurring or ad-hoc analytics that closely measure performance of each component of the production cycle down to the department level.

### **Performance Metrics**

- HPG 53. Percentage of vendors that receive payment through ACH  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=92877>
- HPG 144. Duration of Date of Invoice through Payment (Average Days Payable)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=300163>

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

- Not applicable

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

CPIO edits

### **Offer Profile**

Offer Owner: tstorin

Lead Department: Finance Administration



1Q.7: ENHANCEMENT: City Procurement and Vendor Payment Modernization Program

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
521000 - Professional & Technical	75,000	70,000	-6.7%	
520000 - Purchased Prof & Tech Services	75,000	70,000	-6.7%	
555000 - Office & Related Supplies	167,000	83,500	-50.0%	
550000 - Supplies	167,000	83,500	-50.0%	
Total Expenses	242,000	153,500	-36.6%	
<b>Funding Sources</b>				
100-General Fund: Reserves	Reserve	181,500	115,125	-36.6%
605-Utility Customer Srv & Admin	Ongoing Restricted	60,500	38,375	-36.6%
Fund: Ongoing Revenue				
Funding Source Total	242,000	153,500	-36.6%	



## ***Offer 10.8: ENHANCEMENT: 1.0 FTE - Process Analysts supporting new Continuous Improvement Program***

2017: \$137,249 and 1.00 FTE, 0.00 Hourly FTE

2018: \$130,563 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer provides a dedicated employee to implement the City's Continuous Process Improvement (CPI) Program. This would be a systematic, Citywide approach to CPI using the Plan, Do, Check, Act (PDCA) methodology which was conceptualized by Dr. W. Edwards Deming. The CPI program would include a classified Business Process Analyst who would be a Black Belt expert in CPI and will be focused 100 percent on training other staff and leading CPI project teams. The purpose of the program is to methodically evaluate opportunities and drive process improvement that would 1) save cost, 2) improve customer service, 3) increase organizational effectiveness and/or 4) drive efficiencies. Ultimately, it is meant to improve the City's service delivery to citizens.

The 2014, feedback report from Rocky Mountain Performance Excellence acknowledged that the “City displays a cultural commitment to continuous improvement.” However, one of the identified opportunities for Improvement was “Key organizational process is inconsistently deployed throughout the City.” This Offer is in direct response to that feedback, and will enable the City to take the next steps in improving CPI across the City organization.

Earlier in 2014, the City's executive team adopted PDCA as the City's methodology for continuous improvement. To effectively implement PDCA across the organization, dedicated resources are required to initially lead projects but more critically to train and guide staff on the use of PDCA principles and processes. The proposed program is modeled off the City of Denver's Peak Academy which realized \$8.8M of efficiencies during the years 2012-14, and returned six times the savings on costs invested.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

### **Additional Information**

- This program would be housed within the Budget Office to provide synergies with budgeting and performance measurement program.
- Over a 3 – 5 year period the program requires a commitment of City Leadership that includes all Executive Lead Team members to become Black Belt certified





### **Offer 10.8: ENHANCEMENT: 1.0 FTE - Process Analysts supporting new Continuous Improvement Program**

- 5% of each Service Areas staff trained to Black Belt certification. These staff would lead PDCA efforts within their respective Service Areas with guidance from the 2 FTEs requested. The cost of this training is \$30,000 per year for 4 years.
- 50% of the classified staff of each Service Area trained to Green Belt certification. This training would be conducted by City staff who have been trained at the Black Belt level.
- Savings and efficiencies would be tracked with an expected return on investment (ROI) significantly greater than the cost of the investment. A small portion of these savings would then be used to justify the continuation of the CPI Program including converting the contractual positions into full-time positions in a future budget cycle.

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

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$130,000

#### **Scalability and explanation**

Not applicable

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

- Not applicable

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

- HPG 7.1 - Provide world-class services that meet the needs of the community: A formalized Process Improvement Program would assess performance of existing programs and services provided by the City looking for process improvements, cost savings and overall efficiency gains.
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: Programs and services that have under performing metrics or none at all would be evaluated to determine how to best measure program success and identify opportunities for future improvements.

#### **Performance Metrics**

- HPG 153. Price of Government for the City of Fort Collins  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=318530>

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

- Not applicable



***Offer 10.8: ENHANCEMENT: 1.0 FTE - Process Analysts supporting new Continuous Improvement Program***

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

Reduced FTE to 1.0

**Offer Profile**

Offer Owner: LPollack

Lead Department: Finance Administration



1Q.8 ENHANCEMENT: 1.0FTE - Process Analysts supporting new Continuous Improvement Program

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	55,746	76,187	36.7%	
512000 - Benefits	16,883	23,356	38.3%	
510000 - Personnel Services	<u>72,629</u>	<u>99,543</u>	<u>37.1%</u>	
521000 - Professional & Technical	55,000	30,000	-45.5%	
520000 - Purchased Prof & Tech Services	<u>55,000</u>	<u>30,000</u>	<u>-45.5%</u>	
542000 - Communication Services	1,020	1,020	- %	
540000 - Other Purchased Services	<u>1,020</u>	<u>1,020</u>	<u>- %</u>	
555000 - Office & Related Supplies	8,600	-	- %	
550000 - Supplies	<u>8,600</u>	<u>-</u>	<u>- %</u>	
Total Expenses	<u><u>137,249</u></u>	<u><u>130,563</u></u>	<u><u>-4.9%</u></u>	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	137,249	130,563	-4.9%
	Funding Source Total	<u><u>137,249</u></u>	<u><u>130,563</u></u>	<u><u>-4.9%</u></u>



## ***Offer 10.9: ENHANCEMENT: Safety, Security & Risk Management Information System***

2017: \$20,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$30,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

The Safety, Security and Risk Management (SSRM) Department collects information regarding injuries, training, near misses, safety concerns, audits and accident investigations. Currently this information is managed in multiple systems. It is a very manual process and has severe limitations, including the inability to track leading safety indicators.

Funding this offer allows the SSRM department to capture, manage and analyze the entire City's risk data into one system specifically designed for government application. This will improve access to data as well as consistency and quality of data, giving SSRM the ability to generate comprehensive safety reports and safety dashboards for leaders to gauge their SSRM performance at any given time.

Additional metrics and measures will be able to be developed and tracked to more accurately gauge safety performance. This will also result in labor efficiencies and allow the Risk Management Administrator to focus on recovering money associated with citizen claims.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

### **Additional Information**

- Not applicable

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$26,250

### **Scalability and explanation**

Not Applicable

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**



## ***Offer 10.9: ENHANCEMENT: Safety, Security & Risk Management Information System***

- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness: Utilizing current available technology is vital to the overall 3 year Safety plan that has been developed
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: Implementing an RMIS system will allow SSRM to track all needed and required data that is currently being held in multiple locations and is highly manual. This system will also allow leaders in the various business units to track their up to date progress through Leader Safety Dashboards

### **Performance Metrics**

- HPG 3. Average Response Time of Cases Submitted to Access Fort Collins  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6283&object=measure&objectID=91356>

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

- Not applicable

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

Budget requested is actual numbers and has been decreased.

### **Offer Profile**

Offer Owner: kbernish

Lead Department: Finance Administration



1Q.9. ENHANCEMENT: Safety, Security & Risk Management Information System

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
533000 - Repair & Maintenance Services	20,000	30,000	50.0%
530000 - Purchased Property Services	20,000	30,000	50.0%
Total Expenses	20,000	30,000	50.0%
<b>Funding Sources</b>			
602-Self Insurance Fund: Ongoing    Ongoing Restricted Revenue	20,000	30,000	50.0%
Funding Source Total	20,000	30,000	50.0%



## ***Offer 10.10: ENHANCEMENT: Safety, Security & Risk Management Programs***

2017: \$248,600 and 0.00 FTE, 0.00 Hourly FTE

2018: \$248,600 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Security in the amount of \$80,000 in both 2017 & 2018. In 2015 a special risk fund was established and spent for security enhancements to the most vulnerable areas of the city as gauged by a security expert hired. There was no budget established for ongoing costs (maintenance, repairs, upgrades) associated with those enhancements and no money budgeted for any additional needs around the City. In 2017/18 there will be a need for maintenance of existing and purchasing additional cameras, software upgrades, replacements and additional security infrastructure. The vulnerability of the City with regard to physical security is ever-increasing particularly in areas that interface with citizens who are under distress such as utilities, court, collecting departments, cash handling areas and areas that handle sensitive situations with employees and citizens. Workplace violence is one the leading causes of death in the workplace in the US. Prevention and protection is vital.

Cyber Insurance – We currently do not carry this. Security breaches to the City's IT infrastructure is a risk to be prepared for. Insurance coverage is fairly low cost compared to our financial vulnerability. If no insurance, the financial responsibility will be paid directly from the City. \$35k is needed for 2017 & 2018

Pollution Insurance – We currently do not carry this. Leakage from underground storage tanks and other environmental vulnerabilities is something the City should be prepared for. Insurance coverage is fairly low cost compared to our financial vulnerability. If insurance is not purchased, financial responsibility will be direct to the City. \$15,000 is needed for 2017 & \$15,000 is needed for 2018

City Wide Safety Incentive Program – Currently a small portion of the City's employee population has a safety incentive program available to them. The value of a city wide program is easily justified. Prevention of just one injury would pay for funding this at \$88,000 each year.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

### **Additional Information**

- Not applicable



## ***Offer 10.10: ENHANCEMENT: Safety, Security & Risk Management Programs***

### **Impact to Ongoing Expenses**

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

### **Scalability and explanation**

Not Applicable

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: SSRM will focus on both employee and citizen safety through the development of innovative culture safety initiatives across the organization resulting in best in class outcomes, a sustainable and engaged work force and a fiscally responsible expenditure of tax dollars. Included in this is the ongoing development of a security presence throughout the City.
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness: The Safety Incentive Program has been designed across the City business units to reward safe behaviors and desired behaviors that will result in fewer and less severe employee injuries. The cost of this program per year is less than the cost of 1 lost time injury case

### **Performance Metrics**

- HPG 150. Total Cost of Workers Comp Claims  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=316930>

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

- Not applicable

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

- Not applicable

### **Offer Profile**

Offer Owner: kbernish

Lead Department: Finance Administration





1Q.1Q ENHANCEMENT: Safety, Security & Risk Management Programs

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
521000 - Professional & Technical	248,600	248,600	- %
520000 - Purchased Prof & Tech Services	248,600	248,600	- %
Total Expenses	248,600	248,600	- %
<b>Funding Sources</b>			
602-Self Insurance Fund: Reserves    Reserve	248,600	248,600	- %
Funding Source Total	248,600	248,600	- %



## **Offer 13.1: City Clerk Administration**

2017: \$771,447 and 7.00 FTE, 0.00 Hourly FTE

2018: \$792,166 and 7.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer maintains support provided to the City Council and the entire City organization, enabling the City to provide effective local governance. The top five services included in this offer are:

- Production of City Council agenda and related documents
- Election management (staffing only; non personnel services include in Offer 13.2)
- Boards and commissions coordination
- Licensing (liquor, medical marijuana, retail marijuana)
- Passport services (on behalf of U.S. Department of State)

These services, which support both internal and external customers, are mandated by state statute, City Charter, City Code, and Land Use Code (e.g., elections, liquor licensing, and marijuana licensing, legal notices).

This offer includes three business units: Administration, Boards and Commissions, and Passports.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation

### **Additional Information**

- Passport services (generating average revenue of \$73,000 annually) are provided by appointment using online software, offering predictability to customers and allowing staff to contact customers to discuss their specific passport needs.
- Passport service is self-sustaining as less than 10% of the revenue generated is used to support the program.
- This offer promotes public engagement and policy recommendations to the Council through recruitment, appointment, training, and engagement events (Super Issue meetings) facilitated by the City Clerk's Office.
- At the April 2016 Council retreat, support was expressed for youth leadership initiatives. This offer includes funding to send two members of the Youth Advisory Board and an adult chaperone to the annual National League of Cities Conference.



## **Offer 13.1: City Clerk Administration**

- This offer contains a contractual Licensing Coordinator position, which was approved during the 2016 Budget Revision process. The Licensing Coordinator handles all marijuana licensing and provides backup for liquor licensing. The position was filled in February 2016.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: The office produces the agenda materials Council needs each week to make informed decisions. Staff trains agenda authors to ensure they can use the agenda software and understand the necessary elements to include in materials. Staff attends training throughout the year on multiple topics to ensure a sharp and varied skill set. Online passport appointments provide predictability for customers.
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs: The City Clerk's office coordinates the recruitment, selection, and appointment of board and commission members. Additionally, the CCO's coordinates and facilitates "Super Issue" meetings, where all B&C members are invited to attend a meeting and provide feedback on issues that will be coming before Council (such as Nature in the City, Downtown Plan, Social Host).
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation: Boards and commissions provide policy recommendations to Council. Clerk staff stay abreast of proposed legislation at the state/federal level regarding elections, liquor/marijuana licensing, open records/records requests, etc. and weigh in on the impacts to Fort Collins. Staff recommends amendments to the City Code to align with new legislation, industry best practices, or changing technology.

### **Improvements & Efficiencies**

- The City Clerk's Office is partnering with Sales Tax in the use of MS Govern software to facilitate the liquor and marijuana licensing processes.
- New strategies for engaging board and commission members in the formation and implementation of initiatives in the Council's work plan are being implemented.
- Focus is being placed on the development of employees through individual coaching, department retreats, team building, cross-training, and participation in organizational development opportunities such as Lead 1.0.

### **Performance Metrics**

- HPG 99. City Clerk's Average Response Time of Cases Submitted to Access Fort Collins



## ***Offer 13.1: City Clerk Administration***

[https://www.clearpointstrategy.com/publish/direct.cfm?  
linkID=BFO&view=drill&scorecardID=7819&object=measure&objectID=111439](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7819&object=measure&objectID=111439)

### **Personnel Changes**

- None.

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

- Funding allocations to line items has been adjusted based on 2015 actual expenditures.
- Offer includes contractual Licensing Coordinator hired in 2016.

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

- Not applicable

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

CPIO edits

### **Offer Profile**

Offer Owner: RKnoll

Lead Department: City Clerk's Office



### 13.1: City Clerk Administration

#### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	7.00	7.00	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	446,514	457,690	2.5%	
512000 - Benefits	145,159	150,757	3.9%	
519000 - Other Personnel Costs	(11,760)	(11,760)	- %	
510000 - Personnel Services	<u>579,913</u>	<u>596,687</u>	<u>2.9%</u>	
521000 - Professional & Technical	44,000	46,000	4.5%	
529000 - Other Prof & Tech Services	36,600	36,700	0.3%	
520000 - Purchased Prof & Tech Services	<u>80,600</u>	<u>82,700</u>	<u>2.6%</u>	
533000 - Repair & Maintenance Services	12,400	12,400	- %	
530000 - Purchased Property Services	<u>12,400</u>	<u>12,400</u>	<u>- %</u>	
542000 - Communication Services	8,480	8,580	1.2%	
543000 - Internal Admin Services	429	444	3.5%	
544000 - Employee Travel	12,300	12,850	4.5%	
549000 - Other Purchased Services	30,200	31,250	3.5%	
540000 - Other Purchased Services	<u>51,409</u>	<u>53,124</u>	<u>3.3%</u>	
555000 - Office & Related Supplies	39,600	39,180	-1.1%	
559000 - Other Supplies	7,525	8,075	7.3%	
550000 - Supplies	<u>47,125</u>	<u>47,255</u>	<u>0.3%</u>	
<b>Total Expenses</b>	<u><u>771,447</u></u>	<u><u>792,166</u></u>	<u><u>2.7%</u></u>	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	771,447	792,166	2.7%
	<b>Funding Source Total</b>	<u><u>771,447</u></u>	<u><u>792,166</u></u>	<u><u>2.7%</u></u>



## **Offer 13.2: Elections**

2017: \$257,808 and 0.00 FTE, 0.66 Hourly FTE

2018: \$214,400 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will facilitate the 2017 regular municipal election. By Charter, regular elections are held in April of odd-numbered years. In addition, any number of City-initiated, or citizen-initiated or referred measures, may be submitted to the voters at any time.

The April 2017 election will be conducted by mail ballot. As first done in 2013, the City will pay postage for all voted ballots returned by mail.

2018 funding is minimal to address unforeseen expenses that may occur (postage, preparation for the 2019 election, etc.).

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs

### **Additional Information**

- The City will pay postage for all voted ballots returned by mail via a business reply mail permit.
- Funding is adjusted to reflect use of election workers, increased voter count, postage increase for business reply mail, and other initiatives (equipment, supplies, etc.) designed to promote efficiency, transparency, and security.
- Approximately \$10,000 per election will be saved due to a staff-recommended City Code change to eliminate the requirement to publish campaign finance reports in the newspaper (they will now be published online only).

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**



## **Offer 13.2: Elections**

- HPG 7.1 - Provide world-class services that meet the needs of the community: In the 2015 election, ¼ of the total ballots cast were received on Election Day. In 2017, additional election workers will be on hand to address the anticipated high number of voters who submit their ballots on Election Day. Also, three staffed drive-ups will be used at City Hall, Senior Center, and Larimer County to accept ballots from citizens curbside.
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust: Staff is creating an extensive Election Manual that addresses the aspects of an election. In 2017, election industry best-practice of utilizing election workers/judges to process ballots will be used. Cameras in the ballot processing center will record all steps in the ballot life cycle (receiving to counting). These are examples of ethical behavior, transparency, and public trust measures.
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs: A marketing campaign was launched for the 2015 election to encourage voter participation. Staff met with the City's Compliance Administrator early in 2016 to discuss possible strategies to further engage individuals of diverse backgrounds, such as advertisement in Hispanic language newspapers. Staff will consider incorporating these strategies in the April 2017 marketing campaign.

## **Improvements & Efficiencies**

- Utilization of elections workers (judges), an election industry best practice, will be implemented in 2017. This model was successfully used during the District 6 recount in 2015, and provides transparency, staffing predictability, and accountability.
- Staffing will be increased to facilitate more frequent pickups of ballots from remote drop locations (Police Services, South Transit Center, Senior Center, Northside Aztlan Center).
- New equipment and supplies were purchased in 2015/2016 to facilitate orderly transition between each stage in the life cycle of a ballot.
- Staff debrief sessions following the April 2015 election have strategized multiple process improvements to be implemented in 2017.
- Staff will continue to explore methods to increase voter participation. Marketing strategies introduced in 2015 will be refined.
- Staff sought, and received, Council approval in early 2016 of a variety of election-related Code amendments designed to improve processes, address ambiguity, and home-rule critical election processes (such as the processes related to recount).

## **Performance Metrics**

- HPG 153. Price of Government for the City of Fort Collins



## **Offer 13.2: Elections**

[https://www.clearpointstrategy.com/publish/direct.cfm?  
linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=318530](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=318530)

- HPG 97. Cost per mailed ballot package

[https://www.clearpointstrategy.com/publish/direct.cfm?  
linkID=BFO&view=drill&scorecardID=7819&object=measure&objectID=111437](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7819&object=measure&objectID=111437)

[linkID=BFO&view=drill&scorecardID=7819&object=measure&objectID=111437](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7819&object=measure&objectID=111437)

### **Personnel Changes**

- The Clerk's Office will employ approximately 35 hourly temporary election workers for the conduct of the April 2017 election. Estimated hours for all workers equals .66 FTE for approximately \$23,000.

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

- The primary difference between this offer and the prior budget cycle is the employment of temporary election workers.
- Funding adjustments have been made based on 2015 actual expenditures and planned process improvements.

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

- Not applicable

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

- Not applicable

### **Offer Profile**

Offer Owner: RKnoll

Lead Department: City Clerk's Office





## 13.2 Elections

### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	0.66	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	22,700	-	- %	
512000 - Benefits	1,608	-	- %	
510000 - Personnel Services	<u>24,308</u>	-	- %	
521000 - Professional & Technical	2,500	1,500	-40.0%	
529000 - Other Prof & Tech Services	120,000	201,000	67.5%	
520000 - Purchased Prof & Tech Services	<u>122,500</u>	<u>202,500</u>	<u>65.3%</u>	
533000 - Repair & Maintenance Services	7,900	1,500	-81.0%	
530000 - Purchased Property Services	<u>7,900</u>	<u>1,500</u>	<u>-81.0%</u>	
542000 - Communication Services	500	500	- %	
549000 - Other Purchased Services	84,500	8,500	-89.9%	
540000 - Other Purchased Services	<u>85,000</u>	<u>9,000</u>	<u>-89.4%</u>	
555000 - Office & Related Supplies	15,000	1,000	-93.3%	
559000 - Other Supplies	3,100	400	-87.1%	
550000 - Supplies	<u>18,100</u>	<u>1,400</u>	<u>-92.3%</u>	
<b>Total Expenses</b>	<u><u>257,808</u></u>	<u><u>214,400</u></u>	<u><u>-16.8%</u></u>	
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	257,808	44,326	-82.8%
100-General Fund: Reserves	Reserve	-	170,074	- %
	<b>Funding Source Total</b>	<u><u>257,808</u></u>	<u><u>214,400</u></u>	<u><u>-16.8%</u></u>



### **Offer 13.3: ENHANCEMENT: Board and Commission Software**

2017: \$0 and 0.00 FTE, 0.00 Hourly FTE

2018: \$9,000 and 0.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

Funding this offer will allow the purchase of proprietary software to facilitate the recruitment, interviewing, selection, appointment, and management of board and commission members.

Presently, our online application is not tied to the Access database that houses all board and commission information. Once a citizen is appointed, their information is entered into the Access database. Other manual steps involved in the process include updating webpages, notifications to members and liaisons, and running reports to manage vacancies.

The proposed software will streamline the process with automatic appointment workflows, such as capturing citizen data, auto generating communications, updating webpages and monitoring terms and vacancies through a built in alert system.

#### **IMPROVEMENTS AND EFFICIENCIES**

- Presently staff enters board and commission member information three times – into the Access database, on the City’s webpage, and in an Excel spreadsheet to manage appointments. With board and commission software, information is entered once and other systems are automatically updated.
- Using the dashboard function available with this software, staff will be able to ascertain “at a glance” the number of openings, expiring terms, etc. This functionality is not available in Access; this information is entered and captured manually in spreadsheets.
- With this software, the Boards and Commissions Coordinator will spend less time on manual processes and be able to spend more time recruiting individuals from under-served populations, training new members, supporting staff liaisons, etc.
- As staff becomes more familiar with the software, opportunities to increase citizen participation and engagement through technology will be explored.
- Staff will be able to present a professional product (agendas and minutes) to the citizens of Fort Collins.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

#### **Additional Information**

- ROI is seven months. Staff participated in an ROI phone call with a vendor, who calculated 490 hours of staff time could be saved annually using its software.
- Implementing this system will assist the City’s efforts to achieve Baldrige recognition.



### **Offer 13.3: ENHANCEMENT: Board and Commission Software**

- The software can create standardized agendas and minutes.
- The software will drive a systematic approach to information sharing (status of application, current openings, etc.) and reporting through a dashboard.
- Applications are customizable to each board and commission, allowing staff to include required skills for appointees.

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

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$9,000

#### **Scalability and explanation**

Due to the 2017 municipal election, staff is requesting funding for implementation in 2018. Since this software is purchased on a monthly basis (\$750 per month), the offer could be scaled down to start later in 2018. However, due to annual recruiting beginning in the summer months, staff would not be able to implement it past May.

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

- Not applicable

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

- HPG 7.1 - Provide world-class services that meet the needs of the community: This will be accomplished by using software (technology) to improve efficiencies. Service will be improved to citizens as staff is able to provide information that is automatically available (rather than running reports or manual counts).
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: The software will capture data that will measure the effectiveness of marketing efforts to underserved populations.

#### **Performance Metrics**

- HPG 153. Price of Government for the City of Fort Collins  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6281&object=measure&objectID=318530>

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

- Not applicable

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

- Not applicable



***Offer 13.3: ENHANCEMENT: Board and Commission Software***

**Offer Profile**

Offer Owner: wwinkelmann

Lead Department: City Clerk's Office



13.3 ENHANCEMENT: Board and Commission Software

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
555000 - Office & Related Supplies	-	9,000	- %	
550000 - Supplies	-	9,000	- %	
Total Expenses	-	9,000	- %	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	-	9,000	- %
	Funding Source Total	-	9,000	- %



## ***Offer 19.1: Fleet Maintenance, Fueling and Rentals***

2017: \$10,386,998 and 33.85 FTE, 7.99 Hourly FTE

2018: \$10,862,449 and 33.85 FTE, 7.99 Hourly FTE

### **Offer Summary**

Funding this offer provides vehicle and equipment maintenance for nearly 2,000 City vehicles and equipment.

Fleet maintenance includes repairs, preventative maintenance, Department of Transportation (DOT) inspections, parts inventory, after hours call outs, bus cleaning, remote service calls, and after hours snow equipment maintenance.

Fueling involves the purchase of fuel. Operation of a variety of fuel sites/locations are also available (internal and external), along with a mobile fuel truck.

Fleet Rentals provides rental services for departments to check out a vehicle from the City's vehicle rental program or rent equipment from outside vendors on an as needed basis.

Administration includes purchasing, accounting, management, business strategies and license plates/titles.

This offer is fully funded by departments that utilize these services.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.1 - Provide world-class services that meet the needs of the community
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance

### **Additional Information**

- Includes Maintenance activities at four Shops.
- Fueling activities for eight internal sites and multiple outside fuel vendors.
- Three parts locations and one warehouse.
- Fleet Rental and Pool vehicle programs.
- Transfort - open 24 hours, 6 days a week

### **Links to Further Details**

- <http://citynet.fcgov.com/opserv/>

### **Linkage to Strategic Objectives**



## ***Offer 19.1: Fleet Maintenance, Fueling and Rentals***

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs): This offer has a direct positive impact on the Climate action plan goals because the well-maintained vehicles get better fuel economy and have fewer emissions. It also promotes alternative fueled and electric vehicles.
- HPG 7.1 - Provide world-class services that meet the needs of the community: In order to provide world class services, it is essential to have a reliable fleet. Purchasing this offer will enable nearly every other City Department to provide their services.
- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance: This offer supports safety and regulatory requirements such as the Department of Transportation, Colorado Division of Oil and Public Safety, and various local, state and federal statutes.

### **Improvements & Efficiencies**

- Install automatic fueling technology that tracks idle time and sends trouble code information.
- New portal allows customers to schedule online, view vehicle information and work order costs.
- This offer helps support electric fleet charging stations and alternative fuel programs.

### **Performance Metrics**

- ENV 39. Total Fleet Green House Gas Emissions 2020 CAP Goal vs Actual  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313950>
- HPG 7. Percent of preventive maintenance work orders for Fleet Maintenance completed within 30 days of assignment  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91400>
- HPG 8. Fuel site uptime  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91401>

### **Personnel Changes**

- none

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

- This offer includes 24 hour coverage at Transfort.
- Fuel cost reductions

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

- Not applicable



***Offer 19.1: Fleet Maintenance, Fueling and Rentals***

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

-

**Offer Profile**

Offer Owner: SWelsch

Lead Department: Operation Services





## 19.1: Fleet Maintenance, Fueling and Rentals

### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
<b>Full Time Equivalent (FTE) Staffing</b>	33.85	33.85	- %
<b>Hourly (FTE)</b>	7.99	7.99	- %
<b>Expenses</b>			
511000 - Salaries & Wages	2,386,850	2,436,927	2.1%
512000 - Benefits	830,903	858,196	3.3%
519000 - Other Personnel Costs	(53,123)	(53,123)	- %
<b>510000 - Personnel Services</b>	<b>3,164,630</b>	<b>3,242,000</b>	<b>2.4%</b>
521000 - Professional & Technical	128,000	128,000	- %
529000 - Other Prof & Tech Services	33,300	33,300	- %
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>161,300</b>	<b>161,300</b>	<b>- %</b>
531000 - Utility Services	482,223	478,181	-0.8%
532000 - Cleaning Services	20,482	20,482	- %
533000 - Repair & Maintenance Services	1,235,666	1,235,450	- %
534000 - Rental Services	417,750	417,750	- %
<b>530000 - Purchased Property Services</b>	<b>2,156,121</b>	<b>2,151,863</b>	<b>-0.2%</b>
541000 - Insurance	23,084	23,776	3.0%
542000 - Communication Services	23,756	23,756	- %
543000 - Internal Admin Services	2,725	2,725	- %
544000 - Employee Travel	11,025	11,025	- %
549000 - Other Purchased Services	21,141	21,141	- %
<b>540000 - Other Purchased Services</b>	<b>81,731</b>	<b>82,423</b>	<b>0.8%</b>
551000 - Vehicle & Equipment Supplies	4,493,753	4,894,253	8.9%
552000 - Land & Building Maint Supplies	10,300	10,300	- %
555000 - Office & Related Supplies	23,550	23,550	- %
556000 - Health & Safety Supplies	7,100	7,100	- %
559000 - Other Supplies	6,925	6,925	- %
<b>550000 - Supplies</b>	<b>4,541,628</b>	<b>4,942,128</b>	<b>8.8%</b>
565000 - Vehicles & Equipment	217,000	217,000	- %
569000 - Other Capital Outlay	2,500	2,500	- %
<b>560000 - Capital Outlay</b>	<b>219,500</b>	<b>219,500</b>	<b>- %</b>
571000 - Depreciation	6,000	6,000	- %

# High Performing Government



	570000 - Other	6,000	6,000	-
591000 - Transfers to Funds		56,088	57,235	2.0%
	590000 - Transfers Out	56,088	57,235	2.0%
	<b>Total Expenses</b>	<b>10,386,998</b>	<b>10,862,449</b>	<b>4.6%</b>

## Funding Sources

601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	10,386,998	10,862,449	4.6%
	<b>Funding Source Total</b>	<b>10,386,998</b>	<b>10,862,449</b>	<b>4.6%</b>



## **Offer 19.2: Facilities Operations**

2017: \$9,187,698 and 40.65 FTE, 0.60 Hourly FTE

2018: \$9,345,360 and 40.65 FTE, 0.60 Hourly FTE

### **Offer Summary**

Funding this offer will provide building maintenance, custodial, project management, utilities, real estate and mail services for general governmental City Facilities. Non General funded facilities, alterations, renovations, project management and real estate services are all charged back to the departments that use or request that service.

#### **2017**

This offer requests \$9,187,698 (Originally \$9,754,227) in general fund while \$2,345,000 (Originally \$2,845,000) is recouped through charge backs.

The financial breakdown of this offer is:

Facility Maintenance \$7,226,001 (Originally \$7,816,520)

Utilities \$492,094

Project Management Services \$ 698,192

Real Estate Services \$555,911

Mail Services \$215,500

#### **2018**

This offer requests \$9,345,360 (Originally \$9,911,887) in general fund while \$2,368,000 (Originally \$2,868,000) is recouped through charge backs.

The financial breakdown of this offer is:

Facility Maintenance \$7,326,786 (Originally \$7,893,313)

Utilities \$508,800

Project Management Services \$716,604

Real Estate Services \$570,670

Mail Services \$222,500

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

### **Additional Information**

- Facility Maintenance for 96 buildings with encompassing 1.9 million square feet.



## **Offer 19.2: Facilities Operations**

- Does not include Utilities or Custodial for Cultural or Police facilities. Those costs are in offers 92.1 and 93.3.
- Real Estate and Project Management, Planning and Design charge back their services to the department that requests that service. (Self-funded).
- Includes the City's internal mail service that is contracted out.
- This offer includes energy management as well as pool water quality management.

This offer contains a new Project Manager contractual position to manage these modifications and track the overall progress of the transition plan. The duration of this contractual position is 5 years, or when the transition plan is complete - whichever comes first.

### **Links to Further Details**

- <http://citynet.fcgov.com/opserv/>

### **Linkage to Strategic Objectives**

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs): Reduce GHG
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: This offer encompasses various types of facility maintenance which will protect the City's assets.
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness: Good facility maintenance provides safe and comfortable buildings for employees and the community. This offer also ensures good indoor air quality and lighting for the employees health and wellness.

### **Improvements & Efficiencies**

- Energy Conservation and Green Building practices.
- Facility technicians use a mobile, paperless work order system.
- Custodial operations use sustainable cleaning methods including day cleaning and recycling.
- Custodial operations use sustainable cleaning methods including day cleaning and recycling.
- The electricity at Police Services and the Transfort Fuel site are wind and solar powered energy.

### **Performance Metrics**

- ENV 6. Percent decrease in municipal Greenhouse Gas (GHG) Emissions from 2005 baseline



## **Offer 19.2: Facilities Operations**

[https://www.clearpointstrategy.com/publish/direct.cfm?  
linkID=BFO&view=drill&scorecardID=6282&object=measure&objectID=91343](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6282&object=measure&objectID=91343)

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

[https://www.clearpointstrategy.com/publish/direct.cfm?  
linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91403](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91403)

- ENV 109. City Buildings Average Energy Used per square foot

[https://www.clearpointstrategy.com/publish/direct.cfm?  
linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=303159](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=303159)

- ENV 109. City Buildings Average Energy Used per square foot

### **Personnel Changes**

- BU - 510121: Project Mgmt Planning & Design. Pending the outcome of a Job Evaluation, a vacant Facilities Project Manager position is recommended for reclassification to a higher pay grade.

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

- This offer includes the following additional facilities: Foothills Activity Center, Archery Range Clubhouse, and New Downtown Firehouse Parking Structure.
- Includes \$55,000 per year for Common Area Maintenance at Foothills Activity Center (Added in round 2)
- Maintenance for 222 LaPorte Ave (Utilities/ Sustainability) and 700 Wood Street complex (including two new vehicle storage facilities) moved to Enhancement Offer 19.23.

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

- Not applicable

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

Per the request from the HPG BFO Team, the overall offer was reduced by \$500,000 year year and moved to Enhancement Offer 19.23. The related Work for Others revenue of \$500,000 was also decreased and moved to Offer 19.23.

Now includes the Gustav Swanson Natural Area restroom cleaning \$24,000 each year.

This offer includes the filling of a vacant project manager. This is not a new position.

### **Offer Profile**

Offer Owner: SWelsch

Lead Department: Operation Services



## 19.2 Facilities Operations

### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
<b>Full Time Equivalent (FTE) Staffing</b>	40.65	40.65	- %
<b>Hourly (FTE)</b>	0.60	0.60	- %
<b>Expenses</b>			
511000 - Salaries & Wages	2,734,558	2,799,263	2.4%
512000 - Benefits	936,631	970,871	3.7%
519000 - Other Personnel Costs	(66,528)	(66,528)	- %
<b>510000 - Personnel Services</b>	<b>3,604,661</b>	<b>3,703,606</b>	<b>2.7%</b>
521000 - Professional & Technical	379,161	379,161	- %
529000 - Other Prof & Tech Services	302,350	302,350	- %
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>681,511</b>	<b>681,511</b>	<b>- %</b>
531000 - Utility Services	378,184	391,825	3.6%
532000 - Cleaning Services	981,043	1,006,093	2.6%
533000 - Repair & Maintenance Services	1,497,892	1,510,918	0.9%
534000 - Rental Services	86,890	86,890	- %
535000 - Construction Services	720,000	720,000	- %
539000 - Other Property Services	19,325	19,325	- %
<b>530000 - Purchased Property Services</b>	<b>3,683,334</b>	<b>3,735,051</b>	<b>1.4%</b>
542000 - Communication Services	48,310	48,310	- %
543000 - Internal Admin Services	2,667	2,667	- %
544000 - Employee Travel	16,779	16,779	- %
549000 - Other Purchased Services	163,837	170,837	4.3%
<b>540000 - Other Purchased Services</b>	<b>231,593</b>	<b>238,593</b>	<b>3.0%</b>
551000 - Vehicle & Equipment Supplies	104,566	104,566	- %
552000 - Land & Building Maint Supplies	593,120	593,120	- %
555000 - Office & Related Supplies	83,294	83,294	- %
556000 - Health & Safety Supplies	12,219	12,219	- %
558000 - Chemical Supplies	129,078	129,078	- %
559000 - Other Supplies	53,822	53,822	- %
<b>550000 - Supplies</b>	<b>976,099</b>	<b>976,099</b>	<b>- %</b>
562000 - Buildings	10,500	10,500	- %
<b>560000 - Capital Outlay</b>	<b>10,500</b>	<b>10,500</b>	<b>- %</b>

# High Performing Government



Total Expenses	<u>9,187,698</u>	<u>9,345,360</u>	<u>1.7%</u>
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## Funding Sources

100-General Fund: Facilities Work for Others	Ongoing Restricted	2,434,540	2,457,540	0.9%
100-General Fund: Ongoing	Ongoing	6,753,158	6,887,820	2.0%
Funding Source Total		<u>9,187,698</u>	<u>9,345,360</u>	<u>1.7%</u>



## ***Offer 19.3: Vehicle and Equipment Replacements - New Payments***

2017: \$387,362 and 0.00 FTE, 0.00 Hourly FTE

2018: \$903,334 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will make the principle and interest payments for vehicles and equipment purchased using lease purchase financing in 2017 and 2018 in accordance to the City's replacement policy. Funding for this offer comes from each department requesting the replacements in the form of rental payments. The following departments are included:

- \* Police Services
- \* Parks Maintenance
- \* Forestry
- \* Facilities
- \* Building Inspection
- \* Neighborhood Services
- \* FCTV
- \* Streets & Traffic

This Offer assumes the vehicle and equipment replacement Offers from those departments are funded. Any such Offer not funded in the 2017-18 would reduce the actual vehicle and equipment replacements that occur.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- HPG 7.1 - Provide world-class services that meet the needs of the community

### **Additional Information**

- 2017

New Police replacements - 3 cars, 12 Sport Utility Vehicles, 1 Pickup, 2 trailers, 1 van

New Parks Maintenance replacements - 2 tractors, 5 pickups, 4 mowers, 2 utility work machines, 2 utility trucksters, 1 trailer, and 1 compact sweeper

Facilities - 1 pickup, 1 cargo van

Building inspection - 1 small SUV

- Traffic - 1 pick up, 1 grapple truck, 1 skid steer

Streets - 1 one-ton Compressed Natural Gas truck, 2 pickups, 1 trailer,  
1 loader claw attachment, 1 paver





### ***Offer 19.3: Vehicle and Equipment Replacements - New Payments***

- 2018
  - Police replacements - 3 cars, 10 Sport Utility Vehicles, 3 Pickups,
  - Parks Maintenance replacements - 1 tractor, 4 pickups, 1 mower, 1 utility truckster, 1 leaf blower
  - Facilities - 1 pickup, 1 small van
  - Building inspection - 1 small Sport Utility Vehicle
- Traffic - 1 one-ton Compressed Natural Gas truck, 1 Compressed Natural Gas bucket truck
- Streets - 1 Compressed Natural Gas dump truck, 1 pickup, 1 loader

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

- Not applicable

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

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs): Where possible, the replacement vehicles and equipment will operate on alternative fuels or electric.
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: These replacements were the result of capital replacement planning and part of the City's asset management program.
- HPG 7.1 - Provide world-class services that meet the needs of the community: Replacing vehicles and equipment in accordance to the City's replacement policy allows for City Departments to provide world-class services.

#### **Improvements & Efficiencies**

- Purchase smaller more fuel efficient vehicles.
- Additional alternative-fueled vehicles and plug-in electric vehicles

#### **Performance Metrics**

- ENV 39. Total Fleet Green House Gas Emissions 2020 CAP Goal vs Actual  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313950>
- HPG 19. Number of replacements within the window of replacement criteria  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91411>
- ENV 111. Average Fuel Economy in miles/hours per gallon  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313972>



### ***Offer 19.3: Vehicle and Equipment Replacements - New Payments***

#### **Personnel Changes**

- none

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

- Not applicable

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

- Not applicable

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

CPIO edits

#### **Offer Profile**

Offer Owner: SWelsch

Lead Department: Operation Services



### 19.3 Vehicle and Equipment Replacements - New Payments

#### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
565000 - Vehicles & Equipment	109,042	153,084	40.4%	
560000 - Capital Outlay	109,042	153,084	40.4%	
581000 - Debt Service	278,320	750,250	169.6%	
580000 - Debt & Other Uses	278,320	750,250	169.6%	
Total Expenses	<u>387,362</u>	<u>903,334</u>	<u>133.2%</u>	
<b>Funding Sources</b>				
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	387,362	903,334	133.2%
Funding Source Total		<u>387,362</u>	<u>903,334</u>	<u>133.2%</u>



## ***Offer 19.4: Vehicle and Equipment Replacements - Existing Payments***

2017: \$2,704,599 and 0.00 FTE, 0.00 Hourly FTE

2018: \$2,311,469 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will continue funding the payments for existing vehicles and equipment commitments. These replacements were lease purchased within the last five years in accordance with the City's replacement program.

This offer includes the replacement of cars, vans, trailers and trucks for the following departments:

- \* Police Services
- \* Parks Maintenance
- \* Forestry
- \* Facilities
- \* Building Inspection
- \* Neighborhood Services
- \* FCTV
- \* Streets & Traffic

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

### **Additional Information**

- 2017 existing commitments
  - Building Inspection = \$20,342
  - Code Compliance = \$15,438
  - Facilities = \$10,596
  - Operation Services = \$19,371
  - Parks /Forestry =\$359,630
  - Police = \$1,004,987
  - Streets / Traffic = \$1,272,217



## **Offer 19.4: Vehicle and Equipment Replacements - Existing Payments**

- 2018 existing commitments
  - Building Inspection = \$14,939
  - Code Compliance = \$15,438
  - Facility Maintenance = \$5,298
  - Operation Services = \$19,371
  - Parks /Forestry = \$292,557
  - Police = \$845,807
  - Streets / Traffic = \$1,116,042

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs): Where possible, the replacement vehicles and equipment will operate on alternative fuels or electric.
- HPG 7.1 - Provide world-class services that meet the needs of the community: Replacing vehicles and equipment in accordance to the City's replacement policy allows for City Departments to provide world-class services.
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: These replacements are the result of capital replacement planning and part of the City's asset management program.

### **Improvements & Efficiencies**

- Not Applicable

### **Performance Metrics**

- ENV 39. Total Fleet Green House Gas Emissions 2020 CAP Goal vs Actual  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313950>
- HPG 19. Number of replacements within the window of replacement criteria  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91411>
- ENV 110. Miles/Hours per ton of Green House Gas emitted  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313971>

### **Personnel Changes**

- none



***Offer 19.4: Vehicle and Equipment Replacements - Existing Payments***

**Differences from Prior Budget Cycles**

- Not applicable

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

- Not applicable

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

- Not applicable

**Offer Profile**

Offer Owner: SWelsch

Lead Department: Operation Services



19.4: Vehicle and Equipment Replacements - Existing Payments

Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
581000 - Debt Service	2,704,599	2,311,469	-14.5%	
580000 - Debt & Other Uses	2,704,599	2,311,469	-14.5%	
Total Expenses	<u>2,704,599</u>	<u>2,311,469</u>	<u>-14.5%</u>	
<b>Funding Sources</b>				
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	2,704,599	2,311,469	-14.5%
	Funding Source Total	<u>2,704,599</u>	<u>2,311,469</u>	<u>-14.5%</u>



## ***Offer 19.5: ENHANCEMENT: City Facility Roof and HVAC Major Maintenance***

2017: \$775,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$0 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will allow necessary major maintenance to be performed on City Facilities. This offer includes a re-roof at the Streets Facility and the Lincoln Center. Both of these roofs are more than 25 years old, in need of full or partial replacement, and beyond patching. In addition, the mechanical system at the Police shooting range is at the end of its useful life and does not provide adequate ventilation.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- HPG 7.1 - Provide world-class services that meet the needs of the community
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community

### **Additional Information**

- Streets leaking roof is over 25 years old and in desperate need of replacement. Sections of the Lincoln Center roofs are also over 30 years old. These roofs are beyond patching.
- HVAC mechanical replacement at Fort Collins Police firing range is beyond its useful life and not very efficient and indoor air quality is a concern.

### **Impact to Ongoing Expenses**

- No ongoing expense associated with this Offer.

### **Scalability and explanation**

This offer could be scaled by project, yet all are needed- Streets Roof - \$425,000, Lincoln Center Roof sections - \$100,000, Police indoor shooting range - \$250,000.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Replacing the roof, performing the parking lot repairs, and HVAC replacement will extend the life of these facilities.





### ***Offer 19.5: ENHANCEMENT: City Facility Roof and HVAC Major Maintenance***

- HPG 7.1 - Provide world-class services that meet the needs of the community: Keeping our infrastructure up allows world class services to be performed by other departments.
- SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community: Police shooting range is a critical component to ensure a safe community.

#### **Performance Metrics**

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

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

- Not applicable

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

Modified the Offer to remove parking lot repairs

#### **Offer Profile**

Offer Owner: TOchsner

Lead Department: Operation Services



19.5: ENHANCEMENT: City Facility Roof and HVAC Major Maintenance

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
533000 - Repair & Maintenance Services	775,000	-	- %	
530000 - Purchased Property Services	775,000	-	- %	
Total Expenses	775,000	-	- %	
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	775,000	-	- %
	Funding Source Total	775,000	-	- %



## **Offer 19.6: ENHANCEMENT: Required Building Modifications**

2017: \$600,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$600,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Purchasing this offer will fund City facility modifications that are necessary to increase the City's compliance with legal requirements. The City has gone through a process to identify those facilities that require modification or improvement. Through this process, the City has determined that various modifications at 46 existing facilities are necessary and identified a phased approach for making improvements. The total cost of these modifications is \$6.7 million. This level of investment will fund improvements over approximately 11 years.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- ECON 3.3 - Support workforce development and provide community amenities that support citizens and employers within the city
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity

### **Additional Information**

- Requires a 30 hour/ week hourly or contractual project manager.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$600,000

### **Scalability and explanation**

The recommendation is that the plan to prioritize and implement the required modifications span 10 to 15 years, depending on funding availability. Additional funding would decrease the time necessary to complete the improvements.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: Making modifications and improvements to increase accessibility to City facilities will allow for world-class services and programs.



### ***Offer 19.6: ENHANCEMENT: Required Building Modifications***

- ECON 3.3 - Support workforce development and provide community amenities that support citizens and employers within the city: Accessible facilities promotes community amenities and supports citizens.
- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity: Providing accessible buildings promotes inclusion.

#### **Performance Metrics**

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

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

- Not applicable

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

Added clarifications to the Offer Narrative.

#### **Offer Profile**

Offer Owner: TOchsner

Lead Department: Operation Services



19.6 ENHANCEMENT: Required Building Modifications

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
533000 - Repair & Maintenance Services	600,000	600,000	- %	
530000 - Purchased Property Services	600,000	600,000	- %	
Total Expenses	600,000	600,000	- %	
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	600,000	600,000	- %
	Funding Source Total	600,000	600,000	- %



## ***Offer 19.7: Municipal Facility Efficiency Fund***

2017: \$150,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$150,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will allow Operation Services to continue the dedicated funding pool to significantly advance the City organization's ability to implement cost-saving energy improvements. Investing in projects that demonstrate a good return on investment will save the City tax-payer dollars now, and these savings will escalate as utility rates continue to rise. Along with this offer, we expect to see rebates of \$20,000 each year.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach

### **Additional Information**

- 2017 Projects -
  - Remington Street Parking Garage LED lighting retrofit - \$70,000 (Return on investment- 10 years)
  - Lincoln Center LED house lighting retrofit - \$30,000 (Return on investment - 5 years)
  - South Transit Center LED lighting retrofit - \$30,000 (Return on investment - 10 years)
  - Miscellaneous LED lighting retrofits - \$20,000 (Return on investment -10 years)
- 2018 Projects -
  - City Hall Data Center HVAC retrofit - \$70,000 (Return on investment - 2.5 years)
  - Northside Aztlan Interior LED lighting retrofit - \$50,000 (Return on investment - 5 years)
  - EPIC Ice Rink LED lighting retrofit - \$30,000 (Return on investment - 9.5 years)

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs): LED lighting is a very effective strategy to achieve our climate action plan goals.
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: By installing LED lighting, the lamp life is extended 2-3 times longer. This reduces maintenance and help to manage our municipal assets better.



## ***Offer 19.7: Municipal Facility Efficiency Fund***

- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach: These projects are a great strategy to assist in achieving net-zero goals.

### **Improvements & Efficiencies**

- LED lighting reduces maintenance while increasing lighting quality. These projects will reduce maintenance by 2-3 times.

### **Performance Metrics**

- ENV 6. Percent decrease in municipal Greenhouse Gas (GHG) Emissions from 2005 baseline  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6282&object=measure&objectID=91343>
- ENV 23. Annual electricity savings from efficiency and conservation programs  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6290&object=measure&objectID=91396>
- ENV 35. Electricity (GHG) 2020 CAP Goal vs Actual  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=303158>

### **Personnel Changes**

-

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

- Not applicable

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

- Not applicable

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

Added clarification to the specific projects to be funded by this Offer.

### **Offer Profile**

Offer Owner: TOchsner

Lead Department: Operation Services



19.7: Municipal Facility Efficiency Fund

Ongoing Programs and Services

		2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Hourly (FTE)		-	-	- %
<b>Expenses</b>				
562000 - Buildings		150,000	150,000	- %
	560000 - Capital Outlay	150,000	150,000	- %
	<b>Total Expenses</b>	<b>150,000</b>	<b>150,000</b>	<b>- %</b>
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	150,000	150,000	- %
	<b>Funding Source Total</b>	<b>150,000</b>	<b>150,000</b>	<b>- %</b>





## **Offer 19.8: ENHANCEMENT: Municipal Fleet Efficiency Fund**

2017: \$100,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$100,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer allows Operation Services to create a new dedicated funding pool to significantly advance the City organization's ability to implement cost saving, carbon and petroleum fuel reductions in a timely way. Investment in these projects demonstrates a good return on investment and will save the City tax payer dollars and achieve Climate Action Plan goals.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.4 - Implement indoor and outdoor air quality improvement initiatives
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

### **Additional Information**

- Projects include:

Vehicle idle reduction technologies installed on up to 50 selected appropriate vehicles.

Installing fleet electric charging stations at 2-4 facilities

Assist in the incremental cost of 5-7 alternative-fueled vehicles and/or a grant match.

### **Impact to Ongoing Expenses**

- No ongoing expense associated with this Offer.

### **Scalability and explanation**

This offer could be scaled up or down to include more less projects.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs): These Fleet strategies will have a direct impact in achieving the City's greenhouse gas goals.
- ENV 4.4 - Implement indoor and outdoor air quality improvement initiatives: Alternative-fueled powered vehicles or equipment and idle reduction strategies emit less greenhouse gases and other harmful pollutants.



### **Offer 19.8: ENHANCEMENT: Municipal Fleet Efficiency Fund**

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Energy efficient vehicle and alternative fuels promote good asset management.

#### **Performance Metrics**

- ENV 6. Percent decrease in municipal Greenhouse Gas (GHG) Emissions from 2005 baseline  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6282&object=measure&objectID=91343>
- ENV 110. Miles/Hours per ton of Green House Gas emitted  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313971>
- ENV 39. Total Fleet Green House Gas Emissions 2020 CAP Goal vs Actual  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313950>

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

- Not applicable

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

CPIO edits

#### **Offer Profile**

Offer Owner: TOchsner

Lead Department: Operation Services



19.8 ENHANCEMENT: Municipal Fleet Efficiency Fund

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
565000 - Vehicles & Equipment	100,000	100,000	- %	
560000 - Capital Outlay	100,000	100,000	- %	
Total Expenses	100,000	100,000	- %	
<b>Funding Sources</b>				
100-General Fund: Reserves	Reserve	100,000	100,000	- %
Funding Source Total		100,000	100,000	- %



## **Offer 19.9: ENHANCEMENT: Compressed Natural Gas Fueling Site**

2017: \$500,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$0 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer provides the opportunity to construct a compressed Natural Gas (CNS) facility for City vehicles and also as a redundant system for Transfort buses. For the past two years, the City of Fort Collins and Larimer County have been working with a private company to construct a CNS site located in north Fort Collins. To date, this site has not been approved and no station has been constructed. The City has received several grants to purchase alternative fueled vehicles and, if this site is delayed any longer, we risk having vehicles that can't be fueled. We anticipate a partnership with other government agencies to build this site. It is also important to note that if another site is not constructed, and we have a catastrophic failure at the Transfort site, our fleet of buses has no good way of getting fuel.

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- ENV 4.4 - Implement indoor and outdoor air quality improvement initiatives
- ECON 3.1 - Improve effectiveness of economic health initiatives through collaboration with regional partners

### **Additional Information**

- Natural Gas is one of the cleanest fuels available and an important strategy in achieving our Climate Action Plan goals.
- Each retired heavy-duty truck and pickup (over 3/4 ton) will be replaced with a Natural Gas burning vehicle.
- The only compressed natural gas fueling facility available is at Transfort. It is near or at pumping capacity now.

### **Impact to Ongoing Expenses**

- No ongoing expense associated with this Offer.

### **Scalability and explanation**

This offer really can't be scaled down and still provide the size of station that is needed for the City's Fleet.

### **Links to Further Details**

- Not applicable



## **Offer 19.9: ENHANCEMENT: Compressed Natural Gas Fueling Site**

### **Linkage to Strategic Objectives**

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs): Natural Gas as a vehicle fuel is large part of our Climate Action Plan strategy
- ENV 4.4 - Implement indoor and outdoor air quality improvement initiatives: Natural Gas is one of the cleanest fuels available and helps to improve our outdoor air quality over diesel burning vehicles.
- ECON 3.1 - Improve effectiveness of economic health initiatives through collaboration with regional partners: Partnering with other agencies will lower the upfront and on-going costs.

### **Performance Metrics**

- ENV 6. Percent decrease in municipal Greenhouse Gas (GHG) Emissions from 2005 baseline  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6282&object=measure&objectID=91343>
- ENV 110. Miles/Hours per ton of Green House Gas emitted  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313971>
- ENV 39. Total Fleet Green House Gas Emissions 2020 CAP Goal vs Actual  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313950>

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

- Not applicable

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

CPIO edits

### **Offer Profile**

Offer Owner: TOchsner

Lead Department: Operation Services



19.9. ENHANCEMENT: Compressed Natural Gas Fueling Site

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
569000 - Other Capital Outlay	500,000	-	- %
560000 - Capital Outlay	500,000	-	- %
Total Expenses	500,000	-	- %
<b>Funding Sources</b>			
601-Equipment Fund: Reserves      Reserve	500,000	-	- %
Funding Source Total	500,000	-	- %



## **Offer 19.10: ENHANCEMENT: Access Control System Consolidation**

2017: \$100,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$100,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will help consolidate seven separate City access control systems. The current City of Fort Collins portfolio of buildings with access control includes approximately 60 buildings, encompassing more than 800 card reader entry points. This span of buildings reports to seven differently managed databases with five different software packages. This offer will consolidate these systems under one database with the ability to have multiple administrator control, but with the ability to manage access across the entire City.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

### **Additional Information**

- This offer includes the upgrading or replacing card readers for compatibility across the new system, if necessary.
- Provides transparency between access cards / FOB users between buildings
- Single database to manage (delete, grant access, report events, and track) FOB user throughout City facilities
- Provide Police and Fire departments with access to all buildings in case of an emergency.
- Complies with industry security standards and enables flexibility to adjust to future security needs.

### **Impact to Ongoing Expenses**

- No ongoing expense associated with this Offer.

### **Scalability and explanation**

This offer would be difficult to scale, as the premise is to consolidate all current systems.

### **Links to Further Details**

- Not applicable



## ***Offer 19.10: ENHANCEMENT: Access Control System Consolidation***

### **Linkage to Strategic Objectives**

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: By combining into one database, we can manage day to day business and employee access to City facilities.
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust: Access control and security functions are crucial to an organization this size and directly relates to public trust and security.
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness: This offer is directly related to safety and security initiatives.

### **Performance Metrics**

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

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

- Not applicable

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

CPIO edits

### **Offer Profile**

Offer Owner: TOchsner

Lead Department: Operation Services





19.1Q ENHANCEMENT: Access Control System Consolidation

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
533000 - Repair & Maintenance Services	100,000	100,000	- %
530000 - Purchased Property Services	100,000	100,000	- %
Total Expenses	100,000	100,000	- %
<b>Funding Sources</b>			
601-Equipment Fund: Reserves      Reserve	100,000	100,000	- %
Funding Source Total	100,000	100,000	- %



## ***Offer 19.17: Facilities Vehicle and Equipment Replacements***

2017: \$5,562 and 0.00 FTE, 0.00 Hourly FTE

2018: \$16,982 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer funds the City's Facilities Division replacement of four maintenance vehicles. Two vehicles are scheduled to be replaced in 2017 and two in 2018. These vehicles are being replaced in accordance to the City's vehicle and equipment replacement policy. The replacements will be smaller and more fuel efficient vehicles.

The replacement criteria are:

\* Cars/Pickups/Vans – between 85,000–95,000 miles, plus physical condition and economics

This Offer supports the following Strategic Objectives:

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

### **Additional Information**

- 2017 replacements include one compact pickup and one small van.
- 2018 replacements include one compact pickup and one small van.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs): Replacements are more fuel efficient.
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Replacing vehicles according to the City's replacement plan is good management of our assets.

### **Improvements & Efficiencies**

- More fuel efficient vehicles.
- Additional Alternative Fueled vehicles and Plug-in Electric
- Route optimization and idling reduction strategies



## ***Offer 19.17: Facilities Vehicle and Equipment Replacements***

### **Performance Metrics**

- ENV 39. Total Fleet Green House Gas Emissions 2020 CAP Goal vs Actual  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313950>
- HPG 19. Number of replacements within the window of replacement criteria  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91411>
- ENV 111. Average Fuel Economy in miles/hours per gallon  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313972>

### **Personnel Changes**

- none

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

- Not applicable

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

- Not applicable

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

- Not applicable

### **Offer Profile**

Offer Owner: SWelsch

Lead Department: Operation Services



19.17: Facilities Vehicle and Equipment Replacements

Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
534000 - Rental Services	5,562	16,982	205.3%	
530000 - Purchased Property Services	5,562	16,982	205.3%	
Total Expenses	5,562	16,982	205.3%	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	5,562	16,982	205.3%
	Funding Source Total	5,562	16,982	205.3%



## ***Offer 19.18: Facilities Vehicle and Equipment Rental - Existing Commitments***

2017: \$16,222 and 0.00 FTE, 0.00 Hourly FTE

2018: \$10,924 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will fund the rental costs to be paid to Fleet Services for the existing commitments for Facilities maintenance vehicles replacement prior to 2017. These replacements were purchased in the last five years in accordance with the City's replacement program.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

### **Additional Information**

- 2017 Rental payments - \$16,222
- 2018 Rental payments - \$10,924

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: These vehicles allow Facility technicians to perform maintenance which in turn protects the City's assets and manage the maintenance on the City's buildings
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs): Replacements are more fuel efficient.

### **Improvements & Efficiencies**

- Efficiencies that will be implemented for these vehicles are Route optimization and idling reduction strategies

### **Performance Metrics**

- ENV 39. Total Fleet Green House Gas Emissions 2020 CAP Goal vs Actual  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313950>
- ENV 111. Average Fuel Economy in miles/hours per gallon



## ***Offer 19.18: Facilities Vehicle and Equipment Rental - Existing Commitments***

[https://www.clearpointstrategy.com/publish/direct.cfm?](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313972)

[linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313972](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313972)

- ENV 110. Miles/Hours per ton of Green House Gas emitted

[https://www.clearpointstrategy.com/publish/direct.cfm?](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313971)

[linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313971](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=313971)

### **Personnel Changes**

- none

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

- Not applicable

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

- Not applicable

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

- Not applicable

### **Offer Profile**

Offer Owner: SWelsch

Lead Department: Operation Services



19.18 Facilities Vehicle and Equipment Rental - Existing Commitments

Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
534000 - Rental Services	16,222	10,924	-32.7%	
530000 - Purchased Property Services	16,222	10,924	-32.7%	
Total Expenses	16,222	10,924	-32.7%	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	16,222	10,924	-32.7%
	Funding Source Total	16,222	10,924	-32.7%



## **Offer 19.23: ENHANCEMENT: Facility Maintenance for Utilities Buildings**

2017: \$500,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$500,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This Offer funds the maintenance of an additional 135,040 square feet of Utilities buildings. These additional buildings will be on a charge-back model, whereas the Utilities Department will pay for the work that is being done. The revenue source for this additional maintenance technician will be "work for others" and not the General Fund.

The additional buildings that will be added are:

700 Wood Street

Service Center "A" - 66,344 sf

Service Center "B" - 8,238 sf

Service Center "C" - 5,546 sf

Light and Power Vehicle Storage - 4,000 sf

Water Utilities Vehicle Storage - 4,000 sf

222 LaPorte Ave Utility Administration - 37,500 sf

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs)

### **Additional Information**

- Maintaining these facilities through an already established centralized facility maintenance department will gain efficiencies in productivity and allows for available backup resources.
- Performing this maintenance within a centralized facility department provides history tracking and allows work order processes to be implemented.
- Includes a vehicle, uniforms and training

### **Impact to Ongoing Expenses**

- No ongoing expense associated with this Offer.

### **Scalability and explanation**

This offer must be fully funded.





## **Offer 19.23: ENHANCEMENT: Facility Maintenance for Utilities Buildings**

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management.: By funding this position, we are maintaining and protecting the City's facility assets.
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness: A well-maintained building will be safe and contribute to the employee's overall health and wellness.
- ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs): Maintaining these facilities well, can lower our energy consumption, which in turn will help achieve climate action plan goals.

### **Performance Metrics**

- HPG 12. Percent of preventive maintenance work orders for Building Maintenance completed within 30 days of assignment  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6289&object=measure&objectID=91403>

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

- Not applicable

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

HPG BFO team requested that \$500,000 from Offer 19.2 be moved to Enhancement Offer 19.23.

### **Offer Profile**

Offer Owner: TOchsner

Lead Department: Operation Services



19.23 ENHANCEMENT: Facility Maintenance for Utilities Buildings

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
533000 - Repair & Maintenance Services	500,000	500,000	- %
530000 - Purchased Property Services	500,000	500,000	- %
Total Expenses	<u>500,000</u>	<u>500,000</u>	<u>- %</u>
<b>Funding Sources</b>			
100-General Fund: Facilities Work    Ongoing Restricted for Others	500,000	500,000	- %
Funding Source Total	<u>500,000</u>	<u>500,000</u>	<u>- %</u>



## **Offer 22.1: City Council**

2017: \$175,437 and 0.00 FTE, 7.00 Hourly FTE

2018: \$176,416 and 0.00 FTE, 7.00 Hourly FTE

### **Offer Summary**

This offer supports the City Council in fulfilling their duties and providing leadership for all areas of our municipal government. City Councilmembers and the Mayor receive a small monthly stipend. The majority cost of this offer enables the City Council to conduct its business in accordance with the City Charter and Municipal Code, and to 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 both 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 and gatherings. As active Councilmembers they also conduct regular "Listening Sessions" where they engage with citizens and constituents.

The City Council also participates in and benefits from professional development, networking, and speaking opportunities both locally and nationally. Major conferences for Council include 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 the vision, direction, and guidance that drives City services and ensures the City is delivering results that citizens want at a price they are willing to pay

Analyzing and enacting policies

Adopting the City budget

Acting as 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 citizens 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:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation



## **Offer 22.1: City Council**

### **Additional Information**

- 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 conferencing and lobbying on local issues.
- The Mayor chairs the National League of Cities (NLC) University Cities Committee and is a member of Next Centuries Cities, an organization supporting municipal access high speed broadband. Mayor Pro-Tem, Gerry Horak, participates on the NLC Energy, Environment and Natural Resources committee, the Regional Air Quality Commission and multiple transportation committees.
- This offer includes \$16,000 in KFCG funding each year to support beneficial learning and networking opportunities for Councilmembers that ultimately have collaborative and positive impacts on Council processes, organization functions, and community outcomes.

### **Links to Further Details**

- [www.fcgov.com/cityleadership](http://www.fcgov.com/cityleadership)

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: Council sets the direction and vision for the community and ensures that citizens are receiving the services they want at a price they are willing to pay.
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust: By encouraging and promoting an ethical and responsive organization Council helps to engage the public and increase public support for City initiatives.
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation: Council recognizes the importance and ability to work beyond borders. Now and into the future it will be more and more important to work well not only with local partners but also regionally and nationally.

### **Improvements & Efficiencies**

- All Councilmembers are participating in local “coffee talks” with citizens.
- Staff and Council are now utilizing computers and monitors at the dais to assist in amendments made during meetings and to access timely materials.
- Three Councilmembers and the Mayor have office space to meet with citizens within their districts.

### **Performance Metrics**



## **Offer 22.1: City Council**

- HPG 71. % of citizens responding very good/good to the City's performance in - Overall direction of the City  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109929>
- HPG 69. % of citizens responding very good/good to the City's performance in - Efficient operation of programs and services  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109927>
- HPG 68. % of citizens responding very good/good to the City's performance in - Managing and planning for growth  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109926>

### **Personnel Changes**

-

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

- An increase of \$15,700 is added to fully fund Councilmember Listening Session at 1-2 times per month and some additional conference and training as needed.

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

- Not applicable

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

7/13/16 Comment: Based on direction from the BLT meeting, a request was made to shift funding from KFCG-OCP to General Fund.

Prior Comment: In response to the request to reduce the General Fund ask for ongoing offers, we have transferred 34,440 of funding to KFCG for Council Listening Sessions.

### **Offer Profile**

Offer Owner: WBricher

Lead Department: City Manager's Office



22 1: City Council

Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	7.00	7.00	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	71,368	73,509	3.0%	
512000 - Benefits	5,560	5,723	2.9%	
510000 - Personnel Services	<u>76,928</u>	<u>79,232</u>	<u>3.0%</u>	
529000 - Other Prof & Tech Services	1,800	1,800	- %	
520000 - Purchased Prof & Tech Services	<u>1,800</u>	<u>1,800</u>	<u>- %</u>	
533000 - Repair & Maintenance Services	619	634	2.4%	
530000 - Purchased Property Services	<u>619</u>	<u>634</u>	<u>2.4%</u>	
542000 - Communication Services	11,465	11,465	- %	
544000 - Employee Travel	30,350	30,350	- %	
549000 - Other Purchased Services	1,050	1,050	- %	
540000 - Other Purchased Services	<u>42,865</u>	<u>42,865</u>	<u>- %</u>	
555000 - Office & Related Supplies	5,179	3,839	-25.9%	
559000 - Other Supplies	48,046	48,046	- %	
550000 - Supplies	<u>53,225</u>	<u>51,885</u>	<u>-2.5%</u>	
<b>Total Expenses</b>	<u><u>175,437</u></u>	<u><u>176,416</u></u>	<u><u>0.6%</u></u>	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	159,437	160,416	0.6%
254-KFCG Fund: Other Community Priorities	Ongoing Restricted	16,000	16,000	- %
<b>Funding Source Total</b>		<u><u>175,437</u></u>	<u><u>176,416</u></u>	<u><u>0.6%</u></u>



## ***Offer 22.2: City Manager's Office***

2017: \$2,104,379 and 15.00 FTE, 0.00 Hourly FTE

2018: \$2,153,603 and 15.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer provides senior executive management of the organization through the work of the City Manager and staff. The City Manager provides leadership in all areas of municipal services.

The City Manager's Office staff serve as liaisons between the City Council and City staff for requests and supporting activities in which the City Council and the City Manager are engaged. The City Manager oversees the development and implementation of the City Budget and Strategic Plan.

The Deputy Manager and two Assistant City Managers act as Service Area Directors or oversee major operational functions in addition to providing content, policy and Council support to the Manager.

Administrative staff in this offer provide support for the Mayor, six City Councilmembers and senior executives. Support includes coordinating Council materials, complex calendaring and travel arrangements, tracking and coordination of more than 700 service requests per year.

This offer includes Policy and Performance Excellence staff, a Management Intern, and a Financial Coordinator who oversees five departmental budgets.

Policy and Project staff support a variety of policy projects and the Legislative Program. Projects are often cross departmental and/or Council priorities.

The Performance Excellence program implements continuous improvement processes and focus teams to build organizational capacity.

The Management Intern Program is designed to attract and develop talented individuals with an interest in a local government management career.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation

### **Additional Information**



## **Offer 22.2: City Manager's Office**

- The Management Intern position has matured over the last 5 years with previous interns finding jobs in their field. While with the City, the intern helps on a wide variety of projects including budget and strategic planning. This is a competitive one-year position.
- The Legislative Program has been instrumental in coordinating train noise reduction efforts and in assisting Council in their desire to influence policy at both the state and national level.
- The City continues to pursue the Malcolm Baldrige award and is seeing the benefit of implementing system improvements organization-wide.
- Senior management personnel continue to be sought out for speaking engagements and conference participation regarding best practices. Engagements have included The Kettering Foundation, national City Manager associations, and conferences.

### **Links to Further Details**

- <http://www.fcgov.com/citymanager/>
- <http://www.fcgov.com/citymanager/legislative-activities.php>
- <http://www.fcgov.com/citymanager/internship.php>
- <http://www.fcgov.com/fcfacts.php?ID=6>

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: The City Manager's Office leadership sets the tone and expectations and conveys Council priorities throughout the organization. By meeting and exceeding expectations of citizens the organization continues to see strong support and participation by our community.
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust: City Manager leadership and staff are responsibly for driving and maintaining high priority initiatives in the organization. Focus on these initiatives has resulted in systematic change and improvements over time.
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation: City Council ultimately sets the direction for the community. By providing high quality analysis, staff work, metrics, and maintaining positive relationships the organization is able to be an influencer both locally, regionally, and nationally.

### **Improvements & Efficiencies**

- Reduced maintenance contracts for copiers and reduced from four to two copiers total.
- Fostered relationship with Colorado State's Political Science department that has allowed for the productive use of multiple part-time interns each year. Over the past year, one intern helped the office with policy and best practice research and another was instrumental in tracking bills and formulating bill reports during the legislative session.





## **Offer 22.2: City Manager's Office**

- Realigned SAR tracking by utilizing the Graduate Management Assistant to partially manage the system. Workload was reduced on the Executive Assistant to the City Manager, enabling that position to focus more efficiently on providing key support to the City Manager.
- Eliminated every other month 90-minute staff minute in lieu of a weekly 15-minute stand-up meeting to share important, timely information.

### **Performance Metrics**

- HPG 69. % of citizens responding very good/good to the City's performance in - Efficient operation of programs and services  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109927>
- HPG 79. % of citizens responding very good/good overall impression of City employees - Making citizens or customers feel valued  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109937>
- HPG 71. % of citizens responding very good/good to the City's performance in - Overall direction of the City  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109929>

### **Personnel Changes**

- An Assistant City Manager was previously funded 50% from Human Resources and 50% from Communications and Public Involvement. In this cycle those funds have been shifted to reflect this position now being funded 100% from the City Manager's Office offer.

An Assistant City Manager was previously funded 100% from City Manager's Office. In this cycle, those funds have been shifted 50% CMO and 50% to CPRE.

The Compliance Coordinator and Grant Specialist have been transferred out of this offer.

The Volunteer Coordinator position originated within the City Manager budget in the last cycle but was transferred to the Human Resources department budget.

An Executive Administrative assistant was added through an exception process.

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

- This offer reflects a \$7,000 incidental increase over the previous budget offer. Increase can be attributed to membership dues increase to Colorado Municipal League, the Alliance for Innovation, and National League of Cities, all of which provide organization-wide benefits.



## ***Offer 22.2: City Manager's Office***

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

- Budget includes taxes associated with DBA Cards.

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

Per a recent City Manager's Reorganization, the Grants and Compliance Division has been removed from our Ongoing Offer and reduced by 182,731 in 2017 & 187,531 in 2018 (also reducing two FTE). The Grants Development Specialist and incidentals has been transferred to the Finance Ongoing Offer and the Compliance Coordinator and incidentals has been transferred to the HR Ongoing Offer.

### **Offer Profile**

Offer Owner: WBricher

Lead Department: City Manager's Office



## 22.2 City Manager's Office

### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	15.00	15.00	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	1,384,314	1,418,803	2.5%	
512000 - Benefits	402,085	416,745	3.6%	
519000 - Other Personnel Costs	(24,064)	(24,064)	- %	
<b>510000 - Personnel Services</b>	<b>1,762,335</b>	<b>1,811,484</b>	<b>2.8%</b>	
521000 - Professional & Technical	52,300	52,300	- %	
529000 - Other Prof & Tech Services	25,481	25,481	- %	
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>77,781</b>	<b>77,781</b>	<b>- %</b>	
533000 - Repair & Maintenance Services	17,311	17,356	0.3%	
534000 - Rental Services	1,800	1,800	- %	
<b>530000 - Purchased Property Services</b>	<b>19,111</b>	<b>19,156</b>	<b>0.2%</b>	
542000 - Communication Services	21,653	21,653	- %	
543000 - Internal Admin Services	857	887	3.5%	
544000 - Employee Travel	51,256	51,256	- %	
549000 - Other Purchased Services	110,706	110,706	- %	
<b>540000 - Other Purchased Services</b>	<b>184,472</b>	<b>184,502</b>	<b>- %</b>	
555000 - Office & Related Supplies	15,780	15,780	- %	
559000 - Other Supplies	32,400	32,400	- %	
<b>550000 - Supplies</b>	<b>48,180</b>	<b>48,180</b>	<b>- %</b>	
574000 - Grants	12,500	12,500	- %	
<b>570000 - Other</b>	<b>12,500</b>	<b>12,500</b>	<b>- %</b>	
<b>Total Expenses</b>	<b>2,104,379</b>	<b>2,153,603</b>	<b>2.3%</b>	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	2,104,379	2,153,603	2.3%
	<b>Funding Source Total</b>	<b>2,104,379</b>	<b>2,153,603</b>	<b>2.3%</b>



## ***Offer 22.4: ENHANCEMENT: Employee Engagement/Recognition Week/Ethics Hotline***

2017: \$87,700 and 0.00 FTE, 0.00 Hourly FTE

2018: \$73,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer proposes three unique ways to engage, recognize, and maintain a high quality, ethical workforce.

The first program is the ongoing funding of employee recognition week activities, which for two years has allowed the organization to show appreciation for staff as well as recognize outstanding efforts around the organization through an all-employees award breakfast and dessert social. We are requesting \$20,000 ongoing to fund both of these activities in addition to the promotional materials needed to inform employees. Employee recognition week has been popular since its inception and this offer will allow it to continue in future years.

The second program proposed is the implementation of a new employee engagement survey with Blessing White. The Q14 survey, which the organization currently uses to measure employee engagement, is a custom-built survey with limited comparisons that no longer meet the organization's needs. Blessing White offers a product that will allow the organization to retain the usefulness of the Q14 results from the past several years, while providing a new and improved system to measure engagement moving forward. Some highlights of their product include:

- A comprehensive approach to evaluating the level of employee engagement
- Coaching and training to help the organization better engage
- Identification and presentation of areas of concern or focus to senior leaders
- Benchmarks with both other local government and private sector organizations
- Detailed reports at varying levels of the organization

The third aspect of this offer is a contract for service with NAVEX Global to provide the employee ethics hotline that was first implemented in 2015. This service provides employees an avenue to report perceived ethical issues or potential conflicts safely and anonymously both online and over the phone.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust

### **Additional Information**



## **Offer 22.4: ENHANCEMENT: Employee Engagement/Recognition Week/Ethics Hotline**

- Executive level staff has met with Blessing White and other survey providers and believe that Blessing White would be best able to meet our engagement survey needs at a reasonable cost.
- Blessing White provides more in-depth analysis and greater reporting capabilities than the current Q14.
- The Employee Recognition Week cost includes funds for departments to engage in department specific recognition activities, an all employee breakfast and dessert social, and awards for recognition.
- The Ethics hotline is one element of a greater Ethics Awareness program. Providing a reporting mechanism provides a systematic means of directing and reporting ethical concerns.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$73,000

### **Scalability and explanation**

This offer is scalable in two ways.

- 1) This offer can be reworked to include any, all, or none of the proposed programs. They are linked to one another simply in the notion that they all support employee engagement to foster an ethical, engaged workforce that is recognized for its achievements and character.
- 2) Employee Recognition Week is scalable in the sense that fewer activities and recognition events would be possible on a smaller budget.

### **Links to Further Details**

- <http://blessingwhite.com/video/2012/03/12/the-x-model-of-employee-engagement/>
- <https://secure.ethicspoint.com/domain/media/en/gui/43666/index.html>

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: This offer helps to provide world class municipal services by helping to ensure that the workforce is engaged and ethical. Also, recognizing outstanding service helps to foster a sense of appreciation and pride in the work employees perform.
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust: The ethics program is directly tied to this objective. It provides an avenue for staff to report and learn about ethical expectations and situations.



## ***Offer 22.4: ENHANCEMENT: Employee Engagement/Recognition Week/Ethics Hotline***

### **Performance Metrics**

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

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

- Not applicable

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

CPIO edits

### **Offer Profile**

Offer Owner: WBricher

Lead Department: City Manager's Office



22.4: ENHANCEMENT: Employee Engagement/Recognition Week/Ethics Hotline

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
529000 - Other Prof & Tech Services	67,700	53,000	-21.7%	
520000 - Purchased Prof & Tech Services	67,700	53,000	-21.7%	
559000 - Other Supplies	20,000	20,000	- %	
550000 - Supplies	20,000	20,000	- %	
Total Expenses	87,700	73,000	-16.8%	
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	87,700	73,000	-16.8%
	Funding Source Total	87,700	73,000	-16.8%



## ***Offer 22.5: ENHANCEMENT: State Government Advocacy***

2017: \$55,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$55,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will increase the City's effectiveness within the General Assembly and state agencies to be proactive on state policy issues by funding a contract lobbyist. Proactive legislative advocacy requires a constant presence in the Capitol and sustained relationships with a broad range of legislators and staff.

This offer proposes to secure an outsourced contract advocate for the City to work at the Colorado General Assembly. The advocate would work with the Policy and Project Manager and Legislative Review Committee (LRC-Councilmembers) to serve the City's needs year-round. This person or firm would:

- Act as the City's registered lobbyist
- Serve as a professional policy advisor
- Partner to develop and implement strategic advocacy

The selected advocate would be based full-time in Denver and function as the City's representative at the Capitol and among state agencies. City staff would still coordinate and direct day-to-day advocacy activities and staff the LRC. The contract advocate would be expected to attend certain events and meetings in Fort Collins and to provide regular reports to City staff and to City Council as requested.

The General Assembly has introduced over 600 bills for the last six sessions with 2015 seeing 762 bills. Of these, staff typically reviews 150-200 each year for impact to City operations. Approximately 60-75 bills are then tracked throughout the General Assembly session due to potential impact on Fort Collins.

Retaining a state lobbyist will enhance focus on legislative priorities. Topics could include:

- Road to 2020 Implementation – promoting the City's ability to reduce emissions
- Construction defect law reform – a topic that requires state-level action
- Transportation – funding for Interstate 25, transit, trails and other infrastructure
- Urban Renewal Authority – engaging in proactive solutions to improve URA
- Water – protecting the City's portfolio while exploring conservation mechanisms





## **Offer 22.5: ENHANCEMENT: State Government Advocacy**

This Offer supports the following Strategic Objectives:

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger

### **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.

### **Impact to Ongoing Expenses**

- No ongoing expense associated with this Offer.

### **Scalability and explanation**

This offer may be scaled depending on the contractor selected, RFP submissions, and scope of work. A year-round agreement with a contract advocate would be in the range of \$50-60,000. Costs for lobbyists are typically dictated by the intensity of the work the client expects. The City should expect to pay more for lobbyist to run bills on a regular basis and less for someone to monitor the General Assembly.

### **Links to Further Details**

- <http://www.fcgov.com/citymanager/legislative-activities.php>

### **Linkage to Strategic Objectives**

- ENV 4.9 - Meet all regulatory requirements while supporting programs that go beyond compliance: By engaging an advocate in Denver, City staff can have information on agency rulemakings and regulatory matters in a way that both furthers compliance and generates needed operational improvements



## **Offer 22.5: ENHANCEMENT: State Government Advocacy**

- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation: The goal of the Colorado Communities for Climate Action (CC4CA) group is to influence state and federal policy and regulation to help members achieve climate action goals.

By working in coalition with likeminded communities Fort Collins can act proactively to achieve the Climate Action Plan by removing barriers and fostering new policies that help reduce greenhouse gas emissions.

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger: The selected advocate would offer the City the benefit of their network of legislators and thus allow the City to engage legislators on issues of concern to the City.

The City could more proactively influence legislation and address community concerns in a way that includes organizational partners and/or individual citizens.

### **Performance Metrics**

- HPG 117. Percent of Colorado General Assembly aligning with City position  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6296&object=measure&objectID=111434>
- HPG 118. Percent of Local Legislators Aligning with City Position  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6296&object=measure&objectID=363282>

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

- Not applicable

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

- Not applicable

### **Offer Profile**

Offer Owner: WBricher

Lead Department: City Manager's Office



22.5 ENHANCEMENT: State Government Advocacy

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
521000 - Professional & Technical	55,000	55,000	- %	
520000 - Purchased Prof & Tech Services	55,000	55,000	- %	
Total Expenses	<u>55,000</u>	<u>55,000</u>	<u>- %</u>	
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	55,000	55,000	- %
	Funding Source Total	<u>55,000</u>	<u>55,000</u>	<u>- %</u>



## ***Offer 22.7: ENHANCEMENT: Creating an Accessible Community Program: Beyond the Americans with Disabilities Act (ADA)***

2017: \$150,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$0 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Fort Collins has historically prioritized access to services and programs for ALL residents and visitors. This offer will fund work toward developing a revised ADA Transition Plan to continue the City's work on accessibility for the next five years. Some of this work is already complete: sidewalk inventory, building audit, bus stop prioritization; but some service areas still need analysis. This offer is for a third-party expert to review remaining physical environments (Parks/Natural Areas) and services (Recreation), recommend prioritization of needed work and offer advice on ADA-related policies and procedures.

Funding for this offer is necessary because the City's ADA required Self-Assessment (Assessment) and Transition Plan (Plan) have not been updated in some time. Revising and updating our Plan for improved accessibility will help the City identify and prioritize remaining areas for improvement.

According to the US Census Bureau, approximately 8.2% of City residents live with a significant, permanent disability. In addition, many others experience temporary and age-related barriers to mobility, vision, hearing, and cognition. We know our country's population is aging. Building an accessible community not only ensures ADA compliance, it provides our residents the opportunity to age in their homes while continuing to enjoy that "Sense of Place" so unique to Fort Collins.

Work funded by this offer will include:

- Assessment of City operations, services and programs as required by ADA
- Update of City-wide ADA Plan reflecting work already completed
- Review of existing policies and procedures related to accessibility
- Recommendation of policies for City Council consideration
- Creation of a cross-functional team to review priorities, share information and training and develop best practices for communication and community involvement throughout the City

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

### **Additional Information**



## ***Offer 22.7: ENHANCEMENT: Creating an Accessible Community Program: Beyond the Americans with Disabilities Act (ADA)***

- Contract for Assessment of City Parks/Natural Areas and related physical environment; Recreation services and programs; policies and procedures throughout the City that relate to ADA, service delivery and program access.
- Coordinate citywide accessibility projects including work with Poudre Fire Authority related to Emergency Preparation and training about how to respond in various emergency scenarios
- Submit 2018 Budget Revision Request for immediate, high-priority needs identified by Assessment.
- Suggest long-term funding goals, including identified capital improvements, necessary to ensure progress toward an accessible community.
- Build awareness of the value of accessibility throughout City government by providing staff training on interaction techniques based on disability type, building/environment standards, effective marketing/outreach via alternate communication methods.

### **Impact to Ongoing Expenses**

- No ongoing expense associated with this Offer.

### **Scalability and explanation**

Community accessibility is always a work-in-progress. In Year 1, funding will be used to identify and contract with ADA experts to complete assessment and develop prioritization of identified improvements. Year 2 funds will be requested based on the results of that work. Compliance issues range greatly in scope and priority-of-need and once identified will require a strategic, long-term action plan and budget. We are estimating a minimum need of 250,000/year.

### **Links to Further Details**

- [Department of Justice \(DOJ\), Civil Rights Division https://www.justice.gov/crt](https://www.justice.gov/crt)
- [DOJ Settlement with Fort Morgan, CO https://www.justice.gov/opa/pr/justice-department-signs-agreement-city-fort-morgan-colo-ensure-civic-access-people/](https://www.justice.gov/opa/pr/justice-department-signs-agreement-city-fort-morgan-colo-ensure-civic-access-people/)
- [Fort Collins Pedestrian Needs Report: http://www.fcgov.com/engineering/pdf/pedneedsreport.pdf](http://www.fcgov.com/engineering/pdf/pedneedsreport.pdf)
- [ADA Best Practices for State and Local Government: http://www.ada.gov/pcatoolkit/toolkitmain.htm](http://www.ada.gov/pcatoolkit/toolkitmain.htm)
- [ADA website: http://www.ada.gov/](http://www.ada.gov/)

### **Linkage to Strategic Objectives**



## ***Offer 22.7: ENHANCEMENT: Creating an Accessible Community Program: Beyond the Americans with Disabilities Act (ADA)***

- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity: The community and the City organization are growing more diverse in areas of age, ethnicity and culture.

Establish methods of communication that consider barriers such as access to transportation, technology, language and literacy.

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems: Enhance and expand infrastructure to support a growing population and demand for services
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Tools and systems that monitor asset life, condition and schedule repairs will be needed.

A Citywide view of asset condition and maintenance will ensure capital improvement coordination across the City.

### **Performance Metrics**

- CR 68. % of citizens responding very good/good quality of - Parks  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109885>

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

- Not applicable

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

- Not applicable

### **Offer Profile**

Offer Owner: WBricher

Lead Department: City Manager's Office



22.7: ENHANCEMENT: Creating an Accessible Community Program: Beyond the Americans with Disabilities Act (ADA)

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
521000 - Professional & Technical	140,000	-	- %	
529000 - Other Prof & Tech Services	5,000	-	- %	
520000 - Purchased Prof & Tech Services	145,000	-	- %	
559000 - Other Supplies	5,000	-	- %	
550000 - Supplies	5,000	-	- %	
Total Expenses	150,000	-	- %	
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	150,000	-	- %
	Funding Source Total	150,000	-	- %



## ***Offer 23.1: Communications and Public Involvement (CPIO)***

2017: \$1,819,256 and 14.30 FTE, 0.43 Hourly FTE

2018: \$1,854,116 and 14.30 FTE, 0.43 Hourly FTE

### **Offer Summary**

This offer enables fundamental services from the Communications and Public Involvement Office (CPIO), including FCTV (formerly Cable 14) and Graphics Services. It includes management, development and implementation of a variety of communication and public engagement programs and projects to make local government more transparent and accessible. Primary services include: strategic communication planning and implementation for all City Service Areas, graphic design, video and audio production and distribution, public engagement and outreach, media relations, special events, online content at fcgov.com, employee communication and events, social media strategy and management, brand management and emergency and crisis communication.

The offer provides delivery of essential information to the community about local government services and programs, legislative action taken by local City officials, and topical and timely City- and County-related issues. It permits the City to inform the public about and cablecast public meetings, communicate City policy discussions and decisions, produce a variety of television programs of community interest, and facilitate distribution of emergency information for citizens.

The offer includes:

- Strategic public and employee communication services and public engagement strategy
- Media services, including content creation and distribution
- General audio, video and graphics equipment and supplies
- Essential personnel and technical support for the creation of a variety of print, video, online products and collateral materials
- Creative services and media production support for employee awareness and training

These services play a crucial role in public awareness and perception of the City, and enable key internal and external communication functions for the City. It also fulfills video production and distribution commitments between the City and Larimer County partners funded through Intergovernmental Agreements.

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger





## ***Offer 23.1: Communications and Public Involvement (CPIO)***

### **Additional Information**

- The offer enables the City's most essential Public Relations, Outreach and Public Engagement efforts and delivers programs such as CityWorks 101, the biennial Citizen Survey, and the State of the City Address, as well as tools such as Access Fort Collins to the community. These programs, projects and platforms connect and engage residents and employees with their local government.
- Provides critical communications department infrastructure to optimize communications and public involvement services that will enhance quality and flexibility while creating operational efficiencies and maximizes communication staffing resources.
- Enables basic FCTV content, including live cablecasts of City Council Meetings and Work Sessions, Planning & Zoning Board deliberations, two monthly studio-based television programs, and the bi-monthly news program "CityView." It also allows video production and graphic services for all City departments, live online video streaming, video-on-demand services, and the City's YouTube presence.
- Revenue Generation Impact: Larimer County IGA generates \$52,000 annually.

A small Public, Education and Governmental (PEG) access fee is charged to all subscribers and distributed to the City, Poudre School District, Colorado State University, and the Fort Collins Public Access Network . This offer reflects \$233,262 of PEG funds, which, according to FCC regulations, can only be used for equipment.

- This offer includes approximately \$35,000 in annual KFCG funds to promote Public Engagement within the community.

### **Links to Further Details**

- [www.fcgov.com/CPIO](http://www.fcgov.com/CPIO)
- [www.fcgov.com/Cable14](http://www.fcgov.com/Cable14)

### **Linkage to Strategic Objectives**

- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs: This offers supports the City's fundamental public outreach capabilities, equips staff to plan and implement programs and projects that inform and engage the community, and provides transparency of municipal operations to the public.
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust: The communication and public involvement services funded through this offer provide awareness and transparency of government operations to the public. This is fundamental to earning and maintaining the public trust.



## **Offer 23.1: Communications and Public Involvement (CPIO)**

- SAFE 5.1 - Improve community involvement, education and regional partnerships to make our community safer and stronger: This offer enables funding of the staff that coordinate and provide critical communication services during disaster events. It permits the community to understand the magnitude of what has happened in an emergency and what the City is doing about it. It improves public safety and increases the community's confidence in City leaders.

### **Improvements & Efficiencies**

- In November the County upgraded their hearing room with all new A/V technology and had older cameras that, although still in great condition, did not fit the needs of the County. Cable 14 was able to acquire them at no cost to be used to upgrade the camera system in the Community Room at 215 N. Mason St. to High-Definition saving approximately \$40,000 on equipment.
- In 2015 and 2016, a new process for recording incoming communication and graphic requests was developed and implemented. The online request system improves project initiation and clarity of requests and expectations. Data gathered from requests helps the team analyze customer trends, better prepare and align resources, and prepare for increased level of effort.
- A new video archival and data logging system called was implemented in 2016 providing every Cable 14 edit station immediate access to all video footage logged in the system and the ability to share content throughout the entire facility. This has greatly improved efficiency and calibration allowing team members to easily share footage and graphics for a variety of projects.
- According to the 2015 Citizen Survey, 60% of respondents indicated that they frequently use Social Media as a source for information regarding City issues, services and programs (a 5% increase over 2013 and a 16% increase over 2012). Use of City owned mobile apps (ie: Access Fort Collins) has also grown in recent years (up 3% over 2013 and up 5% over 2012).
- Cumulative Social Media followers across all channels is +69% over 2014. Cumulative Social Media engagement is +60% over 2014

### **Performance Metrics**

- HPG 3. Average Response Time of Cases Submitted to Access Fort Collins  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6283&object=measure&objectID=91356>
- HPG 115. Number of citizens attended public forums, open houses events, etc.  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=260367>
- HPG 81. % of citizens responding very good/good on the City's performance in informing citizens  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109939>



## ***Offer 23.1: Communications and Public Involvement (CPIO)***

### **Personnel Changes**

- .5 FTE Assistant City Manager position and incidentals transferred to City Manager's Office.

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

- Restricted PEG dollars have increased by 76,262 due to a new contract with Comcast. An increase in revenue is also posted for a net 0.00 increase in funding.
- Vehicle lease purchase costs of 9,517 are added to this offer per the new accounting method (removing from Op Services budget).

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

- Taxes associated with DBA Cards.

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

CPIO edits

### **Offer Profile**

Offer Owner: WBricher

Lead Department: Comm. & Public Involvement



23.1: Communications and Public Involvement (CPIO)

Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	14.30	14.30	- %
Hourly (FTE)	0.43	0.43	- %
<b>Expenses</b>			
511000 - Salaries & Wages	954,482	976,842	2.3%
512000 - Benefits	321,802	334,147	3.8%
519000 - Other Personnel Costs	(20,461)	(20,461)	- %
510000 - Personnel Services	<u>1,255,823</u>	<u>1,290,528</u>	<u>2.8%</u>
521000 - Professional & Technical	17,284	17,284	- %
529000 - Other Prof & Tech Services	66,211	66,211	- %
520000 - Purchased Prof & Tech Services	<u>83,495</u>	<u>83,495</u>	<u>- %</u>
533000 - Repair & Maintenance Services	16,363	16,408	0.3%
530000 - Purchased Property Services	<u>16,363</u>	<u>16,408</u>	<u>0.3%</u>
542000 - Communication Services	16,957	16,957	- %
543000 - Internal Admin Services	571	592	3.7%
544000 - Employee Travel	13,440	13,440	- %
549000 - Other Purchased Services	103,674	103,674	- %
540000 - Other Purchased Services	<u>134,642</u>	<u>134,663</u>	<u>- %</u>
551000 - Vehicle & Equipment Supplies	793	882	11.2%
555000 - Office & Related Supplies	17,000	17,000	- %
559000 - Other Supplies	68,361	68,361	- %
550000 - Supplies	<u>86,154</u>	<u>86,243</u>	<u>0.1%</u>
565000 - Vehicles & Equipment	231,262	231,262	- %
560000 - Capital Outlay	<u>231,262</u>	<u>231,262</u>	<u>- %</u>
574000 - Grants	2,000	2,000	- %
570000 - Other	<u>2,000</u>	<u>2,000</u>	<u>- %</u>
581000 - Debt Service	9,517	9,517	- %
580000 - Debt & Other Uses	<u>9,517</u>	<u>9,517</u>	<u>- %</u>
Total Expenses	<u><u>1,819,256</u></u>	<u><u>1,854,116</u></u>	<u><u>1.9%</u></u>



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**Funding Sources**

100-General Fund: Cable PEG Fees	Ongoing Restricted	231,262	231,262	- %
100-General Fund: Ongoing	Ongoing	1,553,962	1,588,295	2.2%
254-KFCG Fund: Other Community Priorities	Ongoing Restricted	34,032	34,559	1.5%
	<b>Funding Source Total</b>	<u>1,819,256</u>	<u>1,854,116</u>	<u>1.9%</u>



## **Offer 23.3: KFCG ENHANCEMENT: Enhanced Public Engagement**

2017: \$40,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$40,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer would significantly increase the capacity for Colorado State University (CSU) Center for Public Deliberation (CPD) staff and students to assist City staff with public engagement efforts. Over the past ten years, the CPD has helped design, facilitate, implement, and assess events on a number of City projects. This offer provides dedicated time for the CPD Director, Martín Carcasson, Ph.D., Associate Director Katie Knobloch, Ph.D., and graduate and undergraduate students in the program to work specifically on City focused projects.

The offer includes a variety of the following (as needed):

Facilitation support and data capture for events: The CPD instructs CSU undergraduate students in small group facilitation techniques and uses dedicated class time to train them specifically on each process.

Process design and engagement consultation as needed from CPD staff: CPD will design events, host and be available to assist departments as they design public engagement events.

Reporting of data from public engagement: CPD students can assist in compiling event information. Having a third party collect information can help build trust and encourage community involvement. Dr. Knobloch specializes in survey development and analysis for both event participants and the wider public.

Assistance with convening and audience development: The CPD staff can assist by helping identify key stakeholders and by doing the ground work necessary to support more inclusive audiences.

Training workshops and webinars: CPD could develop workshops for staff and community leaders on facilitation, process design, issue analysis, or other aspects of public input.

This Offer supports the following Strategic Objectives:

- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

### **Additional Information**

- The CPD is headed by Dr. Martin Carcasson (Director and an Associate Professor of Communication Studies), Dr. Knobloch (associate director, and Assistant Professor of Communication Studies), 4-6 Masters level graduate students, 30-40 undergraduate students who receive credit, and 30-40 volunteers and former students.



### **Offer 23.3: KFCG ENHANCEMENT: Enhanced Public Engagement**

- The CPD instructs CSU undergraduate students in small group facilitation techniques and uses dedicated class time to train them specifically on each process we support. Students are often perceived as more neutral than City staff and citizens respond positively to students as table facilitators.
- CPD designed events often produce a significant amount of new data (quantitative data from the wireless clicker systems, notes from table discussions, written comments from participants on worksheets and surveys, notes from easels, etc.) The CPD can assist with typing up notes, analyzing and reporting on data.
- Provide an academic lens to public engagement including evaluation of participant learning and satisfaction, the implementation of decisions reached through public input, and the impact that public engagement has on the wider community's civic attitudes and actions. Similar research could be used to assess the city's current public engagement processes and the effects on the city's civic culture.
- Partnering directly with the CPD involves and informs several dozen CSU students each year. This is one of the hardest demographics to reach and involve in City activities and initiatives. The partnership helps create informed and active college students who may choose this community as their permanent home.

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

- No ongoing expense associated with this Offer.

#### **Scalability and explanation**

The offer is highly scalable, as it primarily provides funds to “buy out” CPD staff from other university duties so they can assist with City projects. The suggested funding level provides funds for a one-class buy out for Dr. Carcasson, two semesters of buy outs for a graduate student, and summer funding for Dr. Knobloch, but other combinations could be considered, though they may result in decreased capacity across the potential areas listed above.

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

- <http://cpd.colostate.edu/>

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

- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness: 7.4

#### **Performance Metrics**

- NLSH 1. Voluntary Code Compliance



### ***Offer 23.3: KFCG ENHANCEMENT: Enhanced Public Engagement***

[https://www.clearpointstrategy.com/publish/direct.cfm?  
linkID=BFO&view=drill&scorecardID=6276&object=measure&objectID=91249](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6276&object=measure&objectID=91249)

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

- Not applicable

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

CPIO edits

#### **Offer Profile**

Offer Owner: WBricher

Lead Department: Comm. & Public Involvement





23.3: KFCG ENHANCEMENT: Enhanced Public Engagement

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
529000 - Other Prof & Tech Services	40,000	40,000	- %
520000 - Purchased Prof & Tech Services	40,000	40,000	- %
Total Expenses	<u>40,000</u>	<u>40,000</u>	<u>- %</u>
<b>Funding Sources</b>			
254-KFCG Fund: Other Community Reserve Priorities Reserves & One-Time Use Tax	40,000	40,000	- %
Funding Source Total	<u>40,000</u>	<u>40,000</u>	<u>- %</u>



## ***Offer 23.4: ENHANCEMENT: Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media)***

2017: \$30,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$30,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer provides support to Fort Collins Public Access Network (Doing Business As “FC Public Media”) to expand cultural services to citizens and non-profit organizations through video production programs. Program services include training in the areas of camera operation, lighting, audio, editing and video production. Non-profit programs include coverage of local events, video production services and broadcasting of public service announcements.

As the public access channel for Fort Collins and Northern Colorado, FCPAN has offered these programs to the citizens and non-profit organizations in the city for the past 12 years. Most trainees are low to moderate income community members who cannot afford state-of-the-art video and audio equipment and require professional mentorship to complete their video or audio productions. This is also true for many of the non-profit organizations that approach use FCPAN's video services, as they operate with small budgets and would benefit greatly from matching funds for production services.

FCPAN moved to the Community Creative Center in September of 2014. The new studio and media center is where the community continues to train, produce and air local, relevant and commercial-free programs that showcase non-profit events, arts and culture in Fort Collins. 2015-2016 BFO funds enabled FCPAN to hire a part time director to expand training and production services. This offer would help to expand FCPAN’s ability to financially assist and partner with the non-profit segment of the community.

Strategic objectives over the two-year period include:

- Provide no fewer than 15 local non-profits each year with matching funds for video production services for raising their mission awareness and/or local event coverage.
- Increase the number of citizen and non-profit training programs on the topics of video, audio, lighting, editing and video production by 15%.
- Live stream performances, programming and content to citizens without cable service.



## **Offer 23.4: ENHANCEMENT: Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media)**

This Offer supports the following Strategic Objectives:

- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs
- CR 2.6 - Develop a clear strategic description of the City's role in culture and arts while leveraging partnerships with other community organizations
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities

### **Additional Information**

- Culture and Recreation - non-profit organization, Community Creative Center, Library Park, citizen programs, cultural services.
- Media Arts - event coverage, video production, cable television, visual arts, broadcast, audio recording, streaming.
- Education - training programs, workshops, film production, practice, technique evaluation, visual archives.

### **Impact to Ongoing Expenses**

- No ongoing expense associated with this Offer.

### **Scalability and explanation**

N/A

### **Links to Further Details**

- [Programs/ Involvement - www.fcpublicmedia.org/calendar.html](http://www.fcpublicmedia.org/calendar.html)
- [Non-profit Production Examples - www.fcpublicmedia.org/examples.html](http://www.fcpublicmedia.org/examples.html)

### **Linkage to Strategic Objectives**

- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs: FC Public Media, formerly FCPAN collaborates with non-profits by helping them produce video outreach materials to communicate their messages and expand their services to the Fort Collins Community. Providing media services also enhances the ability of local organizations to spread the reach of their messages regarding their services, missions and facilities to the people that need them the most.



### **Offer 23.4: ENHANCEMENT: Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media)**

- CR 2.6 - Develop a clear strategic description of the City's role in culture and arts while leveraging partnerships with other community organizations: FC Public Media is the local public access provider for the city of Fort Collins and broadcasts on channel 97 Comcast. We collaborate with local organizations to cover events that showcase the arts and culture of the area. We continue to record and air FoCoMX, Sustainable Living Fair, IKOF Odysiad Festival, Zombie Crawl, Cemetery Stroll, and many others.
- CR 2.2 - Improve low and moderate income citizen access to, and participation in, City programs and facilities: At the Community Creative Center, a city facility, FC Public Media continues to provide access to training programs and mentorships for the citizens of Fort Collins with low and moderate income. We teach camera operation, lighting, shooting techniques, audio recording, editing and overall video production year-round.

#### **Performance Metrics**

- HPG 66. % of citizens responding very good/good to the City's performance in - Welcoming citizen involvement

<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109924>

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

- Not applicable

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

CPIO edits

#### **Offer Profile**

Offer Owner: WBricher

Lead Department: Comm. & Public Involvement



23.4: ENHANCEMENT: Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media)

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
574000 - Grants	30,000	30,000	- %	
570000 - Other	30,000	30,000	- %	
Total Expenses	<u>30,000</u>	<u>30,000</u>	<u>- %</u>	
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	30,000	30,000	- %
Funding Source Total		<u>30,000</u>	<u>30,000</u>	<u>- %</u>



## **Offer 23.6: KFCG ENHANCEMENT: Messaging and Engagement Priorities**

2017: \$90,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$90,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer will fund messaging, engagement and branding support for key City projects and programs like the Climate Action Plan (CAP) and the Road to 2020 implementation plan. This offer is funded 50% by Communications and Public Involvement (CPIO) and 50% by Utilities.

Messaging, engagement and branding associated with the Road to 2020 implementation plan is a Council and City priority. The CPIO team is currently over capacity supporting existing departments and programs. This offer will provide additional resources to assist CPIO and Utilities in developing and executing branding and communication strategies and will contribute to the overall success of project implementation and public engagement.

This Offer supports the following Strategic Objectives:

- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs

### **Additional Information**

- Public engagement and particularly CAP branding and messaging is a Council and City priority. This offer will be key to message and engagement strategy, development and implementation. This offer will provide additional support in breaking down complex issues and conveying them in a way that is meaningful and actionable to Citizens.
- Presently, 3 PR coordinators serve 18 different departments. Both Sustainability Services and PDT are under-served and have gone from 2+ FTE support positions to just 1 each in recent years. PDT has also seen frequent turnover in PR support (3 people in the past 3 years). This offer would add resources to support the communications team.
- Provides critical communications department resources to support a diverse and creative team to optimize communications and public involvement services that will enhance quality and flexibility while creating operational efficiency and maximizing staffing resources.
- The City's Internal Services Survey indicates that the CPIO Communication team's timeliness and quality of work has been impacted by capacity constraints with many comments reflecting the observed need for additional staff.



## **Offer 23.6: KFCG ENHANCEMENT: Messaging and Engagement Priorities**

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$95,000

### **Scalability and explanation**

This offer could be scalable.

### **Links to Further Details**

- <http://www.fcgov.com/environmentalservices/pdf/cap-framework-2015.pdf>
- <http://www.coloradoan.com/story/news/2016/03/11/city-council-probes-staff-cost-details-climate-plan/81613196/>
- [http://icma.org/en/Article/105892/Build\\_a\\_Better\\_Engagement\\_Process\\_with\\_an\\_Effective\\_Plan](http://icma.org/en/Article/105892/Build_a_Better_Engagement_Process_with_an_Effective_Plan)
- <https://www.washingtonpost.com/posteverything/wp/2016/01/04/psychologists-have-discovered-the-secret-to-making-people-care-about-climate-change/>
- <https://drive.google.com/folderview?id=0B6QFmigzJ05RZHdDRTJLY1NWYm8&usp=sharing>

### **Linkage to Strategic Objectives**

- ENV 4.3 - Engage citizens in ways to educate and encourage behaviors toward more sustainable living practices: This offer will support the development and execution of these key messages engaging the public to take measures to that will help achieve CAP goals.
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust: Additional capacity reinforces team and City support and commitment, builds trust and promotes a more productive and balanced approach to the City's organizational values and culture.
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs: New supervisory support with help align team strengths and will foster a team approach to all projects enlisting various team members to engage with diverse audiences in a variety of ways.

### **Performance Metrics**

- HPG 66. % of citizens responding very good/good to the City's performance in - Welcoming citizen involvement  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109924>
- HPG 115. Number of citizens attended public forums, open houses events, etc.  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6347&object=measure&objectID=260367>
- HPG 81. % of citizens responding very good/good on the City's performance in informing citizens



***Offer 23.6: KFCG ENHANCEMENT: Messaging and Engagement Priorities***

[https://www.clearpointstrategy.com/publish/direct.cfm?  
linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109939](https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109939)

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

- Not applicable

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

Update FTE HOME BU Round 2 and clarification provided in the Offer Narrative.  
Reduced Offer to 1.0 FTE

**Offer Profile**

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





23.6: KFCG ENHANCEMENT: Messaging and Engagement Priorities

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
521000 - Professional & Technical	90,000	90,000	- %
520000 - Purchased Prof & Tech Services	90,000	90,000	- %
Total Expenses	90,000	90,000	- %
<b>Funding Sources</b>			
254-KFCG Fund: Other Community Ongoing Restricted Priorities	-	90,000	- %
254-KFCG Fund: Other Community Reserve Priorities Reserves & One-Time Use Tax	90,000	-	- %
Funding Source Total	90,000	90,000	- %



## ***Offer 24.1: Sustainability Services Area Admin***

2017: \$473,115 and 3.00 FTE, 0.36 Hourly FTE

2018: \$482,457 and 3.00 FTE, 0.36 Hourly FTE

### **Offer Summary**

Funding this offer will provide the resources for Sustainability Services Area (SSA) leadership and oversight. It includes the staff to direct, plan and implement policies and programs of City Council related to sustainability in Environmental Services, Economic Health and Social Sustainability. Leadership will facilitate interdepartmental work to advance Triple Bottom Line initiatives within the organization, and for City Council and the community.

#### Sustainability Administration

- Establishes strategic direction and operations for SSA.
- Oversees effective implementation of sustainability initiatives, programs and policies of the City.
- Ensures financial analysis of programs, budget development, compliance and management of the Service Area.
- Assists in developing and managing performance metrics of the Service Area.
- Develops systems for monitoring and managing programs related to quality performance of SSA.
- Advocates for programs and activities that advance economic, environmental and social health.
- Oversees and establishes strategic direction on public communication about sustainability issues and programs including marketing, web development, social media, Council presentations, other presentations, Service Area Requests, etc.
- Assists in developing, implementing and promoting Executive Lead Team programs and policies.
- Oversees specific multi-departmental coordination of priority projects, such as the Climate Action Plan and Diversity, Equity and Inclusion, as directed by City Manager's Office.

This offer includes 1.0 FTE for the Chief Sustainability Officer (CSO), 1.0 FTE Administrative Support for the CSO, 0.5 FTE Financial Coordinator and 1.0 FTE Financial Analyst for the entire Service Area. In addition, this offer funds support for the Futures Committee and participation in the Colorado Communities for Climate Action coalition, as well as time-tracking software for the entire Service Area. It also includes hourly support for the Web Portal.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

### **Additional Information**



## ***Offer 24.1: Sustainability Services Area Admin***

- Partnership Building: Work with other Service Areas, higher education institutions, private sector, local and national organizations and others to create and execute innovative municipality-focused & community-wide sustainability programs and policies. Supports the Futures Committee (\$10,000) and Colorado Communities for Climate Action (\$15,000) for a regional approach to state and federal policy.
- Climate Action Plan: Oversees Climate Action Plan coordination, planning and implementation across the City organization and with local, regional and national partners. Also provides financial analysis and business planning for Climate Action Plan initiatives.
- Financial Analysis: Provides financial analysis and business planning support for the entire Service Area, including Urban Renewal Authority, Community Development Block Grants, and Zero Waste initiatives and evaluates performance of current and proposed projects.
- 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.
- Keep Fort Collins Great (KFCG): This offer utilizes \$55,000 to continue a new environmental web portal launched, offering one-stop-shop information about the City's environmental resources and services. Funding also includes SSA consulting resources as well as support for partnerships within the community.

### **Links to Further Details**

- [fcgov.com/sustainability](http://fcgov.com/sustainability)
- [fcgov.com/enviro](http://fcgov.com/enviro)
- [fcgov.com/socialsustainability/](http://fcgov.com/socialsustainability/)
- [fcgov.com/business/](http://fcgov.com/business/)
- [fcgov.com/climateprotection/](http://fcgov.com/climateprotection/)

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: SSA Admin supports a diversity of economic, social, environmental and triple bottom line programs and services aligned with community goals, such as climate action, zero waste, affordable housing, and business support.
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs: SSA Admin provides strategic oversight of all sustainability related community engagement efforts with a special emphasis on social equity and inclusion.



## ***Offer 24.1: Sustainability Services Area Admin***

- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: SSA Admin oversees the development and improvement of all sustainability metrics and Plan Do Check Act processes. SSA Admin also supports the metrics initiatives for Climate Action Plan.

### **Improvements & Efficiencies**

- Successful adoption of new Climate Action Plan goals (80% greenhouse gas reductions by 2030 and carbon neutrality by 2050), which are some of the most ambitious climate action goals in the world. Led efforts to create a CAP Framework, draft a 2020 roadmap, assemble CAP Executive and Core teams, and add capacity for CAP program support, including financial analysis and program evaluation.
- Continual improvement of the internal organization's process to support the Triple Bottom Line, including the pilot of a new Sustainability Assessment tool for major projects and review by City Council. Cultivated high-level partnerships with local, regional, and national experts to foster best practice exchange and showcase Fort Collins' sustainability brand.
- Significant progress on the Road to Zero Waste goals, including planning for the construction of a community recycling center and an update to the community recycling ordinance.
- Finalized strategic plans for Environmental Services, Social Sustainability and Economic Health Departments with community and Council input. Strategic plans set focused direction for the Service Area and include overlapping themes to support greater integration.
- Updated Affordable Housing Strategic Plan that was adopted by Council with new goal to have 10% of all housing stock be affordable by 2040.
- Established a Memorandum of Understanding with Homeward 2020 for a collaborative and community-based approach to making homelessness rare, short-lived and non-recurring in our community through a joint ten year plan and new innovative initiatives like Outreach Fort Collins and the congregational approach to overflow shelter.
- Coordinated internal and external partnerships around electric vehicles and alternative fuels, signing a Memorandum of Understanding with Drive Electric Northern Colorado to advance shared goals.
- Launched impact assessment process for SSA and CAP to identify, track and use better metrics, especially focused on Service Area performance on achieving shared, interdepartmental goals.
- Worked with Communications and Public Involvement office to develop better processes to streamline and prioritize strategic approaches to communications and public engagement for entire Service Area.



## **Offer 24.1: Sustainability Services Area Admin**

- Developed and implemented regular weekly leadership meetings and quarterly Service Area meetings to maximize Service Area effectiveness, cultivate positive workplace culture, enhance collaboration and innovation, increase horizontal and vertical communications, and provide ongoing strategic guidance and direction to ensure quality and timely planning and implementation of priorities.

### **Performance Metrics**

- NLSH 61. % of citizens responding very good/good - Fort Collins as a place of community acceptance of all people  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6343&object=measure&objectID=109861>
- ENV 9. Percent decrease in community Greenhouse Gas (GHG) emissions from 2005 baseline  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6282&object=measure&objectID=91345>
- HPG 70. % of citizens responding very good/good to the City's performance in - Encouraging sustainability in the community  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109928>

### **Personnel Changes**

- Funding for a .5 FTE Admin has been transferred from Economic Health to SSA Admin for CSO Administrative support. No net increase in FTE or cost, just a change in labor distribution.

Adds 1.0 FTE for a Financial Analyst and incidentals that was approved by Council through Ordinance 046, 2016.

Transfers 1.0 FTE Grants Specialist to Finance.

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

- Not applicable

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

- Taxes associated with DBA cards.

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

.5 FTE Sr. Financial Analyst labor distribution transferred to Utilities per the 2016 CAP appropriation language and intent.

### **Offer Profile**



***Offer 24.1: Sustainability Services Area Admin***

Offer Owner: WBricher

Lead Department: Sustainability Services Admin



## 24.1: Sustainability Services Area Admin

### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	3.00	3.00	- %
Hourly (FTE)	0.36	0.36	- %
<b>Expenses</b>			
511000 - Salaries & Wages	264,400	270,784	2.4%
512000 - Benefits	81,210	84,168	3.6%
519000 - Other Personnel Costs	(6,612)	(6,612)	- %
510000 - Personnel Services	<u>338,998</u>	<u>348,340</u>	<u>2.8%</u>
521000 - Professional & Technical	20,200	20,200	- %
529000 - Other Prof & Tech Services	33,216	33,216	- %
520000 - Purchased Prof & Tech Services	<u>53,416</u>	<u>53,416</u>	<u>- %</u>
533000 - Repair & Maintenance Services	14,950	14,950	- %
530000 - Purchased Property Services	<u>14,950</u>	<u>14,950</u>	<u>- %</u>
542000 - Communication Services	5,214	5,214	- %
543000 - Internal Admin Services	417	417	- %
544000 - Employee Travel	7,050	7,050	- %
549000 - Other Purchased Services	18,570	18,570	- %
540000 - Other Purchased Services	<u>31,251</u>	<u>31,251</u>	<u>- %</u>
555000 - Office & Related Supplies	11,100	11,100	- %
559000 - Other Supplies	3,400	3,400	- %
550000 - Supplies	<u>14,500</u>	<u>14,500</u>	<u>- %</u>
574000 - Grants	20,000	20,000	- %
570000 - Other	<u>20,000</u>	<u>20,000</u>	<u>- %</u>
Total Expenses	<u><u>473,115</u></u>	<u><u>482,457</u></u>	<u><u>2.0%</u></u>

### Funding Sources

100-General Fund: Ongoing	Ongoing	418,115	427,457	2.2%
254-KFCG Fund: Other Community Priorities	Ongoing Restricted	55,000	55,000	- %
Funding Source Total		<u><u>473,115</u></u>	<u><u>482,457</u></u>	<u><u>2.0%</u></u>



## ***Offer 24.2: ENHANCEMENT: 1.0 FTE Sustainability Integration and Impact & Program Incidentals***

2017: \$228,423 and 1.00 FTE, 0.00 Hourly FTE

2018: \$190,729 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will enable the Sustainability Services Area (SSA) to more fully integrate and better evaluate the impact of the Triple Bottom Line (TBL) through Sustainability Integration and Impact Management (SIIM). As the newest Service Area tasked with actualizing the community vision for sustainability to balance economic, social and environmental values, SSA will employ Integration and Impact Management to ensure that the City is effectively using resources to support the intended impacts on sustainability goals, often through a co creation model.

The Worldwatch Institute stated, “For sustainability to have any meaning, it must be tied to clear and rigorous definitions, metrics, and mileage markers.” Fort Collins has some of the most ambitious sustainability goals in the nation. The keys to achieving those long range goals are 1) an integrated approach to implementation that leverages public and private sector resources for maximum impact and 2) establishment of metrics for data driven program evaluation, investments, decision making and adaptive management. Impact assessment focuses on identifying the areas where the City can make the greatest difference. The relevant metrics are collected, utilized and communicated to support continuous improvement. Sustainability metrics also play a critical role in telling the story of how the City’s TBL approach improves the community’s overall wellbeing and sense of place.

If the City is to fully integrate TBL into core internal operations and external services, the impact assessment must inform integration opportunities between the Departments of Economic Health, Social Sustainability, and Environmental Services, as well as with other City Departments and triple helix partners in the community. With strategic direction from the Chief Sustainability Officer, the SIIM program will develop joint TBL partnerships, projects and policies that advance the community’s sustainability goals.

This Offer supports the following Strategic Objectives:

- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness

### **Additional Information**





## ***Offer 24.2: ENHANCEMENT: 1.0 FTE Sustainability Integration and Impact & Program Incidentals***

- \$124,229 to fund a Sustainability Integration and Impact Manager (SIIM) 1.0 FTE to support developing, measuring and communicating metrics across SSA. The evaluation of existing SSA programs for impact, return on investment, TBL costs/benefits are instrumental to integration. SIIM will assist with organizational integration, including tri-departmental and partnership initiatives.
- \$75,000 for the development of the Social Progress Index (Index) tool that measures long-term social, economic and environmental change. The Index analyzes not only traditional measurements, but also such values as volunteerism, conservation, etc. The Index also allows benchmarking with other communities to assess how the outcomes of Fort Collins' TBL approach compares with peer jurisdictions.
- \$50,000 for the technological infrastructure that can enable data sharing across departments. Throughout SSA, various projects and programs contribute to shared goals. A system for coordinating data needs from multiple outlets must be developed in order to understand collective impact.
- SSA Admin has a relatively lean budget, and yet it coordinates the response to some of the most "wicked problems" and high profile topics in the community, such as homelessness and climate change. Because these issues require joint planning and action, SIIM will ensure that the City is aligning internal and external resources with metrics for maximum impact on the triple bottom line.
- By focusing on the outcomes of initiatives and investments on stated goals, Impact assessment serves as a feedback loop to inform continuous improvement. Integration management of social, economic, and environmental programs enhances Sustainability's role as an internal and external convener, catalyst, collaborator and co-creator to advance the intended outcomes.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$190,729

### **Scalability and explanation**

SSA is continuously asked to provide guidance and expertise on economic, environmental and social metrics. Identification of improvements in the efficiency and effectiveness of City services and processes will support the integration of TBL into all areas of the organization. Development of the Social Progress Index is not feasible without the associated FTE. The 1 FTE will leverage integration of SSA Departments with co-creations partners to support maximum collective impact.

### **Links to Further Details**

- [City of Fort Collins Sustainability Services: http://www.fcgov.com/sustainability/](http://www.fcgov.com/sustainability/)
- [City of Fort Collins Environmental Health: http://www.fcgov.com/enviro/](http://www.fcgov.com/enviro/)
- [City of Fort Collins Economic Health: http://www.fcgov.com/business/](http://www.fcgov.com/business/)



## ***Offer 24.2: ENHANCEMENT: 1.0 FTE Sustainability Integration and Impact & Program Incidentals***

- [City of Fort Collins Social Sustainability: http://www.fcgov.com/socialsustainability/](http://www.fcgov.com/socialsustainability/)
- [Social Progress Index: http://www.socialprogressimperative.org/data/spi](http://www.socialprogressimperative.org/data/spi)

### **Linkage to Strategic Objectives**

- NLSH 1.3 - Promote a more inclusive and equitable community that embraces and celebrates diversity: As a convener, facilitator, catalyst and consultant, SSA strives to promote connectedness for the whole community when working with diverse stakeholders on social, economic and environmental issues.
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach: Integration management supports a systems approach to identifying and implementing solutions that align resources, partners and co-benefits towards net zero energy and other sustainability goals.
- HPG 7.6 - Enhance the use of performance metrics and benchmark data to assess results and program effectiveness: Impact assessment is an outcome-oriented approach that establishes performance measures that evaluate the impact of City services, programs and policies on community sustainability goals like Climate Action Plan, Affordable Housing, and Zero Waste. This information will be used to prioritize, improve and innovate programs for maximum impact.

### **Performance Metrics**

- HPG 70. % of citizens responding very good/good to the City's performance in - Encouraging sustainability in the community  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109928>

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

- Not applicable

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



## ***Offer 24.2: ENHANCEMENT: 1.0 FTE Sustainability Integration and Impact & Program Incidentals***

Clarifying Notes in Response to Team Questions

- Our community has high expectations for SSA's ability to actualize the Triple Bottom Line through our unique governance structure. TBL is a key part of Fort Collins brand. It is not enough to administratively house the three departments. Integration and Impact Management will take this new Service Area to the next level of innovative planning and implementation with rigorous program evaluation to inform adaptive management. The TBL approach results in internal and external efficiency savings by better aligning costs and benefits.

-Very different focus and skill set from SSA Financial Analyst. This role is about strategic partnership building, multi-disciplinary project management, deep and broad understanding of cutting edge sustainability practices and indicators, and innovative program and policy design.

-SIIM is link between evidence and decision-making to mutually advance environmental, social and economic assets.

### **Offer Profile**

Offer Owner: WBricher

Lead Department: Sustainability Services Admin



24.2 ENHANCEMENT: 1.OFTE Sustainability Integration and Impact & Program Incidentals

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	69,374	85,330	23.0%	
512000 - Benefits	19,869	24,719	24.4%	
510000 - Personnel Services	<u>89,243</u>	<u>110,049</u>	<u>23.3%</u>	
521000 - Professional & Technical	75,500	75,500	- %	
520000 - Purchased Prof & Tech Services	<u>75,500</u>	<u>75,500</u>	<u>- %</u>	
542000 - Communication Services	1,320	1,320	- %	
543000 - Internal Admin Services	60	60	- %	
544000 - Employee Travel	2,300	2,300	- %	
549000 - Other Purchased Services	500	-	- %	
540000 - Other Purchased Services	<u>4,180</u>	<u>3,680</u>	<u>-12.0%</u>	
555000 - Office & Related Supplies	9,500	1,500	-84.2%	
550000 - Supplies	<u>9,500</u>	<u>1,500</u>	<u>-84.2%</u>	
565000 - Vehicles & Equipment	50,000	-	- %	
560000 - Capital Outlay	<u>50,000</u>	<u>-</u>	<u>- %</u>	
Total Expenses	<u><u>228,423</u></u>	<u><u>190,729</u></u>	<u><u>-16.5%</u></u>	
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	37,694	-	- %
100-General Fund: Ongoing	Ongoing	190,729	190,729	- %
Funding Source Total		<u><u>228,423</u></u>	<u><u>190,729</u></u>	<u><u>-16.5%</u></u>



## **Offer 40.1: PDT Administration**

2017: \$1,035,485 and 9.00 FTE, 0.00 Hourly FTE

2018: \$1,061,392 and 9.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer funds the Office of the Director of Planning, Development and Transportation (PDT), including the Director, Deputy Director, and Executive Administrative Assistant. This offer also reflects the addition of 6.0 FTE personnel costs for PDT's Financial Coordination Team. The Financial Team has reported to the Deputy Director for over eight years, but their costs are just now being moved to PDT Administration. The PDT Service Unit is comprised of seven departments, including Community Development and Neighborhood Services, Engineering, Streets, Traffic Operations, Transfort/Parking Services, and FC Moves (Transportation Planning). PDT has more than 327 employees and a total budget of more than \$53 million. PDT Administration leads the operations of all community planning functions, the Development Review Center, and transportation related functions including transit, capital construction, traffic operations, parking services, and street maintenance. The leadership function is essential to achieving goals, strategies and action items reflected in Plan Fort Collins as well as Strategic Outcomes in Economic Health, Safe Community, Neighborhood Livability, and Transportation Outcome Areas. This offer is submitted to HPG due to the broad and encompassing nature of PDT services. Please note: this offer also includes mandatory General Employees Retirement Fund contributions and investment charges for the Transportation Fund.

#### **PDT Administration**

- Provides administrative leadership, direction and coordination to seven PDT departments
- Provides PDT's internal operations oversight and direction including budget, policy, communications and special projects
- Represents PDT in Executive Lead Team and Budget Lead Team functions
- Coordinates PDT participation in citywide efforts such as employee engagement, performance measurement, performance excellence and culture of safety

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- NLSH 1.5 - Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment

### **Additional Information**



## ***Offer 40.1: PDT Administration***

- PDT Administration provides executive leadership and direction for the development of and implementation of policy, plans and programs it supervises, including the development and implementation of Plan Fort Collins, Transportation Master Plan, modal and subarea plans, the Land Use Code, building codes and other items related to transportation, community appearance, and economic development.
- PDT Administration provides executive oversight and leadership of transportation-related services including capital construction, traffic system operations, transit, parking services, and street maintenance.
- Leads special, high priority projects as necessary, such as the CSU Stadium Mitigation Plan and I-25 Corridor Improvements.
- 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**

- HPG 7.1 - Provide world-class services that meet the needs of the community: 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.
- NLSH 1.5 - Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes: 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.
- TRAN 6.5 - Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment: PDT Admin directs a multi-modal approach to transportation mobility & access in Ft Collins. It oversees the planning, design and O&M of our street network, which accommodates vehicles, bicycles, pedestrians & transit. These modes are designed to operate effectively & efficiently in a network that provides multiple ways to move around, while preserving a sense of place that makes Ft Collins unique.

### **Improvements & Efficiencies**



## **Offer 40.1: PDT Administration**

- Developed internal coaching and review protocols to ensure high quality Council and community presentations, reports, and communication.
- Improved inter-departmental team approach to plans and projects, ensuring better representation of all travel modes and integration between land uses and transportation/transit.
- Realigned reporting relationships, roles and responsibilities to maximize affinities and promote collaboration between departments. E.g. Transport/Parking Services, PDT Financial Coordination Team

### **Performance Metrics**

- HPG 28. Percent variance budget to actual for each PDT department  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6338&object=measure&objectID=91474>
- HPG 30. Overall PDT Q14 survey rating responding to "somewhat agree" or "strongly agree"  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6338&object=measure&objectID=91476>
- HPG 31. PDT Total Recordable Injury Rate (TRIR)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6338&object=measure&objectID=91477>

### **Personnel Changes**

- Personnel cost centers for PDT's Financial Coordination Team are being moved from their assigned departments to PDT Administration. The Financial Team has reported to the PDT Deputy Director for eight years, but their costs remained in individual PDT Departments. This move better reflects the centralized nature of the team format. NOTE: this is neutral; no new FTE are requested.

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

- Costs for PDT's Financial Coordination Team are being centralized into PDT Administration
- Lateral movement of personnel cost centers; no new positions are being requested

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

- Not applicable

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

The funding source for the GERP Supplemental Charges and Internal Investment Services has been corrected. It was changed from the Transportation Fund to the General Fund. The General Fund was the funding source in the 2015/2016 budget. No other changes have been made.

### **Offer Profile**



***Offer 40.1: PDT Administration***

Offer Owner: SARagon

Lead Department: PDT Administration





4Q 1: PDT Administration

Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	9.00	9.00	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	699,850	717,299	2.5%	
512000 - Benefits	302,053	310,456	2.8%	
519000 - Other Personnel Costs	(18,493)	(18,493)	- %	
510000 - Personnel Services	<u>983,410</u>	<u>1,009,262</u>	<u>2.6%</u>	
521000 - Professional & Technical	9,000	9,000	- %	
529000 - Other Prof & Tech Services	5,600	5,600	- %	
520000 - Purchased Prof & Tech Services	<u>14,600</u>	<u>14,600</u>	<u>- %</u>	
542000 - Communication Services	7,320	7,320	- %	
543000 - Internal Admin Services	2,002	2,057	2.7%	
544000 - Employee Travel	7,350	7,350	- %	
549000 - Other Purchased Services	7,700	7,700	- %	
540000 - Other Purchased Services	<u>24,372</u>	<u>24,427</u>	<u>0.2%</u>	
555000 - Office & Related Supplies	4,203	4,203	- %	
559000 - Other Supplies	8,900	8,900	- %	
550000 - Supplies	<u>13,103</u>	<u>13,103</u>	<u>- %</u>	
Total Expenses	<u><u>1,035,485</u></u>	<u><u>1,061,392</u></u>	<u><u>2.5%</u></u>	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	563,720	576,362	2.2%
292-Transportation Services Fund:	Ongoing Restricted	383,481	394,272	2.8%
Ongoing Revenue				
294-Parking Fund: Ongoing	Ongoing Restricted	88,284	90,758	2.8%
Revenue				
Funding Source Total		<u><u>1,035,485</u></u>	<u><u>1,061,392</u></u>	<u><u>2.5%</u></u>



## ***Offer 40.2: ENHANCEMENT: FC Trips 2.0/21st Century Communications***

2017: \$75,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$0 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer proposes to identify, develop, and implement 21st century technical communications tools that provide the community better, more accurate information regarding PDT projects and programs, as well as traveler information about congestion, construction zones, preferred route options, and multi-modal connections. This will be a collaborative effort between PDT Administration and Traffic Operations, FC Moves, Streets, Information Technology (IT) and Communication and Public Involvement (CPIO) staff.

FC Trip ([www.fcgov.com/fctrip/](http://www.fcgov.com/fctrip/)) is the City's web-based information site providing basic traveler information regarding current and planned roadway construction and maintenance projects. First developed in 2002 by Traffic Operations, it was originally envisioned as a real-time tool to report on arterial road congestion and provide camera views of key roads/intersections. Over time, the site was expanded to include information about road construction and maintenance projects. While the site provides access to a great deal of information, it is not user friendly especially for today's mobile device demands. It also is not regularly updated, so information can be dated and/or inaccurate. While full of potential, the site currently does not meet the needs or provide the services desired by the community for easy, accurate traveler information.

This offer proposes technical consulting services to inventory existing online traveler information tools (e.g. Google Maps, Waze), and identify steps necessary to integrate Fort Collins data to create easy to use, effective tool. Fort Collins staff will subsequently build, implement and maintain this web-based service. Marketing and promotion of the site will be provided by CPIO staff.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs

### **Additional Information**

- Real time information on major roadways, using Bluetooth speed data. Users can view real-time speed/congestion information for Harmony Road, College Avenue, and other key arterials (as Bluetooth sensors are added to the network).



### **Offer 40.2: ENHANCEMENT: FC Trips 2.0/21st Century Communications**

- Geo-located information on City road construction and maintenance projects. Users can use their mobile smart device's location for information on road construction and detours, identify park n ride locations, and link to nearby transit stop and route information
- Mobile device friendly and user intuitive design. No guess work or multiple clicks. The site will have an "app"-like feel and appearance.
- It is hoped that the site will be built and maintained by City staff, and linked to the Capital Improvement Project database ensuring accuracy of information. Advanced technical functionality may require some additional consultant services and costs.
- Link to other traveler information regarding transit routes and times, Bikeshare (Zagster) locations and availability, and the City's low-stress bicycle network routes.

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

- No ongoing expense associated with this Offer.

#### **Scalability and explanation**

Scaling the project back means less ability to migrate City information to the new platform. City IT/GIS Staff does not have the bandwidth to migration of information and full design of FC Trips 2.0. The project will be delayed or cancelled without adequate resources.

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

- <http://www.governing.com/topics/transportation-infrastructure/gov-cities-apps-xerox-denver-transportation.html>

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

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: FC Trip 2.0 will provide travelers with accurate, real-time information about areas of congestion, road construction projects, and linkages to other modes and facilities such as bike share, transit stops, and park and ride locations. The information will be easily acquired either via computer or mobile smartphone device.
- TRAN 6.2 - Improve traffic flow to benefit both individuals and the business community: Providing the traveler with accurate, real-time information will enable them to make better route choices, avoid delay and maximize easy access to destinations. FC Trips 2.0 will also show travelers where they can link up with other travel mode opportunities (e.g. bike share, transit/MAX) to help alleviate congestion, enhance parking availability, and reduce delay and auto emissions.



## **Offer 40.2: ENHANCEMENT: FC Trips 2.0/21st Century Communications**

- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs: Traditional methods of community outreach and information sharing are no longer effective. Today's traveler wants real-time information that is easily accessible via a variety of "smart" devices. FC Trips 2.0 will provide an easy to use platform that has an "app"-like appearance and performance. It will also provide links to key related information such as FC Bikes, Transfort, and CDOT.

### **Performance Metrics**

- TRAN 45. % of citizens responding very good/good - Ease of traveling by public transportation in Fort Collins  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109978>
- TRAN 49. % of citizens responding very good/good - Traffic congestion in Fort Collins  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109982>
- TRAN 47. % of citizens responding very good/good - Ease of traveling by bicycle in Fort Collins  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=7718&object=measure&objectID=109980>

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

- Not applicable

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

- Not applicable

### **Offer Profile**

Offer Owner: MJackson

Lead Department: PDT Administration



4Q.2 ENHANCEMENT: FC Trips 20/21st Century Communications

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
521000 - Professional & Technical	75,000	-	- %
520000 - Purchased Prof & Tech Services	75,000	-	- %
Total Expenses	75,000	-	- %
<b>Funding Sources</b>			
292-Transportation Services Fund: Reserve	75,000	-	- %
Reserves			
Funding Source Total	75,000	-	- %



## ***Offer 41.2: Special Event Coordinator***

2017: \$108,688 and 1.00 FTE, 0.24 Hourly FTE

2018: \$111,339 and 1.00 FTE, 0.24 Hourly FTE

### **Offer Summary**

This offer funds a dedicated 1.0 FTE Special Event Coordinator (SEC) for the City and requests a slight increase of funds from '15 '16 levels to right size the program's annual operating budget.

The SEC position was created in the 2015 2016 Budget to facilitate and coordinate special event permit work by City staff in various departments, while also acting as a central point of contact for event producers, citizens, businesses, and City staff seeking information or guidance about the special events occurring each year in the city. The position was hired as the City's first Special Event Coordinator on July 20, 2015.

Over 220 events with an estimated attendance of 378,500 received event permits from the City in 2015. Festivals and cultural events have become an important element of Fort Collins' identity, economy and culture. However, these events do have impacts, both positive and negative, on the neighborhoods, businesses, and City facilities in which they are held.

The mission of the Special Event Coordinator program is to encourage the continued presence and growth of festivals and events in our community, while providing an efficient, effective permit process to insure the health and safety of the public and reduce adverse impacts on neighborhoods, businesses and public spaces.

When this position was originally created and approved, it was placed in the Police Services Department. The assumption was that adequate resources for administrative and operating support existed within the Police Services staff and budget. The position was then moved into PDT Administration, where those resources necessary for successful program implementation are not available. Rather than add additional administrative FTE, this offer proposes use of seasonal, hourly interns to help fill this need, while providing a learning ground for students interested in event coordination and management.

The following deliverables have been identified as primary goals for the SEC program in 2016 2018

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- NLSH 1.8 - Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution
- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems



## ***Offer 41.2: Special Event Coordinator***

### **Additional Information**

- Implement an on-line special event permit (SEP) application. Applicants currently submit three to seven multiple-page paper applications for each event. A single access electronic SEP system will simplify the application process for event producers and reduce the time required for City staff to process applications.
- Review and recommend changes to Municipal Code, policies, and enforcement regarding special events and amplified sound at events. In light of increasing requests, conduct research and develop commercial filming policies, regulations and permit. Potentially add commercial film regulation and permitting to the SEC program.
- Explore festival venue options outside of the downtown area, assisting with logistical barriers, such as parking, sound levels, transit, etc. Develop policies to determine the compatibility of events with the City's vision and goals, and to determine a reasonable and desirable number, type and size of special events in specific locations throughout the City.
- Review and update permit fees to ensure that more administrative costs are being recovered. Develop a tiered system to categorize events by their size, longevity, and impacts; revise permit requirements and fees by tier designation. Design and implement a matrix to quantify the impacts of events, both positive and negative, and to provide criteria for approval or denial of permit applications.

### **Links to Further Details**

- <http://www.fcgov.com/specialevents/>

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: In its first year, the SEC position has been enthusiastically welcomed by event producers, citizens and City staff. It is often mentioned how great the need was for a position and program dedicated to oversight of special events, development of permit process improvements and establishment of a central point of contact regarding events.
- NLSH 1.8 - Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution: The SEC serves as a central point of contact for citizens and will develop, and conduct, a citizen survey to gauge the importance of events to residents, the impacts of events, and the types of events that resident's desire. Work will also be done to determine and propose a reasonable and desirable number, type and size of special events in specific neighborhoods throughout the City.



### ***Offer 41.2: Special Event Coordinator***

- CR 2.1 - Improve the community's sense of place with a high value on natural areas, culture, recreation and park systems: Festivals and cultural events help build a sense of belonging, shape a community's identity, educate, and promote healthy lifestyles. They can also create positive branding, increase tourism, generate positive economic impact and enhance the quality of life for our residents. Festivals and events have become an important element of Fort Collins' image, identity, and culture.

### **Improvements & Efficiencies**

- The Special Event Coordinator position was filled in July 2015 and very quickly became the central point of contact for inquiries, information and complaints regarding special events in Fort Collins and the City's special event permit process, thus reducing the amount of time spent by other City staff and leadership, on these issues.
- Development of positive relationships with key external and internal stakeholders was an initial priority for the Special Event Coordinator. Meetings were held, and continue, with event organizers, citizens, business owners, City staff, CSU, the DDA, DBA, and Visit Fort Collins. These continuing relationships have improved communication and cooperation surrounding the production of special events.
- The special event coordinator has worked to strengthen and facilitate the City's existing special event permit team. A retreat was held for the special event team to work collaboratively on strategies for future process improvements to the regulation of special events and the permit application and approval process.
- An initial review of Municipal Code governing special events has been conducted by the Special Event Coordinator, with the assistance of the City Attorney's Office. The Special Event Coordinator has formed an internal working group to conduct further review and recommend updates regarding regulation of special events.
- The Special Event Coordinator and the Neighborhood Services Manager, have formed the Noise and Amplified Sound Committee (NASC). The mission of the NASC is to research best practices and recommend updates regarding regulation and monitoring of amplified sound, regulations specific to amplified sound at outdoor venues, and current technology available for electronic monitoring of sound levels.
- Communication surrounding the special event permit process has been improved by the redesign and revision of the special events pages on the City's website. In addition, a monthly special events e-newsletter has been created to keep citizens, businesses and event producers informed about upcoming events, changes to regulations and process and other special event related news.

### **Performance Metrics**

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





## ***Offer 41.2: Special Event Coordinator***

### **Personnel Changes**

- When this position was originally created and approved, it was placed in the Police Services Department. The assumption was that adequate resources for administrative and operating support existed within the Police Services staff and budget. The position was moved into PDT Administration, where those resources necessary for successful program implementation are not available. Rather than add additional administrative FTE, this offer proposes use of seasonal, hourly interns to help fill this need, while providing a learning ground for students interested in event coordination and management.

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

- When this position was originally created and approved, it was placed in the Police Services Department. The assumption was that adequate resources for administrative and operating support existed within the Police Services staff and budget.
- The position was moved into PDT Administration, where those resources necessary for successful program implementation are not available. Rather than add additional administrative FTE, this offer proposes use of seasonal, hourly interns to help fill this need, while providing a learning ground for students interested in event coordination and management.

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

- Not applicable

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

CPIO edits

### **Offer Profile**

Offer Owner: SAragon

Lead Department: PDT Administration



## 41.2 Special Event Coordinator

### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
<b>Full Time Equivalent (FTE) Staffing</b>	1.00	1.00	- %	
<b>Hourly (FTE)</b>	0.24	0.24	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	78,488	80,301	2.3%	
512000 - Benefits	22,844	23,682	3.7%	
519000 - Other Personnel Costs	(1,894)	(1,894)	- %	
<b>510000 - Personnel Services</b>	<b>99,438</b>	<b>102,089</b>	<b>2.7%</b>	
521000 - Professional & Technical	1,200	1,200	- %	
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>1,200</b>	<b>1,200</b>	<b>- %</b>	
542000 - Communication Services	1,450	1,450	- %	
544000 - Employee Travel	3,000	3,000	- %	
549000 - Other Purchased Services	500	500	- %	
<b>540000 - Other Purchased Services</b>	<b>4,950</b>	<b>4,950</b>	<b>- %</b>	
555000 - Office & Related Supplies	600	600	- %	
559000 - Other Supplies	2,500	2,500	- %	
<b>550000 - Supplies</b>	<b>3,100</b>	<b>3,100</b>	<b>- %</b>	
<b>Total Expenses</b>	<b>108,688</b>	<b>111,339</b>	<b>2.4%</b>	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	108,688	111,339	2.4%
	<b>Funding Source Total</b>	<b>108,688</b>	<b>111,339</b>	<b>2.4%</b>



## ***Offer 41.3: ENHANCEMENT: Special Event Permit On-line Application Software***

2017: \$27,500 and 0.00 FTE, 0.00 Hourly FTE

2018: \$27,500 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer funds an on-line Special Event Permit (SEP) program for the City of Fort Collins. Streamlining and automating the SEP application process is a high priority deliverable for the Special Event Coordinator program.

Over 220 events received special event permits from the City in 2015. The current SEP application process is cumbersome and inefficient for both City staff and event producers. Inefficiencies in the current permit process include:

- Event and festival organizers must submit to the City three to seven multiple page paper forms, depending on the complexity of the event, for every event they present each year.
- There is frequent duplication of requested information on these forms.
- For annual events, these multiple paper applications forms must be filled out repeatedly each year.
- City staff must scan submitted paper applications and forward them to numerous City departments for review.
- Despite best efforts, details can be overlooked and effective communication between all stakeholders can be challenging.

A single access electronic SEP system will simplify the application process for both event producers and City staff. Automating the permit system will reduce the amount of staff time required to receive and process applications. The City of Fort Collins is lagging behind other agencies in Northern Colorado, including Larimer County, the City of Loveland and the Town of Estes Park, who have been processing their SEPs through an on-line application developed and maintained by Larimer County for several years.

Discussions were held with the City's IT Department regarding in-house development of a customized electronic special event permit application. It was determined that the IT department is not organized for custom development and it was requested that a third-party vendor be located for the on-line application. Several other options for an on-line SEP application have been explored and are described under Additional Information.



### **Offer 41.3: ENHANCEMENT: Special Event Permit On-line Application Software**

This Offer supports the following Strategic Objectives:

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City
- HPG 7.1 - Provide world-class services that meet the needs of the community
- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization

#### **Additional Information**

- Existing Larimer County on-line permit software  
Through discussions with the Larimer County and City IT Departments, it was determined that the Larimer County software is not a long-term solution. Larimer County will cease supporting the application within a couple of years due to a change in their server system. Also, this existing program is not mobile-ready, which is a priority for the City.
- Comcate products are currently used in several applications within the City, including Access Fort Collins. At this time, Comcate does not have a product specific to special event permitting. Modifications to an existing Comcate product are possible, however, full functionality for event permitting is not possible and several aspects of the process would remain manual. Estimated Cost: None
- Event Application & Approval System (EAAS) is the only software vendor identified as having a product designed specifically for municipal SEP applications and approvals.  
Cost options:  
\$25,000 per year, \$2,500 annual maintenance fee  
Three year subscription option, hosted on EAAS servers  
OR  
\$75,000, \$7,500 annual maintenance fee. Software package would be purchased and reside in-house on City servers.
- Accela is currently used by various departments in the City for on-line permit applications. Accela has a special event on-line permit application in development and is working with the City of San Diego on the roll-out.  
Estimated Cost: \$60,000  
No annual charge, covered under PDT's site license with Accela  
Additional development charges if more detailed customization is needed in the future.
- Performance measures for this enhancement will be developed after a comprehensive survey of stakeholders (event producers, City staff, businesses and citizens) is conducted to determine baseline metrics. Measures will be crafted to determine actual performance improvements from the baseline data.



## ***Offer 41.3: ENHANCEMENT: Special Event Permit On-line Application Software***

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$27,500

### **Scalability and explanation**

As Accela's product is in development, and the need for a streamlined SEP has become critical, our recommendation is to proceed with the EAAS three-year subscription option. The short-term subscription option allows us to get an electronic SEP operational, while providing the flexibility to change vendors in the future. Further scalability would involve revisiting the limited functionality of the Comcate application for use as an on-line SEP.

### **Links to Further Details**

- <http://www.eventapprovals.com/>
- <http://www.fcgov.com/specialevents/>

### **Linkage to Strategic Objectives**

- ECON 3.4 - Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City: An automated special event permit application will provide an easier, more efficient and transparent process for both professional event planners and citizen event organizers. Our current process is cumbersome and confusing.
- HPG 7.1 - Provide world-class services that meet the needs of the community: The City is currently behind the curve on special event permitting with the use of multiple paper applications. The City can provide up-to-date service to our community with the addition of an efficient, user-friendly electronic special event permit application.
- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization: The reduction in the large amount of paper currently used for special event permit applications, and disposed of, each year will be a step towards meeting zero waste goals within the City organization.

### **Performance Metrics**

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

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

- Not applicable

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

- Not applicable



***Offer 41.3: ENHANCEMENT: Special Event Permit On-line Application Software***

**Offer Profile**

Offer Owner: jasawyer

Lead Department: PDT Administration



41.3 ENHANCEMENT: Special Event Permit On-line Application Software

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
533000 - Repair & Maintenance Services	27,500	27,500	- %	
530000 - Purchased Property Services	27,500	27,500	- %	
Total Expenses	27,500	27,500	- %	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	27,500	27,500	- %
Funding Source Total		27,500	27,500	- %



## ***Offer 42.1: HR Core and Learning & Organizational Development***

2017: \$2,231,611 and 15.00 FTE, 0.01 Hourly FTE

2018: \$2,274,915 and 15.00 FTE, 0.01 Hourly FTE

### **Offer Summary**

Funding this offer will continue core transactional, operational and strategic Human Resources (HR) and Learning & Organizational Development (LOD) services and programs. Inclusions are: Recruitment & Staffing, Employee Compensation and Total Rewards, Administrative Services, Employee Records, HR Technology Systems Management, Employee Performance Management, Learning & Organizational Development, Employee Engagement and Retention, Policy Development & Management, Legal & Employee Relations, Succession & Workforce Planning, Workforce Analytics, and Collective Bargaining.

Specifically, HR focuses on attracting, engaging and retaining talent; developing and administering competitive, market-based compensation and employee reward programs; managing risk and legal liabilities; leveraging technology to enhance processes, automate workflow and metric reporting; creating a competency based Talent Management System as a framework for defining career paths, job families, pay bands, and benchmarking. LOD exists to drive performance of the City, by aligning, supporting and training employees so they can deliver on the organization's priorities. Programs include: new hires onboarding; personal and professional skills development; leadership development (Lead 1.0 – Lead 4.0 with a reduced level of programming); train and support supervisors and managers; career exploration; team building and performance support; coaching and mentoring; and driving organizational initiatives such as Ethics, Quarterly Performance Alignment (QPA), Q14, etc.

The City's ability to constantly adjust to dynamic conditions - legal, social, environmental, and political - is shared by HR and LOD for the purpose of supporting internal and external customers with navigating these conditions and ensuring the organization is delivering the commitments outlined in the strategic plan.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development

### **Additional Information**

- Human Resources is an integral City department, providing high-quality and customer-focused services & programs for approximately 2,300 employees - representing eight service areas and over 30 departments and divisions.





## ***Offer 42.1: HR Core and Learning & Organizational Development***

- Human Resources serves a diverse customer base. Internally, HR serves City Council, Executive leaders, managers, supervisors, employees, employee dependents and retirees; and externally, citizens, visitors, applicants, Poudre River Public Library District, Poudre Fire Authority, Downtown Development Authority, Metropolitan Planning Organization, and Housing Authority.
- Drive workforce planning strategies to engage and retain talent. Data suggests US Millennials will leave jobs in 3 years or less and 75% of the US workforce will be Millennials by 2025. The City's current workforce contains 26% Millennials. Presently, hiring difficulties include: IT, Electric Utilities, CDL Drivers, HVAC & Electricians, Construction Inspectors, and Occupational Health.
- LOD provided approximately 30,000 hours of personal and professional development opportunities to all employees in 2015. The Lead 1.0 has graduated 58 emerging leaders and 52% have received a promotion or reclassification.
- Optimize City's unified, talent management system - FC Career Connect to automate workflow, automate and align recruitment, onboard new hires, streamline performance evaluations, link career paths to succession planning, blend (web based & instructor-led) skill development, enhance reporting capabilities and support business analytics / metrics.

### **Links to Further Details**

- [www.fcgov.com/humanresources/](http://www.fcgov.com/humanresources/)
- <http://citynet.fcgov.com/humanresources/hr-metric.php>
- <http://citynet.fcgov.com/humanresources/learning/>

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: HR and LOD divisions provide foundational services needed to hire, onboard, pay, train, equip, promote and retain the human capital needed to provide service to the community. This offer continues resourcing the organizations basic talent needs.
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust: This offer funds activities such as employee records management and data reporting, responding to Open Records requests, conducting employment investigations including alleged ethical violations, supporting organization behavioral expectations through performance management processes (QPA), and providing supervisor and employee training related to values, diversity and conduct.
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development: HR and LOD develop, communicate and support Total Rewards. Providing competitive value to current and potential employees allows the City to attract and retain talent. This will be increasingly important as the market for skilled workers becomes more competitive. Career development is imbedded in LOD and supported by new processes being developed through the Comp & Career Path (CCP) study.



## ***Offer 42.1: HR Core and Learning & Organizational Development***

### **Improvements & Efficiencies**

- FC Career Connect automates and aligns Human Resource processes i.e., recruitment, onboarding, performance evaluations, career pathing, succession planning, and training and development.
- Implemented quarterly performance alignment process (QPA) to engage supervisors and employees in meaningful, timely feedback; goal alignment with City objectives; individual development plan to focus on growth and development. The completion rate for Q3 2015 was 99% (1425 evaluations).
- Conducted a Plan, Do, Check, Act process map pertaining to the City's recruitment procedures. The results: streamline processes; eliminated manual processes; on-demand training sessions, and online resources for managers; and consolidated forms.
- Formalized the City's recruitment & retention strategy, entitled, "Total Rewards" where meaningful work, teamwork & career development matter as much as salary and benefits.
- Implemented a new employee pay increase framework and concluded an unsuccessful "Pay for Performance" system. Improvements were implemented based on customer feedback and best practice research. Tools were developed to provide supervisors and managers with detailed compensation information to implement pay increases.
- Face-to-face employee exit interviews were reinstated, increasing the quality of information gathered when employees are separating from the City. Developed and implemented a "Stay Interview" tool to help predict retention of key employees and understanding the factors that influence employees to stay or leave the City.
- Implemented FC Career Connect, a portal for all employees to maintain their profile, apply for City jobs, develop skills, access web-based training library, register for and track learning, career explore, and manage performance.

### **Performance Metrics**

- HPG 6. City Employee Cumulative Turnover Rate  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91357>
- HPG 38. HR performance based on Internal Services survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91358>
- HPG 43. HR Q14 Question - within the last six months, the City has provided me opportunities to learn and grow?  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91363>



## **Offer 42.1: HR Core and Learning & Organizational Development**

### **Personnel Changes**

- Personnel Changes from the previous budget cycle include:
  - Assistant City Manager funding moved to City Managers Office
  - Chief Human Resources Officer (new position) was funded in the 2016 BFO Revision Process
  - Total Rewards Manager adjusted to 75% Benefits & 25% HR Core
  - Labor distribution adjustments to HR Technology and Compensation positions

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

- Budget Increase for anticipated advertising expenses due to volume and scope, vendor fees, etc.
- Leadership Development Program (Lead 1.0, 2.0, 3.0 & 4.0) – Offer 6.6 - was an enhancement offer in 2015-2016. All four levels of the Leadership Development Program have been integrated in the HR/LOD Core Offer for 2017-2018.
- The cost of LEAD programming has escalated by approximately \$225,000. As a result, the LEAD programs within this Ongoing Offer will be scaled back to either provide reduced coaching and content, or be made available to fewer people. An Enhancement Offer (42.12) has been submitted to restore the previous level of programming.

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

- Not applicable

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

The following changes have been made in Round 2:

1) As a result of a recent reorganization, the Compliance Coordinator position and incidentals formerly in the City Manager's Office Ongoing Offer have been added to this Ongoing Offer with the following costs:

Total Compensation for Position = \$86,000

Conference & Travel = \$1,000

ADA Board = \$5,500

2) As a result of conversations with the HPG Team, because the cost of LEAD programming has escalated by approximately \$225,000, we have removed that amount from this Ongoing Offer and resubmitting it as an Enhancement Offer 42.12. As a result of this decrease, the LEAD programs within this Ongoing Offer will be scaled back to either provide reduced coaching and content, or be made available to fewer people.

### **Offer Profile**



***Offer 42.1: HR Core and Learning & Organizational Development***

Offer Owner: JBusch

Lead Department: Human Resources



42 1: HR Core and Learning & Organizational Development

Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	15.00	15.00	- %
Hourly (FTE)	0.01	0.01	- %
<b>Expenses</b>			
511000 - Salaries & Wages	1,143,311	1,170,158	2.3%
512000 - Benefits	353,116	366,067	3.7%
519000 - Other Personnel Costs	(30,953)	(30,953)	- %
<b>510000 - Personnel Services</b>	<b>1,465,474</b>	<b>1,505,272</b>	<b>2.7%</b>
521000 - Professional & Technical	437,667	437,667	- %
529000 - Other Prof & Tech Services	4,000	4,000	- %
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>441,667</b>	<b>441,667</b>	<b>- %</b>
533000 - Repair & Maintenance Services	192,500	194,500	1.0%
534000 - Rental Services	14,390	14,390	- %
<b>530000 - Purchased Property Services</b>	<b>206,890</b>	<b>208,890</b>	<b>1.0%</b>
542000 - Communication Services	12,960	12,960	- %
543000 - Internal Admin Services	1,142	1,148	0.5%
544000 - Employee Travel	20,500	20,500	- %
549000 - Other Purchased Services	55,078	57,078	3.6%
<b>540000 - Other Purchased Services</b>	<b>89,680</b>	<b>91,686</b>	<b>2.2%</b>
555000 - Office & Related Supplies	13,300	12,800	-3.8%
559000 - Other Supplies	14,600	14,600	- %
<b>550000 - Supplies</b>	<b>27,900</b>	<b>27,400</b>	<b>-1.8%</b>
<b>Total Expenses</b>	<b>2,231,611</b>	<b>2,274,915</b>	<b>1.9%</b>

Funding Sources

100-General Fund: One-time Revenue	One-Time Restricted	343,000	343,000	- %
100-General Fund: Ongoing	Ongoing	1,888,611	1,931,915	2.3%
	<b>Funding Source Total</b>	<b>2,231,611</b>	<b>2,274,915</b>	<b>1.9%</b>



## **Offer 42.3: Benefits and Wellness**

2017: \$30,002,793 and 8.00 FTE, 0.01 Hourly FTE

2018: \$32,403,330 and 8.00 FTE, 0.01 Hourly FTE

### **Offer Summary**

Funding this offer will provide a comprehensive array of health and wellness benefits, and the administration of these benefits, to employees and family members. As part of the City's total reward strategy, the Benefits and Wellness Program provides employees a well-balanced and market based choice of insurance plans: medical, dental, vision, life, accidental death, short and long term disability, family medical leave, flexible spending accounts, employee assistance program, and retirement plans. Additionally, this offer includes funding for the Employee Wellness Program and Employee Health & Wellness Center CityCare.

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

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

Benefits and Wellness Administration focuses on the following: ensuring programs and services provided by the City to City employees and other entities follow all regulatory requirements, health risk reduction, health coaching and disease management to elicit sustainable behavior change and the reduction of healthcare cost trends. Gathering evidence based wellness research and validating with program outcome data.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

### **Additional Information**

- Benefits Approach: market-competitive premiums financially sound plan design to contain costs, support recruitment goals.



## ***Offer 42.3: Benefits and Wellness***

- Market Comparisons based on 3 primary sources – MSEC Health and Welfare Plans, Mercer National Survey and Benergy Survey
- Key assumptions made in projecting benefits costs are based on claims utilization and data from Price Waterhouse Cooper Medical Trend Report
- Healthcare Reform (ACA) has impacted the benefits being offered through mandatory provisions. The Plan Sponsor (The City) is obligated to manage these provisions. ACA has federal compliance and reporting requirements tied to it, increasing the administrative burden.
- Benefits plans are offered to and administered for City, Poudre Fire Authority, Library District, Downtown Development Authority and Metropolitan Planning Organization employees.

### **Links to Further Details**

- <http://www.fcgov.com/council/finance.php?action=download&id=280&ts=f8c69972efe4b6c322384cffdabb98ad>

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: Services provided by the City follow all regulatory requirements.
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development: Contributes to the development of a total rewards system which helps with employee recruitment, retention and ultimately workforce planning.
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness: Benefits and Wellness Programs work to develop and implement initiatives that focus on employee health and wellness.

### **Improvements & Efficiencies**

- FMLA out sourced freeing up capacity of Benefits Analyst to focus on other high priority areas once transition is complete and fully implemented.
- CityCare – offering convenient, quality health care, coaching and disease management
- Auto enrollment for ICMA-RC 401A plan and online enrollment for 457 plan has decreased the need for data entry for an annual average of 120 enrollees.

### **Performance Metrics**

- HPG 38. HR performance based on Internal Services survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91358>



## ***Offer 42.3: Benefits and Wellness***

### **Personnel Changes**

- None

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

- Anticipated increase in health care costs of 9% in 2017 and 5% in 2018

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

- Not applicable

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

CPIO edits

### **Offer Profile**

Offer Owner: JBusch

Lead Department: Human Resources





### 42.3 Benefits and Wellness

#### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	8.00	8.00	- %
Hourly (FTE)	0.01	0.01	- %
<b>Expenses</b>			
511000 - Salaries & Wages	570,497	584,266	2.4%
512000 - Benefits	185,730	192,679	3.7%
519000 - Other Personnel Costs	(13,215)	(13,215)	- %
<b>510000 - Personnel Services</b>	<b>743,012</b>	<b>763,730</b>	<b>2.8%</b>
521000 - Professional & Technical	988,271	1,006,707	1.9%
529000 - Other Prof & Tech Services	3,136	3,215	2.5%
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>991,407</b>	<b>1,009,922</b>	<b>1.9%</b>
532000 - Cleaning Services	5,637	5,778	2.5%
533000 - Repair & Maintenance Services	632	648	2.5%
534000 - Rental Services	7,175	7,354	2.5%
<b>530000 - Purchased Property Services</b>	<b>13,444</b>	<b>13,780</b>	<b>2.5%</b>
541000 - Insurance	28,123,812	30,478,839	8.4%
542000 - Communication Services	6,774	6,944	2.5%
543000 - Internal Admin Services	89,231	94,151	5.5%
544000 - Employee Travel	11,787	12,068	2.4%
549000 - Other Purchased Services	2,459	2,506	1.9%
<b>540000 - Other Purchased Services</b>	<b>28,234,063</b>	<b>30,594,508</b>	<b>8.4%</b>
555000 - Office & Related Supplies	4,417	4,528	2.5%
556000 - Health & Safety Supplies	5,637	5,778	2.5%
559000 - Other Supplies	10,813	11,084	2.5%
<b>550000 - Supplies</b>	<b>20,867</b>	<b>21,390</b>	<b>2.5%</b>
<b>Total Expenses</b>	<b>30,002,793</b>	<b>32,403,330</b>	<b>8.0%</b>

#### Funding Sources

604-Benefits Fund: Ongoing Revenue	Ongoing Restricted	30,002,793	32,403,330	8.0%
	<b>Funding Source Total</b>	<b>30,002,793</b>	<b>32,403,330</b>	<b>8.0%</b>



## **Offer 42.5: KFCG: Volunteer Services**

2017: \$161,450 and 1.00 FTE, 0.00 Hourly FTE

2018: \$161,450 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will continue to support a Citywide Volunteer Program. Volunteers provide a significant resource to the City: 11,000 volunteers contributed 170,000 hours in 2015: equivalent to the time of 85 FTEs. This offer will support the existing Volunteer Services program in Human Resources.

A Volunteer Program Manager has been coordinating the program's efforts since July 2015. Going forward, the program will continue to fund Citywide:

- Volunteer recognition events and materials, tied to National Volunteer Week and a Volunteer Recognition Event
- Recruitment campaigns and materials
- Orientations, trainings and meetings, both for volunteers and staff coordinating volunteers
- Central office for community members and City departments to contact about placement, metrics, database customer service, background checks, policy/legal/risk management questions, etc.
- Volunteer Database Operations & Maintenance fees to track metrics, perform key processes, and eliminate redundancies
- Consultation for new programs and improving existing programs
- Consistent messaging and communication across the City and in the community
- National Days of Service

The 2015 Feedback Report from the Malcolm Baldrige Award reviewers included opportunities for improvement around many aspects of volunteer management including:

- Recruitment, retention, engagement and recognition
- Communicating key processes, mission/vision and strategic priorities
- Assessing capability, capacity, recruitment, placement, work accomplishment and workforce change management
- Measurement of volunteer impact and strategy for improving community engagement

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs

### **Additional Information**

- Volunteer Program Manager selected Volunteer Database and wrote Volunteer Policies in 2015 with help



## **Offer 42.5: KFCG: Volunteer Services**

- The program has a goal of increasing volunteers and volunteer hours by 5% annually, increased volunteer efforts comes with increased recognition costs. Effective Volunteer Programs have a ROI of at least \$1:\$6 of cross-departmental team
- The program is currently in contract with Squarei Technologies for a Citywide Volunteer Database with an annual fee of \$25,000, and will increase \$1000 in 2017
- The Volunteer Services Program expects the number of volunteers and volunteer hours to climb steadily, but there is currently a limit on staff time to manage volunteers

### **Links to Further Details**

- <http://www.fcgov.com/volunteer>
- [https://www.independentsector.org/volunteer\\_time](https://www.independentsector.org/volunteer_time)

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: City volunteers are a part of the workforce, but employees are also providing a world-class service to our community by offering citizens opportunities to co-create with employees.
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs: Increased outreach and recruitment efforts, further development of volunteer opportunities in departments, and ongoing maintenance for Volunteer Management system are just some examples of broaden methods of engagement for all segments of the community.

### **Improvements & Efficiencies**

- Recruitment campaigns and events encourage more people to volunteer for the City and become active and engaged citizens
- Orientations and trainings for volunteers enhance impact of volunteers work and introduce volunteers to the vision, mission, and values of the City, as well as its culture of safety
- Trainings for volunteer coordinators make them more effective employees, and potential managers

### **Performance Metrics**

- HPG 24. Number of Citywide Volunteer Hours  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=362220>
- HPG 25. Number of Citywide Volunteers  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=362223>



## ***Offer 42.5: KFCG: Volunteer Services***

### **Personnel Changes**

- None

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

- Volunteer Database annual licensing fee of \$25,000

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

- Not applicable

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

N/A

### **Offer Profile**

Offer Owner: JBusch

Lead Department: Human Resources



42.5: KFCG: Volunteer Services

Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	57,516	58,954	2.5%
512000 - Benefits	19,999	20,780	3.9%
519000 - Other Personnel Costs	(1,550)	(1,550)	- %
<b>510000 - Personnel Services</b>	<b>75,965</b>	<b>78,184</b>	<b>2.9%</b>
521000 - Professional & Technical	1,500	1,500	- %
529000 - Other Prof & Tech Services	200	100	-50.0%
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>1,700</b>	<b>1,600</b>	<b>-5.9%</b>
533000 - Repair & Maintenance Services	26,000	26,000	- %
534000 - Rental Services	200	100	-50.0%
<b>530000 - Purchased Property Services</b>	<b>26,200</b>	<b>26,100</b>	<b>-0.4%</b>
542000 - Communication Services	1,320	1,320	- %
543000 - Internal Admin Services	71	74	4.2%
544000 - Employee Travel	1,700	500	-70.6%
549000 - Other Purchased Services	10,400	9,800	-5.8%
<b>540000 - Other Purchased Services</b>	<b>13,491</b>	<b>11,694</b>	<b>-13.3%</b>
555000 - Office & Related Supplies	7,994	7,772	-2.8%
556000 - Health & Safety Supplies	1,000	1,000	- %
559000 - Other Supplies	35,100	35,100	- %
<b>550000 - Supplies</b>	<b>44,094</b>	<b>43,872</b>	<b>-0.5%</b>
<b>Total Expenses</b>	<b>161,450</b>	<b>161,450</b>	<b>- %</b>

Funding Sources

254-KFCG Fund: Other Community Priorities	Ongoing Restricted	161,450	161,450	- %
<b>Funding Source Total</b>		<b>161,450</b>	<b>161,450</b>	<b>- %</b>



## ***Offer 42.6: ENHANCEMENT: Job Architecture and Enhanced Career Management Programs***

2017: \$300,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$250,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this Offer will complete Phase 2 of the Job Architecture implementation, design and implement enhanced Career Management programs, and add an additional Compensation Analyst position to resource the ongoing management of these programs and services.

Per Objective 7.3 of the City Strategic Plan, the City is working to improve core Human Resource Systems and develop a total rewards system, which is an approach that clarifies both the value of the total employment package at the City, as well as the expectations of employees working for the City. The Total Rewards vision is that every employee perceives the City of Fort Collins as a great place to work and to be known as the employer of choice to attract, retain, engage, develop and reward employees. Employee attraction and retention is becoming increasingly important; in 2015, the City's turnover rate was 11.2%, an increase of approximately 50% over previous years, and exceeding our target rate of 8%.

In 2014, the City completed a Compensation & Career Progression Study which identified a need to make some significant adjustments to the City's compensation system, job description and analysis structure, and performance management process. This offer seeks to complete the multi-year project in partnership with a consultant who will:

- Complete Job Architecture Design
- Complete Job Leveling Guides
- Create Horizontal and Vertical Career Paths
- Implement streamlined Job Evaluation Process
- Market Analysis and Pricing
- Implement Incentive Pay Program
- Design Job Rotation Program
- Design Career Mentor Program
- Build Career Development Guides

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development

### **Additional Information**

- The Job Architecture project is expected to increase direct market benchmark jobs from approximately 30% to 60% or greater.



## ***Offer 42.6: ENHANCEMENT: Job Architecture and Enhanced Career Management Programs***

- In 2015, the City's turnover rate was 11.2%, an increase of approximately 50% over previous years, and exceeding our target rate of 8%.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$95,000

### **Scalability and explanation**

This Offer is comprised of three major components:

- Phase 2 of the Job Architecture Project = \$261K one-time funds
- Enhanced Career Management Programs = \$155K one-time funds
- 1.0 FTE to resource the ongoing management of these systems and programs = \$95K ongoing funds

Scalability option is to remove the Enhanced Career Management Programs.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: This Offer updates systems and processes that are over 10 years old, aligning them with best practices and designing for the future.
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development: This Offer will update core compensation and career Human Resources processes and systems in alignment with the Total Rewards strategy.

### **Performance Metrics**

- HPG 6. City Employee Cumulative Turnover Rate  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91357>
- HPG 38. HR performance based on Internal Services survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91358>

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

- Not applicable



***Offer 42.6: ENHANCEMENT: Job Architecture and Enhanced Career Management Programs***

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

Updated Offer Title to reflect removing 1.0 FTE

**Offer Profile**

Offer Owner: JBusch

Lead Department: Human Resources





42.6: ENHANCEMENT: Job Architecture and Enhanced Career Management Programs

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
521000 - Professional & Technical	300,000	250,000	-16.7%	
520000 - Purchased Prof & Tech Services	300,000	250,000	-16.7%	
Total Expenses	<u>300,000</u>	<u>250,000</u>	<u>-16.7%</u>	
<b>Funding Sources</b>				
100-General Fund: Reserves	Reserve	300,000	250,000	-16.7%
	Funding Source Total	<u>300,000</u>	<u>250,000</u>	<u>-16.7%</u>



## ***Offer 42.7: ENHANCEMENT: 1.0 FTE - Recruitment Specialist - Talent Acquisition - Recruitment and Staffing***

2017: \$75,751 and 1.00 FTE, 0.00 Hourly FTE

2018: \$84,372 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will provide additional recruitment and staffing support which is needed to address increased employee turnover, higher demand for recruitment services, and challenges attracting qualified talent for City jobs. The employee (1.0 FTE) added as part of this offer will work to centralize recruitment activities currently placed with hiring managers, and to improve results and satisfaction.

The City is finding it increasingly difficult to attract and retain talent needed to provide community services. City employee turnover exceeded the 8% target reaching 11.2% in 2015. This upward trend is anticipated to continue with national turnover predicted to grow to 23%. While retirements are contributing to the uptick in City separations (1/3 of 2015 total separations), employees who resigned accounted for 56% of the total. In 2015, the City posted 241 positions compared to 194 in 2014 and processed nearly twice the number of applications (19,162). Average days to fill positions rose from 53 in 2014 to 84 in 2015.

The City introduced new applicant tracking software Cornerstone on Demand (CSOD) in 2014.

A decentralized model which requires hiring supervisors to screen applicants online and track candidates using the system is used. Results from the 2015 Internal Services Satisfaction Survey, show that Recruitment scores remain far below the 85% target for Timeliness and Quality (58% and 61% respectively) and comments indicate that some hiring supervisors are finding it difficult or time consuming to use the system to screen applicants and manage their hiring process. Most employers using CSOD have HR staff screen for minimum qualifications and actively support the entire recruitment life cycle (vacancy to hire).

Additional recruitment staff will offload work currently being done by departments, address increasing demands for service, improve quality, assist with employee on-boarding and bolster the City's ability to attract and hire qualified talent.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development

### **Additional Information**

- Where needed, shift the initial applicant screening process from hiring managers to a Recruitment Specialist



## ***Offer 42.7: ENHANCEMENT: 1.0 FTE - Recruitment Specialist - Talent Acquisition - Recruitment and Staffing***

- Improve services provided to hiring managers to more effectively recruit, communicate with, hire and onboard City talent
- Enhance and leverage the City's employment brand to attract and retain employees

### **Impact to Ongoing Expenses**

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

### **Scalability and explanation**

This offer requests 1.0 FTE and is not scalable.

### **Links to Further Details**

- [www.fcgov.com/humanresources/](http://www.fcgov.com/humanresources/)
- <http://citynet.fcgov.com/humanresources/hr-metric.php>

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: To ensure the City has the talent needed to provide community services, HR must improve efforts to attract skilled /qualified candidates for City jobs. This offer provides additional staff to perform these functions. A Recruitment Specialist will offload some hiring manager tasks and allow managers to focus time and energy on more value added work which more directly impacts the community.
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development: HR conducted a Recruitment Plan Do Check Act (PDCA) assessment. Key process improvement areas were identified through that exercise and the Internal Services Survey. Additional resources are needed to address process deficiencies, improve the timeliness and efficiency of key steps in the recruitment / selection process and position the City to more quickly address changing workforce demands.

### **Performance Metrics**

- HPG 6. City Employee Cumulative Turnover Rate  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91357>
- HPG 38. HR performance based on Internal Services survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91358>
- HPG 40. HR recruitment performance based on Internal Services survey report  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91360>



***Offer 42.7: ENHANCEMENT: 1.0 FTE - Recruitment Specialist - Talent Acquisition - Recruitment and Staffing***

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

- Not applicable

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

- Not applicable

**Offer Profile**

Offer Owner: JBusch

Lead Department: Human Resources



42 7: ENHANCEMENT: 1.OFTE - Recruitment Specialist - Talent Acquisition -  
Recruitment and Staffing

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	49,380	60,737	23.0%	
512000 - Benefits	16,883	21,047	24.7%	
510000 - Personnel Services	<u>66,263</u>	<u>81,784</u>	<u>23.4%</u>	
542000 - Communication Services	516	516	- %	
543000 - Internal Admin Services	72	72	- %	
544000 - Employee Travel	2,000	2,000	- %	
540000 - Other Purchased Services	<u>2,588</u>	<u>2,588</u>	<u>- %</u>	
555000 - Office & Related Supplies	6,900	-	- %	
550000 - Supplies	<u>6,900</u>	<u>-</u>	<u>- %</u>	
<b>Total Expenses</b>	<u><u>75,751</u></u>	<u><u>84,372</u></u>	<u><u>11.4%</u></u>	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	69,751	84,372	21.0%
100-General Fund: Reserves	Reserve	6,000	-	- %
<b>Funding Source Total</b>		<u><u>75,751</u></u>	<u><u>84,372</u></u>	<u><u>11.4%</u></u>



## **Offer 42.8: ENHANCEMENT: 1.0 FTE - Human Resources Partner**

2017: \$90,847 and 1.00 FTE, 0.00 Hourly FTE

2018: \$102,791 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer adds resources (1.0 FTE) to support demand for HR Business Partner (Partner) services to Departments & Service Areas. An HR Partner is an advisor to managers on HR related issues, a change agent, employee champion, and a facilitator to align people with org strategy. The level of service currently provided by Partners is inconsistent due in part to the size, breadth and complexity of the organization and volume of demands. Two Partners provide service to 2,334 employees in 36 Service Units/Departments.

Partners lack capacity to cover the varied needs of this organization. Significant service gaps exist in some areas. Others receive more, but in these cases, demand still far exceeds capacity. Departments receive very limited strategic HR support; service is often reactive and provided only to those customers who request assistance or who have obvious needs.

Approximately 80% of total Partner time is spent providing operational support (employee issue management, coaching, discipline, performance improvement, grievances/appeals). Unmet strategic needs include developing proactive talent management processes; creating systematic methods for assessing workforce capacity/capability; facilitating individual and team development; and supporting key organization initiatives such as diversity, workforce and succession planning, onboarding; and upward performance feedback. With limited Partner availability, managers and employees are left without resources to help them understand options or know who can address their needs. This lack of coordination causes confusion and frustration, negatively impacting efficiency and effectiveness. This is reflected in Internal Services Survey results for Partner services Quality= 66% and Timeliness = 70%; both higher than benchmarks, but well below the City's 85% target. Funding this offer will add capacity to address inconsistency in service and free up Partners to support key projects and play a more strategic role.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development

### **Additional Information**

- Coordinate HR services to more effectively meet needs of all City Service Areas and Departments, leading to improved results and increased customer satisfaction



### **Offer 42.8: ENHANCEMENT: 1.0 FTE - Human Resources Partner**

- Provide a more centralized and cohesive level of HR support by leveraging Partners as point of contact and coordinator of HR service
- Support supervisors in actively managing employee performance, assessing staff capabilities, predicting future talent needs

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

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$100,000

#### **Scalability and explanation**

This offer requests 1.0 FTE and is not scalable.

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

- Not applicable

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

- HPG 7.1 - Provide world-class services that meet the needs of the community: HR Partners provide a myriad of services to support employees and supervisors as they work together to deliver services to the community. These include aligning people to business objectives and organization strategy, supporting employee performance and development, building effective teams, and driving workforce performance excellence
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust: HR Partners support City employees and managers to reinforce a culture consistent with organizational values and behavioral expectations. Partners coach staff as they navigate challenging ethical dilemmas and equip supervisors with skills to manage the appropriately high demands of a public organization which is accountable to the citizens of this community.
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development: There are currently not enough Partner resources to meet customer demands. Service levels are inconsistent and requests for additional support are not being met. This offer funds resources needed to support the organization, departments and employees and to improve HR Strategic Partner services.

#### **Performance Metrics**

- HPG 38. HR performance based on Internal Services survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91358>



***Offer 42.8: ENHANCEMENT: 1.0 FTE - Human Resources Partner***

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

- Not applicable

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

CPIO edits

**Offer Profile**

Offer Owner: JBusch

Lead Department: Human Resources





42.8 ENHANCEMENT: 1.0FTE - Human Resources Partner

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	61,940	76,187	23.0%	
512000 - Benefits	18,759	23,356	24.5%	
510000 - Personnel Services	<u>80,699</u>	<u>99,543</u>	<u>23.4%</u>	
542000 - Communication Services	1,176	1,176	- %	
543000 - Internal Admin Services	72	72	- %	
544000 - Employee Travel	2,000	2,000	- %	
540000 - Other Purchased Services	<u>3,248</u>	<u>3,248</u>	<u>- %</u>	
555000 - Office & Related Supplies	6,900	-	- %	
550000 - Supplies	<u>6,900</u>	<u>-</u>	<u>- %</u>	
Total Expenses	<u><u>90,847</u></u>	<u><u>102,791</u></u>	<u><u>13.1%</u></u>	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	90,847	102,791	13.1%
	Funding Source Total	<u><u>90,847</u></u>	<u><u>102,791</u></u>	<u><u>13.1%</u></u>



## **Offer 42.9: ENHANCEMENT: HR Technology - Workforce Planning**

2017: \$0 and 0.00 FTE, 0.00 Hourly FTE

2018: \$73,350 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this Offer will provide HR Technology enhancements to support Strategic Objective 7.3 and address workforce planning.

This Offer will fund the SUCCESSION module implementation in 2018. This module optimizes the City's ability to identify and proactively address workforce planning issues and opportunities before they occur by developing succession plans, mapping out development paths, creating organizational charts that reflect the current structure and modeling potential changes, and creating talent grids (i.e. 9 box) to visualize performance information.

Human Resources seeks to continue the investment in FC Career Connect as the City's Unified Talent Management technology platform. A Unified Talent Management technology platform supports an organization's Talent Management Strategy by integrating workforce processes (recruiting, performance, learning, succession planning) using a common competency structure and supports key talent management processes designed to attract, develop, manage, engage and retain employees. FC Career Connect supports the City's efforts to source, recruit and on-board top talent, develop employees throughout their careers, effectively engage employees, improve business execution, and cultivate future leaders.

FC Career Connect unified talent management roadmap:

- 2014: Recruitment / Applicant Tracking implementation
- 2015: Recruitment / Applicant Tracking enhancements
- 2016: Learning Management implementation
- 2016 / 2017: Performance Management implementation
- 2018: Succession planning implementation

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development

### **Additional Information**

- Investment in technology that supports talent acquisition and onboarding, employee performance management, learning and development, succession, and social collaboration



## **Offer 42.9: ENHANCEMENT: HR Technology - Workforce Planning**

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$28,350

### **Scalability and explanation**

The FC Career Connect SUCCESSION module is a fixed price (software and implementation) and not scalable.

### **Links to Further Details**

- <https://www.cornerstoneondemand.com/succession>

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: This Offer optimizes the use of technology to provide a systematic approach to workforce planning.
- HPG 7.3 - Improve core Human Resources systems, develop a total reward system and address workforce planning and career development: This Offer provides the enterprise tools to facilitate workforce planning activities.

### **Performance Metrics**

- HPG 38. HR performance based on Internal Services survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91358>

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

- Not applicable

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

- Not applicable

### **Offer Profile**

Offer Owner: JBusch

Lead Department: Human Resources



42.9. ENHANCEMENT: HR Technology - Workforce Planning

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
533000 - Repair & Maintenance Services	-	73,350	- %	
530000 - Purchased Property Services	-	73,350	- %	
Total Expenses	-	73,350	- %	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	-	28,350	- %
100-General Fund: Reserves	Reserve	-	45,000	- %
	Funding Source Total	-	73,350	- %



## **Offer 42.10: KFCG ENHANCEMENT: Volunteer Database Adjustments**

2017: \$57,500 and 0.00 FTE, 0.00 Hourly FTE

2018: \$0 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will upgrade the Citywide Volunteer Database Engage to meet the business needs of the volunteer programs in the City organization.

If funded,

Volunteers will gain the ability to:

- Attach documents to a volunteer application/profile
- View scheduling conflicts
- Perform advanced searches
- View “checklist” items on their profile
- Sign up for a waitlist

Administrators will gain the ability to:

- Enter a “hire” or “termination” dates
- Track training hours
- Send text messages
- Run duplicate user reports
- Add a date received field to checklist items
- Turn off the feature that allows volunteers to create a profile
- Add new events from the admin calendar
- Create custom feedback forms
- Manually enter feedback

Currently, there is no central place for volunteers to manage their profile, sign up for volunteer opportunities, or log their hours. Squarei Technologies, the local company that developed NatureTracker for the City of Fort Collins Natural Areas Department in 2013, was chosen as the Citywide Volunteer Database as the result of a competitive RFP process. The system, named Engage, will be deployed fall 2016.

However, through the procurement process, the evaluation team discovered that none of the bidders were able to meet all of our requirements listed on the RFP. After department collaboration it was determined that enhancements to the RFP are needed. The list of changes above, if funded, will happen in phases between 2017 and 2018.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs



## **Offer 42.10: KFCG ENHANCEMENT: Volunteer Database Adjustments**

### **Additional Information**

- Volunteer Program Manager selected Volunteer Database and wrote Volunteer Policies in 2015 with help of cross-departmental team
- The system is not only a volunteer database, but an event registration system for citizens. Some change order items upgrade the events/public side of the database
- Text message reminders have a \$75/month ongoing cost, will be pulled from Core Offer

### **Impact to Ongoing Expenses**

- No ongoing expense associated with this Offer.

### **Scalability and explanation**

N/A

### **Links to Further Details**

- <http://www.fcgov.com/volunteer>
- <http://offer.com>

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: The Volunteer Management System change orders provide convenient services to our citizens, such as text message reminders, opportunities to complete all volunteer forms online, a robust volunteer directory, and much more.
- HPG 7.5 - Broaden methods of public engagement to reach all segments of the community by giving additional consideration to diverse backgrounds, languages and needs: The change order broadens the reach of volunteer engagement making it easier to connect with diverse segments of volunteers. Text messages will be more inclusive to millennials, an enhanced online directory will allow citizens to find volunteer opportunities by age, skills, etc. The functionality of robust feedback forms will capture feedback of English Language Learners, seniors, youth and others

### **Performance Metrics**

- HPG 24. Number of Citywide Volunteer Hours  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=362220>
- HPG 25. Number of Citywide Volunteers  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=362223>

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



***Offer 42.10: KFCG ENHANCEMENT: Volunteer Database Adjustments***

- Not applicable

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

Minor changes made to Offer Summary as a result of questions from the BFO HPG Team.

**Offer Profile**

Offer Owner: JBusch

Lead Department: Human Resources



42 1Q KFCG ENHANCEMENT: Volunteer Database Adjustments

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
533000 - Repair & Maintenance Services	57,500	-	- %
530000 - Purchased Property Services	57,500	-	- %
Total Expenses	57,500	-	- %
<b>Funding Sources</b>			
254-KFCG Fund: Other Community Reserve Priorities Reserves & One-Time Use Tax	57,500	-	- %
Funding Source Total	57,500	-	- %





## **Offer 42.11: ENHANCEMENT: Web-Based Learning Library**

2017: \$21,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$21,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will upgrade the number of personal, professional and technological web based courses available through FC Career Connect, the City's talent management system.

Beginning in June, employees will have access to 30 personal/professional and 10 desktop courses in a course package entitled, Gold Plus. The upgrade will enable employees to access 90 personal/professional and 20 desktop courses, in a course package entitled, Platinum Plus. The course sponsor is SkillSoft.

In the 2015 2016 BFO Offer, the City's integrated and unified talent management system was described and purchased. A module of the Cornerstone platform was a Learning Management System. A feature of the Learning Management System is an embedded library of personal, professional and desktop web based courses. These courses are available to employees 24/7 – on demand.

In 2014, the web based library was budgeted in a range of \$25,000 to \$35,000. Costs include a one time implementation fee, access to the course library and an annual fee for the technical integration between platforms to bookmark, score, and upload data. Today, this budget range is too low to purchase and deploy the desired web based library. The current cost for the Gold Plus library is \$37,800 and the Platinum Plus is \$59,400.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness

### **Additional Information**

- The licensing agreement with Cornerstone allows 2,700 users to access training and development courses on-demand, 24/7. Employees can take any course as many times as they want. This approach is the first time that all employees have access to a vast and diverse menu of web-based courses for their personal and professional development and growth.
- The SkillSoft Gold Plus library fee is \$14 per user and allows 30 personal/professional and 10 desktop courses priced at \$37,400. The SkillSoft Platinum Plus library fee is \$22 per user and allows 90 personal/ professional and 20 desktop courses priced at \$59,400. Web-based courses are embedded in FC Career Connect. This approach grants all employees access to a vast array of eLearning courses.



### **Offer 42.11: ENHANCEMENT: Web-Based Learning Library**

- Engage and retain talent, especially Millennials. Millennials demand eLearning options to obtain the skills and information they need to do their jobs effectively. Demographic research suggests that 75% of the US workforce will consist of Millennials by 2025. The City's current workforce comprised of 26% Millennials. The City needs to move to a blended learning strategy.
- The City is on the cusp of offering a blended learning approach for all employees. This learning strategy has been in development since 2009.

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

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$21,000

#### **Scalability and explanation**

The FC Career Connect eLearning platform is a fixed price and not scalable.

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

- <https://fcgov.csod.com>

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

- HPG 7.1 - Provide world-class services that meet the needs of the community: LOD strives to improve organizational capability and effectiveness through personal and professional development, leadership, and change management by optimizing the use of technology to provide web based training 24/7 for all employees.
- HPG 7.4 - Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness: The web-based library offers a variety of risk and safety courses for all employees. These courses are an investment for employees to expand their opportunities to learn which promotes a culture of safety, health and well-being.

#### **Performance Metrics**

- HPG 38. HR performance based on Internal Services survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91358>

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

- Not applicable

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

- Not applicable

#### **Offer Profile**



***Offer 42.11: ENHANCEMENT: Web-Based Learning Library***

Offer Owner: JBusch

Lead Department: Human Resources



42 11: ENHANCEMENT: Web-Based Learning Library

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
533000 - Repair & Maintenance Services	21,000	21,000	- %	
530000 - Purchased Property Services	21,000	21,000	- %	
Total Expenses	21,000	21,000	- %	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	21,000	21,000	- %
Funding Source Total	21,000	21,000	- %	



## ***Offer 42.12: ENHANCEMENT: Leadership Development - Maintain Level of Service***

2017: \$100,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$100,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will restore and maintain key components of the City's Leadership Development programs e.g., Lead 1.0 – Lead 4.0, for the 359 leaders in the organization including supervisors, mid-level managers and executives.

Leadership development expenses have increased since the program's inception in 2011. Expenses associated with business coaching, 360 Assessments, self-discovery assessments e.g., DiSC and EQ, trainers, travel expenses, and course materials e.g., workbooks and books have increased. Additionally, the number of participants has gone up and the program design has shifted to include additional coaching.

All of the Lead programs have produced significant return on investment (ROI). For Lead 1.0, of the 58 graduates, 26% have been promoted; 3% are acting in a leadership role; 14% have received a change in classification or JAQ; and 9% left the City to pursue their passions. Essentially, 50% of the graduates have experienced an impact to their careers. Reviewing Lead 3.0, three individuals were promoted, 93% stated their coach help them meet their objectives, 85% reported doing things differently in a way that better supports the City's goals due to the program; 46% requested more coaching hours, and participants reported \$116,700 savings as a result of doing things differently. The ROI result was, for every dollar spent on the program, the return was \$1.57.

These restored dollars will enable Learning & Organizational Development to maintain leadership development in 2017-2018 with an emphasis on supervisors and mid-level managers.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community

### **Additional Information**

- Every year, Learning & Organizational Development evaluates each component of the leadership development program, plus the overall program, results and outcomes. This data is analyzed and compared with organizational need. Program adjustments are made as a part of the quality improvement process to ensure expectations and stated goals are being met.



## **Offer 42.12: ENHANCEMENT: Leadership Development - Maintain Level of Service**

### **Impact to Ongoing Expenses**

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

### **Scalability and explanation**

This Offer restores a previous level of leadership development programming and could be scalable, although a lower amount will result in fewer participants or reduced program elements.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: LOD strives to improve organizational capability and effectiveness through personal and professional development, leadership, and change management by optimizing the use of technology to provide web based training 24/7 for all employees.

### **Performance Metrics**

- HPG 6. City Employee Cumulative Turnover Rate  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91357>
- HPG 42. Total hours of training attended  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91362>
- HPG 43. HR Q14 Question - within the last six months, the City has provided me opportunities to learn and grow?  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6284&object=measure&objectID=91363>

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

- Not applicable

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

Clarified text in the Offer Summary.

### **Offer Profile**

Offer Owner: JBusch

Lead Department: Human Resources



42.12 ENHANCEMENT: Leadership Development - Maintain Level of Service

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
521000 - Professional & Technical	100,000	100,000	- %	
520000 - Purchased Prof & Tech Services	100,000	100,000	- %	
Total Expenses	100,000	100,000	- %	
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	100,000	100,000	- %
	Funding Source Total	100,000	100,000	- %



## ***Offer 57.1: Information Technology Infrastructure Services***

2017: \$4,402,846 and 23.50 FTE, 0.01 Hourly FTE

2018: \$4,544,289 and 23.50 FTE, 0.01 Hourly FTE

### **Offer Summary**

This offer will fund the maintenance, ongoing operations and regular equipment replacement cycles for the City's Information Technology Infrastructure. This includes comparable replacements for Networking, Wireless, Servers, Data Storage and Mobile devices

The vital service and maintenance contracts funded by this offer give us fast access to failed component replacements and technical support. Ongoing support and licensing contracts funded by this offer help us keep systems up to date, supported, patched and secure, while also funding the ongoing support relationships with the creators of the software and operating systems we use to manage and monitor the City's technical systems.

This offer funds telecommunications contracts that connect us with the larger world. It funds professional services that help us build and maintain critical voice and networking systems.

This offer funds the staff that builds and maintains the City's Information Technology. These teams are:

Client Services – Providers of software license management, HelpDesk, PC builds and replacements, desktop support and mobile device support.

Data Management – Providers of server support, email support, data storage support and directory & data access control.

NetComm – Providers of network design, network support, network and internet security and voice system support.

Finally, this offer funds technical training and travel for staff that keeps teams on top of industry standards, best practices and new advances.

All 3 teams provide technical support to more than 2,500 City employees, City agencies, City Council, City residents, F.C. Utilities, F.C. Police Services, Poudre Fire Authority, Poudre River Library District, F.C. Housing Authority, FCTV and others.





## ***Offer 57.1: Information Technology Infrastructure Services***

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization

### **Additional Information**

- The organization's fiber-optic network connects people in 80+ facilities across the City to the Internet, to their data and applications, and to each other. Over 400 networking and Internetworking devices connect and secure us to each other and to the outside world.
- Our infrastructure includes nearly 400 servers using less hardware than in previous years: about 80% of our servers are now running on a virtual platform, which allows multiple servers to share the same hardware resources. Virtualization allows us to use less power and require less cooling in line with the City's Climate Action Plan.
- We employ enterprise level Technology Management tools to manage user device configurations that improve the user experience and more fully secure over 3200 end-user devices against device loss, web threats and virus infections. detection/prevention. This has dramatically reduced the number of computers that have become infected with viruses and malware.
- In 2015, staff support included 873 Build Tickets, 691 Software Tickets, and 8,253 Desktop Support tickets, for a total of 9,817 tickets.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: We maintain and keep up to date a variety of digital infrastructure components on a regular basis, such as virus protection, all servers and personal devices, email, network and communication elements, such as the City's phone systems. As well, the division maintains asset inventories of all digital assets of the City in order to ensure compliance, currency, and stability.
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: Our community utilizes a variety of technology while interacting with the City of Fort Collins. The back-office technology that makes that possible is provided by a significant and complex digital infrastructure. Infrastructure Services makes all of those services possible, such as phones, fcgov.com, email, computers, network, 911, and all of the other applications used daily by city staff.



### ***Offer 57.1: Information Technology Infrastructure Services***

- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization: Infrastructure Services has virtualized 80% of the City's server environment, which significantly reduces the physical and energy footprint of our technology. As well, the division purchases Energy Star compliant devices and disposes of retired equipment to vendors that work to reuse and recycle in an environmentally friendly manner.

#### **Improvements & Efficiencies**

- Upgrades to our Call Manager systems will feature application layer redundancy, reducing hardware, power consumption and administrative overhead. Implementing SIP protocol will enable us to dynamically assign phone numbers between telecom circuits, opening up new business continuity and disaster recovery options. New functionality will reduce complex interface scripting and customizations.
- Our Compellent storage platform's advanced, tiered storage platforms automatically adjust response times to demand, moving high-traffic data to faster drives. Adding solid state drives will increase responsiveness for extremely high-traffic applications.
- In order to keep our network current, we are scheduled to replace old networking devices which will extend 10Gbps network capacity to more City facilities, most of which operate currently at 1Gbps capacity.
- All of our blade server chassis are up for replacement in 2017-18. We plan to use this opportunity to compare our HP platform with that of other vendors to determine where our best ROI will come from before purchasing replacement hardware.
- NetComm and Data Management experienced significant staffing changes in 2016: 5 positions out of 15 are now held by new employees. We have included funding for technical training to bring new staff up to our high technical standards and further develop the skills of our existing staff. Technical training sharpens skills and inspires efficiency, innovation and implementation of best practices.
- Scheduled switch replacements will deliver 1Gbps capacity within facilities and deliver 10Gbps to select facilities where it is deemed necessary. Delivering 1Gbps to the desktop requires a separate upgrade to phones, which will be highlighted in another enhancement offer.
- In 2016 we have managed an overall up-time of 99.9% across all of our servers.
- We practice environmentally friendly disposal of retired computer assets through the use of a certified vendor providing verifiable disposal. The City has achieved Gold status with the State Electronics Challenge for their management of hardware including purchasing and recycling.
- In keeping with City software policies, we research, purchase, audit, maintain software licensing for thousands of software packages and several versions of each.



## **Offer 57.1: Information Technology Infrastructure Services**

- We have streamlined 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; thus eliminating opportunities for outside security threats.

### **Performance Metrics**

- HPG 23. Email availability  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91414>
- HPG 26. Internet availability  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91415>
- HPG 27. Server availability (supporting 390 servers)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91416>

### **Personnel Changes**

-

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

- Not applicable

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

- Not applicable

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

Reduced offer by \$149,379 by removing \$60,000 from Prof & Tech Services as Business Continuity Plan was not ongoing, removed \$45,000 for memory storage (purchasing this year from vacancy savings), and \$44,000 from software, subscriptions, and office equipment. Net reduction to Gen Fund ongoing 2017: \$91,425 and 2018: \$84,401

### **Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology



## 57.1: Information Technology Infrastructure Services

### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	23.50	23.50	- %
Hourly (FTE)	0.01	0.01	- %
<b>Expenses</b>			
511000 - Salaries & Wages	2,090,182	2,138,286	2.3%
512000 - Benefits	606,007	627,934	3.6%
519000 - Other Personnel Costs	(48,227)	(48,227)	- %
510000 - Personnel Services	<u>2,647,962</u>	<u>2,717,993</u>	<u>2.6%</u>
521000 - Professional & Technical	24,792	24,886	0.4%
529000 - Other Prof & Tech Services	105,000	111,000	5.7%
520000 - Purchased Prof & Tech Services	<u>129,792</u>	<u>135,886</u>	<u>4.7%</u>
533000 - Repair & Maintenance Services	1,017,898	1,072,162	5.3%
534000 - Rental Services	2,067	2,109	2.0%
530000 - Purchased Property Services	<u>1,019,965</u>	<u>1,074,271</u>	<u>5.3%</u>
542000 - Communication Services	391,419	399,248	2.0%
543000 - Internal Admin Services	1,943	2,001	3.0%
544000 - Employee Travel	57,174	57,370	0.3%
549000 - Other Purchased Services	2,192	2,193	- %
540000 - Other Purchased Services	<u>452,728</u>	<u>460,812</u>	<u>1.8%</u>
551000 - Vehicle & Equipment Supplies	866	882	1.8%
555000 - Office & Related Supplies	148,361	151,228	1.9%
559000 - Other Supplies	3,172	3,217	1.4%
550000 - Supplies	<u>152,399</u>	<u>155,327</u>	<u>1.9%</u>
Total Expenses	<u><u>4,402,846</u></u>	<u><u>4,544,289</u></u>	<u><u>3.2%</u></u>

### Funding Sources

100-General Fund: Ongoing	Ongoing	2,329,727	2,422,468	4.0%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	2,073,119	2,121,821	2.3%
Funding Source Total		<u><u>4,402,846</u></u>	<u><u>4,544,289</u></u>	<u><u>3.2%</u></u>



## ***Offer 57.3: Information Technology Infrastructure***

2017: \$2,497,897 and 1.00 FTE, 0.00 Hourly FTE

2018: \$1,415,768 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer will fund ongoing Infrastructure replacements, but these are unique in both nature and scale, so we have elected to call these out separately from 57.1 - Infrastructure Services - Base Services Offer. Some components within this offer will also be impacted by our Enhancement offers, and we will reference these individually.

**Microsoft Office & Email:** This offer funds the licensing and hardware costs that would facilitate the in-house upgrades of Microsoft Office and Microsoft Exchange (the City's email platform) in 2017. Microsoft periodically issues new versions of Office & Exchange, and because Outlook is a part of the Microsoft Office suite (and the end-user application for email) organizations commonly upgrade both fairly close together. It is important to keep the City current on its versions to maintain ongoing support and security because Microsoft also ends support for old versions of Exchange and Office.

**PC and Laptop Replacements:** This offer funds the replacement of ~ 600 PCs per year in 2017-18. This offer also includes several hourly/contractual positions to help us build the replacements, and funds to cover existing leased PCs that have not come up for replacement. The City decided in BFO 2015-16 to adopt a 4-year replacement cycle for PCs, and to purchase rather than lease. 600 PCs is a higher number than previously stated in 2015-16 because implementing the 4 year cycle requires some catching-up.

**Voice Services:** This offer funds the replacement of a large number of network/voice switches, because the City's VoIP (Voice over IP) implementation is now older than the life of a network switch (7 years). Replacing our older voice systems will also involve a significant protocol change (TDM to SIP), and a large version-jump (8.6 to 11.5). This offer includes significant Professional Services to guide us successfully through the architecture changes and technical transition.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.1 - Provide world-class services that meet the needs of the community

### **Additional Information**



### ***Offer 57.3: Information Technology Infrastructure***

- We manage nearly 400 servers using less hardware than in previous years: about 80% of our servers are now running on a virtual platform, which allows multiple servers to share hardware resources. Virtualization allows us to use less power and require less cooling in line with the City's Climate Action Plan.
- Reduced Total Cost of Ownership on City computers by eliminating lost productivity due to hardware failure, computer freezes, poor performance or virus/malware infections that happen on older, less secure systems (Windows XP). These factors also contribute to fewer hours spent maintaining old hardware and cleaning viruses off of City computers.
- Upgrades to our Call Manager systems will feature application layer redundancy, reducing hardware, power consumption and administrative overhead. Implementing SIP protocol will enable us to dynamically assign phone numbers between telecom circuits, opening up new business continuity and disaster recovery options. New functionality will reduce complex interface scripting and customization.
- All of our blade server chassis are up for replacement in 2017-18. We plan to use this opportunity to compare our HP platform with that of other vendors to determine where our best ROI will come from, before purchasing replacement hardware.
- Upgraded switches can deliver 1Gbps capacity within facilities and deliver 10Gbps to select facilities where it is deemed necessary.

The contractual position in this offer has been in place for over five years and provides PC technical and new technology build support, replacement systems support as a member of the hardware build team, and supports larger departmental IT projects.

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

- [http://media14.connectedsocialmedia.com/intel/08/11937/Client\\_Device\\_Fleet\\_Management\\_Refresh\\_Cycle\\_Is\\_Still\\_Relevant.pdf](http://media14.connectedsocialmedia.com/intel/08/11937/Client_Device_Fleet_Management_Refresh_Cycle_Is_Still_Relevant.pdf)

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

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Replacing older PCs on a 4 year life cycle with new ones that run faster and are more energy efficient improves productivity and reliability for the 2200 employees serving the City, and because they are up to date, we are better able to configure them for greater security and ease of use.
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: Our Call Manager Upgrade will result in a greater redundancy for our telecommunications infrastructure as a whole, using less hardware, because of advances in how the infrastructure monitors itself and responds with automated fail-over.



### ***Offer 57.3: Information Technology Infrastructure***

- HPG 7.1 - Provide world-class services that meet the needs of the community: The City now runs on a server infrastructure that is 80% virtualized, which means that we run about 360 virtual servers on only 47 physical servers, saving power and cooling costs and reducing system outages that are due to hardware failure.

#### **Improvements & Efficiencies**

- PCs purchased today are 75% more energy efficient than models built just 4 years ago, requiring less energy and contributing to the success of the City's Climate Action Plan.
- Internet and network speed and bandwidth increased from 1gbps to 10gbps
- We have streamlined the production process and security level on the PCs and mobile devices through the use of tools and policies; thus reducing opportunities for outside security threats.
- We have eliminated an old operating system in the City, ensuring a stronger, secure environment. And are reducing instances of viruses and opportunities for malicious activity at the desktop level.
- We entered into an enterprise agreement with a software vendor, eliminating single software purchase charges; allowing the City to obtain better pricing, locked in for the contract period.
- Environmentally friendly disposal of retired computer assets through the use of a certified vendor providing verifiable disposal. The City has achieved Gold status with the State Electronics Challenge for our management of hardware including purchasing and recycling.
- This purchasing model supports standardized hardware yet allows customers to fund the deviations from the standard (like customization and upgrades) when the functional needs in their department require non-standard hardware.
- Reduced Total Cost of Ownership on City computers by eliminating lost productivity due to hardware failure, computer freezes, poor performance or virus/malware infections that happen on older, less secure systems (Windows XP). These factors also contribute to fewer hours spent maintaining old hardware and cleaning viruses off of City computers.
- Upgrades to our Call Manager systems will feature application layer redundancy, reducing hardware, power consumption and administrative overhead. Implementing SIP protocol will enable us to dynamically assign phone numbers between telecom circuits, opening up new business continuity and disaster recovery options. New functionality will reduce complex interface scripting and customizations.
- Some computers in the City are 5-6 years old. Replacements will improve speed and performance on every user's work experience. Keeping computers on a currently supported operating system and hardware offers greater efficiency as well as security. This new hardware will reduce problems and work interruptions for the end user.



## **Offer 57.3: Information Technology Infrastructure**

### **Performance Metrics**

- HPG 27. Server availability (supporting 390 servers)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91416>
- HPG 26. Internet availability  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91415>

### **Personnel Changes**

-

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

- PC replacement numbers increased due to addition of new employees and systems purchased for projects across the city.

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

- Not applicable

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

Reduced \$26,000 from 2017 computer hardware for two test server replacements. Also increased use of IT reserves to cover the Microsoft Exchange and Office in 2017 for \$854,160 and eliminated all Gen Fund Ongoing and used Gen Fund Reserves instead (\$1,471,177 in 2017 and \$1,252,858 in 2018)  
Net reduction to Gen Fund ongoing 2017: \$2,048,804 2018: \$1,293,996

### **Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology





### 57.3 Information Technology Infrastructure

#### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	53,727	55,071	2.5%	
512000 - Benefits	15,680	16,355	4.3%	
519000 - Other Personnel Costs	(1,388)	(1,388)	- %	
510000 - Personnel Services	<u>68,019</u>	<u>70,038</u>	<u>3.0%</u>	
529000 - Other Prof & Tech Services	395,000	60,000	-84.8%	
520000 - Purchased Prof & Tech Services	<u>395,000</u>	<u>60,000</u>	<u>-84.8%</u>	
533000 - Repair & Maintenance Services	854,160	-	- %	
530000 - Purchased Property Services	<u>854,160</u>	<u>-</u>	<u>- %</u>	
555000 - Office & Related Supplies	124,161	375,337	202.3%	
550000 - Supplies	<u>124,161</u>	<u>375,337</u>	<u>202.3%</u>	
565000 - Vehicles & Equipment	794,063	728,098	-8.3%	
560000 - Capital Outlay	<u>794,063</u>	<u>728,098</u>	<u>-8.3%</u>	
581000 - Debt Service	262,494	182,295	-30.6%	
580000 - Debt & Other Uses	<u>262,494</u>	<u>182,295</u>	<u>-30.6%</u>	
Total Expenses	<u><u>2,497,897</u></u>	<u><u>1,415,768</u></u>	<u><u>-43.3%</u></u>	
<b>Funding Sources</b>				
100-General Fund: Reserves	Reserve	1,184,145	882,429	-25.5%
603-Data and Communications	Ongoing Restricted	459,592	433,339	-5.7%
Fund: Ongoing Revenue				
603-Data and Communications	Reserve	854,160	100,000	-88.3%
Fund: Reserves				
Funding Source Total		<u><u>2,497,897</u></u>	<u><u>1,415,768</u></u>	<u><u>-43.3%</u></u>



## **Offer 57.4: ENHANCEMENT: Microsoft Office 365**

2017: \$-495,212 and 0.00 FTE, 0.00 Hourly FTE

2018: \$420,147 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer would fund the transition to Microsoft Office 365: a state of the art cloud based service directly from Microsoft that might just revolutionize the way the City works. With Office 365, employees will be able to use Microsoft Office applications (and their email, and their "home" drive) from anywhere. People won't need to Virtual Private Network (VPN) into the City network then connect via remote desktop to their office PC anymore: employee applications and data can be accessed from anywhere, from any device, whether that's a tablet, a phone, or any computer

Office 365 also offers access to Skype for Business (video chat), an enterprise Sharepoint implementation, and the Yammer corporate social network. E discovery is included as well: if there is a Colorado Open Records Act request, the results can be requested directly from Microsoft. As long as the City uses Office 365, it will never need to pay for another costly and time consuming upgrade to the new software version. The latest version will be available: patched, secured, and ready for use.

If funded in 2017, the City would avoid ongoing infrastructure costs of approximately \$1.02M that are due in 2017. Although the cost of Office 365 is approximately \$525,000 for 2017, it would be net savings of \$495,000 to the City for the system in 2017. The costs avoided over the next six years are significant as the 6 year cost forecast reflecting the true cost of Office 365 to the organization is as follows:

Total cost for Office 365 over the next 6 years:	\$2.85M
Costs avoided by Office 365 over the next 6 years:	\$2.46M
Net hard costs for Office 365 over the next 6 years:	\$381K

Projecting costs and savings out 30 years, Office 365 costs approximately \$7.4M. Running all of the same services in house will cost the City \$14.6M, or twice the cost of Office 365.

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach

### **Additional Information**



## **Offer 57.4: ENHANCEMENT: Microsoft Office 365**

- Microsoft Office 365 includes:
  - Business-class email hosting
  - Web version of Outlook, Word, Excel, and PowerPoint
  - Desktop version of Office 2016: Outlook, Word, Excel, & PowerPoint & Access
  - One license covers 5 devices per user
  - 1 TB file cloud-based storage per user
  - HD video conferencing with Skype for Business
  - Yammer social network
  - SharePoint Enterprise
  - 24/7 phone & web support
- Office 365 eliminates the need to run an email system in-house, reducing power, cooling and backup requirements internally. Their infrastructure is housed, cooled, and managed elsewhere, which also supports and aligns with the City's Climate Action Plan.
- 1000 GB (or 1TB) of data per employee can be stored in the secure Office 365 cloud, so it is available to them from anywhere. The City will not need to continue storing "home drive" data internally or back it up, or provide for disaster recovery infrastructure.
- New features like HD video chat (Skype for Business) will be available to every user that has a device with a camera. The new enterprise platform will make Sharepoint and the Yammer social network available to all departments.
- The licensing model allows each employee to use their MS Office applications from any of up to 5 devices at no additional cost. The City's current licensing platform requires a fully licensed installation of office on any device the user wants to use the applications from.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$120,000

### **Scalability and explanation**

None

### **Links to Further Details**

- [http://mobileworkexchange.com/uploads/3000/2061-Why\\_Government\\_Agencies\\_Choose\\_Microsoft\\_Office\\_365.pdf](http://mobileworkexchange.com/uploads/3000/2061-Why_Government_Agencies_Choose_Microsoft_Office_365.pdf)
- <https://products.office.com/en-us/business/office-365-enterprise-e3-business-software#>
- <http://www.statetechmagazine.com/article/2013/07/why-governments-embrace-office-365>

### **Linkage to Strategic Objectives**



## **Offer 57.4: ENHANCEMENT: Microsoft Office 365**

- HPG 7.1 - Provide world-class services that meet the needs of the community: This offer will equip City staff with the most current tools and information in order to support them in the efficient and productive delivery of services to citizens and the community.
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Office 365 takes advantage of the newest technologies, taking advantage of off-site hosted services, not requiring the purchase, implementation and maintenance of technology infrastructure. This critical element of the City's technology portfolio will be housed in redundant, state-of-the-art data centers, making it fault tolerant and available at a level that the City cannot reasonably achieve.
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach: This offer will eliminate the need for the City to implement and maintain technology infrastructure that would require ongoing energy usage for operations and cooling.

### **Performance Metrics**

- HPG 26. Internet availability  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91415>
- HPG 23. Email availability  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91414>
- HPG 27. Server availability (supporting 390 servers)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91416>

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

- Not applicable

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

CPIO edits

### **Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology



57.4: ENHANCEMENT: Microsoft Office 365

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
533000 - Repair & Maintenance Services	(336,720)	420,147	-224.8%	
530000 - Purchased Property Services	(336,720)	420,147	-224.8%	
565000 - Vehicles & Equipment	(158,492)	-	- %	
560000 - Capital Outlay	(158,492)	-	- %	
Total Expenses	(495,212)	420,147	-184.8%	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	-	125,691	- %
100-General Fund: Reserves	Reserve	(366,609)	189,125	-151.6%
603-Data and Communications	Ongoing Restricted	(128,603)	105,331	-181.9%
Fund: Ongoing Revenue				
Funding Source Total	(495,212)	420,147	-184.8%	



## **Offer 57.5: ENHANCEMENT: 1.0 FTE - IT Network Engineer**

2017: \$108,140 and 1.00 FTE, 0.00 Hourly FTE

2018: \$111,127 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer will fund the addition of a much needed FTE resource for the NetComm team.

Over each of the last 4 years, an average of 14 substantial City projects was delayed to the following year due to resource constraints on the NetComm team. 15 of these projects were delayed by multiple years (these being ongoing maintenance or IT due diligence projects).

Estimated effort on projects delayed from 2013 was 2,014 hours.

Estimated effort on projects delayed from 2014 was 1,422 hours.

Estimated effort on projects delayed from 2014 was 2,082 hours.

Estimated effort on projects delayed from 2015 is 2,417.

The average here is 1,984 hours spent each year catching up on demand from the previous year. That is 99% of one full time employee's hours, and these are just estimates. Comparing estimates to actual hours worked on these projects, actual hours worked are on average 63% higher than early estimates of effort.

NetComm has been outsourcing work to Global Technology Resources, Inc. every year for a number of years now.

A comparable engineer from GTRI at the contracted rate of \$140.85 per hour (Engineer 3), 2,080 hours of work would cost the City \$292,968.00.

Salary plus benefits for this employee would cost the City \$102,636.00.

Creating this position would save the City \$190,332.00 each year on outsourcing costs.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

### **Additional Information**



### **Offer 57.5: ENHANCEMENT: 1.0 FTE - IT Network Engineer**

- Projects delayed by multiple years tend to be IT diligence projects, not customer projects. include: ACS Consolidation, Business Continuity for VoIP Systems, Enterprise Firewalls Intrusion Detection/Intrusion Prevention, Electrical SCADA Network Switch Replacements, Water SCADA Network Switch Replacements, Drake Water Reclamation Facility VoIP deployment.
- Customer projects that have been delayed due to NetComm resource constraints include: Traffic ATMS Redesign, Traffic Firewall Replacement, Main Library, Council Tree and Harmony Library Network Upgrades, Transfort Wireless Upgrade, Nuance Server Replacement, PRPA Firewalls Replacement, Network Redundancy between Mulberry & Drake Water Reclamation Facilities.
- Reduction in outsourced resource costs by \$190,332.00 per year.
- Sufficient resources to accomplish enterprise IT maintenance and diligence projects that we delay in favor of completing customer projects.
- Keeping current with our maintenance projects is how NetComm protects the City network from risk:
  - Averting hardware failures through maintenance and timely replacements.
  - Preventing security breaches by keeping up on the latest patches and IOS levels.
  - Upgrading to the most sophisticated monitoring tools to comprehensively watch the network for alerts.

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

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$110,000

#### **Scalability and explanation**

None

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

- Not applicable

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

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: The NetComm Team provides mission critical digital infrastructure components, such as, cyber security services, network, Internet connectivity, disaster recovery, Utilities advance meter network, 911 services, phone and voicemail, among others.



### **Offer 57.5: ENHANCEMENT: 1.0 FTE - IT Network Engineer**

- HPG 7.1 - Provide world-class services that meet the needs of the community: The NetComm team ensures that much of the technology that is used to provide services to the community is functional, secure and predictably available, such as, cyber security services, network, Internet connectivity, disaster recovery, Utilities advance meter network, 911 services, phone and voicemail, among others.
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Our community utilizes a variety of technology when interacting with the City of Fort Collins. The NetComm team ensures that elements such as the City's sophisticated network is monitored, maintained, secure, up-to-date, and predictably available in order to deliver a complex and widely varied portfolio of 24x7 services.

#### **Performance Metrics**

- HPG 26. Internet availability  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91415>
- HPG 27. Server availability (supporting 390 servers)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91416>

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

- Not applicable

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

Only minor grammar/wording edits made.

#### **Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology





57.5: ENHANCEMENT: 1.0FTE - IT Network Engineer

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	84,162	86,267	2.5%
512000 - Benefits	23,978	24,860	3.7%
510000 - Personnel Services	108,140	111,127	2.8%
Total Expenses	108,140	111,127	2.8%

Funding Sources

100-General Fund: Ongoing	Ongoing	85,125	87,476	2.8%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	23,015	23,651	2.8%
Funding Source Total		108,140	111,127	2.8%



## ***Offer 57.7: ENHANCEMENT: 1.0 FTE - PC Hardware/Software Specialist***

2017: \$74,003 and 1.00 FTE, 0.00 Hourly FTE

2018: \$76,135 and 1.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will add one (1) additional full time technical specialist to the Client Services Build Team. This team provides for all City PC and peripheral hardware (desktops, laptops, tablets, mobile devices, specialized systems) replacements from build to deployment and ongoing support. This team is also responsible for work on projects for other departments that include the research, purchase, and management of PC hardware. This team currently has two full time classified employees, one full time contractual employee, and one full time hourly employee for a total of four employees.

With a PC refreshment schedule of four years, there is a requirement to replace approximately 600 units. Based on previous data and ongoing departmental projects, this team has been unable to meet the required replacements needed to maintain a four year cycle, not even a five year cycle. This will eventually put the City far behind in replacing systems, ultimately decreasing user productivity and increasing maintenance costs. With a purchase cycle of four years, this will decrease the warranty available on units kept "in store" (on the shelf waiting to be built).

In 2015 this team managed to replace, rebuild, deploy reuse systems, and build new systems for new employees at a total of 749 units, while replacement units only numbered 332. The replacement required for 2015 was 550 units; this left 218 units carried into 2016 with an additional 550 units for a total of 768 replacements to be completed.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

### **Additional Information**

- Adding an additional technician will allow this team to more closely manage PC replacements in accordance with a four-year replacement cycle.
- 4-year PC and laptop lifecycle – purchased not leased – replacing approximately 600 computers per year at a total cost across 2017-2018 of \$1,425,200.
- If this offer is not approved, the team will continue to be limited in the number of replacements they are able to complete, and/or the availability to provide support for citywide departmental projects that require additional PC hardware.



### **Offer 57.7: ENHANCEMENT: 1.0 FTE - PC Hardware/Software Specialist**

- Some computers in the city are 5-6 years old. Replacements will improve speed and performance on every user's work experience. Keeping computers on a currently supported operating system and hardware offers greater efficiency as well as security. This new hardware will reduce problems and work interruptions for the end user.
- Reduced Total Cost of Ownership on City computers by eliminating lost productivity due to hardware failure, computer freezes, poor performance or virus/malware infections that happen on older, less secure systems. These factors also contribute to fewer hours spent maintaining old hardware and cleaning viruses off of City computers.

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

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$76,000

#### **Scalability and explanation**

Not scalable.

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

- Not applicable

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

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: The Client Services team keeps a variety of digital infrastructure components up to date on a regular basis, such as virus protection, cyber security patches, all personal devices, such as PC's, laptops, smartphones, mobile device management, and the user authentication environment.
- HPG 7.1 - Provide world-class services that meet the needs of the community: The back-office technology that makes that possible is provided by a significant and complex digital infrastructure. The Client Services team helps to make all of those services possible, such as phones, computers, 911, and all of the other applications used daily by city staff.
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Client Services ensures that much of the technology that is used to provide services to the community is maintained, up-to-date, functional, secure and predictably available, such as all City PC's, laptops, phones, and the software that is used on them.

#### **Performance Metrics**

- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>



***Offer 57.7: ENHANCEMENT: 1.0 FTE - PC Hardware/Software Specialist***

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

- Not applicable

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

Only minor grammar/wording edits made.

**Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology



57.7: ENHANCEMENT: 1.0FTE - PC Hardware/Software Specialist

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	54,459	55,821	2.5%
512000 - Benefits	19,544	20,314	3.9%
510000 - Personnel Services	74,003	76,135	2.9%
Total Expenses	74,003	76,135	2.9%

Funding Sources

100-General Fund: Ongoing	Ongoing	55,725	57,330	2.9%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	18,278	18,805	2.9%
Funding Source Total		74,003	76,135	2.9%



## **Offer 57.8: ENHANCEMENT: 0.5 FTE - PC Hardware/Software Specialist**

2017: \$42,108 and 0.50 FTE, 0.00 Hourly FTE

2018: \$43,401 and 0.50 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this offer will increase the existing 0.5 FTE PC Hardware/Software Specialist position for Client Services Software Compliance from a half time (.5) employee to one (1) full time employee.

Software Compliance is a team comprised of one part time employee and one full time hourly employee. This team provides for all research, purchases, audits, maintenance of software licensing for thousands of software packages and several versions of each. These employees are involved in providing software for departmental projects as well as individual requests. With the increased demand on the support team for hardware, the requirement for software expands.

This Offer supports the following Strategic Objectives:

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure
- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management

### **Additional Information**

- Adding an additional .5 FTE will bring the current part-time technician to full time and will allow this team to more closely manage software purchases and the compliance requirements associated with all software used in the City.
- In keeping with City software policies, we research, purchase, audit, maintain software licensing for thousands of software packages and several versions of each.
- If this offer is not approved, the team will lag in fulfilling software requests from employees across the City. This may impact projects as well.
- Continued management of the City's software resources ensures we receive competitive pricing and pursue opportunities for enterprise contractual arrangements for larger-scale purchases.
- Implemented management of administrative privileges and reporting to manage unlicensed software installations, results in lower organizational risk associated with noncompliance.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$43,000



## **Offer 57.8: ENHANCEMENT: 0.5 FTE - PC Hardware/Software Specialist**

### **Scalability and explanation**

Not scalabe.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: The Client Services team keeps a variety of digital infrastructure components up to date on a regular basis, such as virus protection, cyber security patches, all personal devices, such as PC's, laptops, smartphones, mobile device management, and the user authentication environment.
- HPG 7.1 - Provide world-class services that meet the needs of the community: The back-office technology that makes that possible is provided by a significant and complex digital infrastructure. The Client Services team helps to make all of those services possible, such as phones, computers, 911, and all of the other applications used daily by city staff.
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: Client Services ensures that much of the technology that is used to provide services to the community is maintained, up-to-date, functional, secure and predictably available, such as all City PC's, laptops, phones, and the software that is used on them.

### **Performance Metrics**

- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>

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

- Not applicable

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

Only minor grammar/wording edits made.

### **Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology



57.8 ENHANCEMENT: 0.5 FTE - PC Hardware/Software Specialist

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	0.50	0.50	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
511000 - Salaries & Wages	28,649	29,365	2.5%
512000 - Benefits	13,459	14,036	4.3%
510000 - Personnel Services	42,108	43,401	3.1%
<b>Total Expenses</b>	<b>42,108</b>	<b>43,401</b>	<b>3.1%</b>

Funding Sources

100-General Fund: Ongoing	Ongoing	31,160	32,117	3.1%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	10,948	11,284	3.1%
<b>Funding Source Total</b>		<b>42,108</b>	<b>43,401</b>	<b>3.1%</b>





## ***Offer 58.1: Information Technology Administration Services***

2017: \$507,904 and 4.00 FTE, 0.00 Hourly FTE

2018: \$520,023 and 4.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This offer will fund the departmental management and the executive oversight functions for the City's collective Information Technology (IT) programs. This includes IT governance, project portfolio management, financial management, communications, change management and administrative support for the IT department. This administrative section provides the general oversight and management of the Applications and Infrastructure divisions 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 Library District, Fort Collins Housing Authority, Poudre Fire Authority, and others).

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

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure

### **Additional Information**

- This offer provides executive oversight and governance for the City's technology portfolio to ensure that the organization's resources and technology services are aligned with the business needs and strategic direction of the organization.
- IT exists within a service area, which also includes the HR and CPIO departments. This offer funds the Financial Analyst that provides the financial analytical support for both of these other 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.
- This offer also provides communication services for the operations of the IT department, including a coordinated, shared resource that ensures consistent information and messaging to the organization for technology related issues



## ***Offer 58.1: Information Technology Administration Services***

- This offer provides resources to facilitate activities within the organization not generally associated with IT. These include: Q14 administration and training, Women's Commission Liaison, Shared Facilitation Services, and Finance project support for others

### **Links to Further Details**

- External <http://www.fcgov.com/it/>
- Internal <http://citynet.fcgov.com/it/projectpipeline.php>
- External <http://www.fcgov.com/it/metrics.php>

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: 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.
- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: 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.
- SAFE 5.6 - Optimize the use of data and technology to improve service and protect mission critical infrastructure: 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.

### **Improvements & Efficiencies**

- IT partnered with Financial Services to develop and gain approval for a Managed Print Services contract and policy. The coordination of contracts for copier and printer maintenance purchasing and contracts saved the City over \$100k and will contribute to even greater savings and a reduction in printing and printer consumables.
- GIS services within IT are shared and coordinated across the whole of the City. Enterprise License agreements for GIS software greatly reduce departmental expenses for GIS. As well, GIS staff is shared and coordinated across the organization, reducing duplication of effort and costs.
- Shared services and licensing for services and products such as reporting services, database services, server infrastructure, software licensing, staffing, and equipment purchases create significant efficiencies for the organization.



### ***Offer 58.1: Information Technology Administration Services***

- 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, and others, creating efficiencies and cost savings for all involved.
- The IT Department's Financial Analyst now provides financial services to the Human Resources Department, the Communications, and Public Involvement Office, and to other departments as requested.

#### **Performance Metrics**

- HPG 23. Email availability  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91414>
- HPG 26. Internet availability  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91415>
- HPG 27. Server availability (supporting 390 servers)  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=91416>

#### **Personnel Changes**

- None

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

- Not applicable

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

- Not applicable

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

Reduced offer by \$5,500 in '17 and \$6,500 in '18 by reducing Innotas Sandbox and Other Supplies lines. Net reduction to Gen Fund ongoing 2017: \$5,500 and 2018: \$6,500

#### **Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology



## 58.1: Information Technology Administration Services

### Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	4.00	4.00	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	333,764	342,110	2.5%	
512000 - Benefits	97,005	100,661	3.8%	
519000 - Other Personnel Costs	(8,615)	(8,615)	- %	
<b>510000 - Personnel Services</b>	<b>422,154</b>	<b>434,156</b>	<b>2.8%</b>	
521000 - Professional & Technical	3,000	3,000	- %	
<b>520000 - Purchased Prof &amp; Tech Services</b>	<b>3,000</b>	<b>3,000</b>	<b>- %</b>	
533000 - Repair & Maintenance Services	54,000	54,000	- %	
<b>530000 - Purchased Property Services</b>	<b>54,000</b>	<b>54,000</b>	<b>- %</b>	
542000 - Communication Services	5,565	5,675	2.0%	
543000 - Internal Admin Services	265	272	2.6%	
544000 - Employee Travel	4,400	4,400	- %	
549000 - Other Purchased Services	3,720	3,720	- %	
<b>540000 - Other Purchased Services</b>	<b>13,950</b>	<b>14,067</b>	<b>0.8%</b>	
555000 - Office & Related Supplies	8,000	8,000	- %	
559000 - Other Supplies	6,800	6,800	- %	
<b>550000 - Supplies</b>	<b>14,800</b>	<b>14,800</b>	<b>- %</b>	
<b>Total Expenses</b>	<b>507,904</b>	<b>520,023</b>	<b>2.4%</b>	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	332,860	342,126	2.8%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	175,044	177,897	1.6%
<b>Funding Source Total</b>		<b>507,904</b>	<b>520,023</b>	<b>2.4%</b>



## **Offer 58.2: ENHANCEMENT: Managed Print Services**

2017: \$50,000 and 0.00 FTE, 0.00 Hourly FTE

2018: \$50,000 and 0.00 FTE, 0.00 Hourly FTE

### **Offer Summary**

This enhancement offer will fund years two and three of a five year contract with Professional Document Solutions (PDS) to provide managed print services (MPS) to the organization. The benefits of managed print services include improved customer service, a standard printer/copier fleet, reliable and timely support and a reduction in the number of standalone, non networked printers. By contracting with a single vendor, PDS/Xerox, the city is able to control costs for devices and consumables; reduce support complexity (vendor, make, model, and drivers); streamline the consumable replacement process and reduce administrative oversight.

Prior to implementing this solution, Departmental purchase of printers and support agreements were not centralized, not uniformly managed and not standards driven. Individual printers were purchased and installed without maintenance or support contracts. While the cost for individual printers is fairly low, the cost for supplies (toner, etc.) and per page cost for printing was fairly high.

Year one of the five year Contract was funded by IT for 2016, but ongoing funding will be necessary for the remaining four years. Services covered through this offer include support and consumables for networked printers across the organization, monthly reporting by device on the number of copies and cost per copy (b/w, color) and on going consultation to ensure our printer fleet addresses the organization's waste reduction and efficiency goals and the needs of the employees. What's not included in this offer: purchase/ lease cost and service contracts and consumables for copiers (different from printers).

This offer simply aggregates all of the costs that will be incurred by departments to pay for their individual printer support needs into a single payer scenario, eliminating the need for the processing of individual payments by departments, divisions, and programs.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization

### **Additional Information**

- This offer simply consolidates the costs incurred by individual departments for the support and maintenance of networked printers. If this offer is not accepted, the same costs will still be incurred, but paid individually within departments program budgets.



## **Offer 58.2: ENHANCEMENT: Managed Print Services**

- Provides centralized support for networked printers across the organization. This creates a uniform experience and support for staff across the whole of the organization.
- A Managed Print Services policy which was adopted by the IT Executive Steering Committee in November 2015, and implemented in January 2016. This offer supports that policy.
- This offer allows for the consolidation of the management of the expenses related to all impacted printers, throughout the organization. Rather than processing dozens of invoices and contracts across all departments, this offer would reduce the extensive administrative overhead to a single contract within a single department.

### **Impact to Ongoing Expenses**

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

### **Scalability and explanation**

None

### **Links to Further Details**

- <http://www.biztechmagazine.com/article/2012/04/benefits-using-managed-print-services>

### **Linkage to Strategic Objectives**

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: This offer would optimize the maintenance and management of the organization's network printer fleet by consolidating all maintenance contracts and consumables purchases within a single program area, reducing maintenance costs and greatly reducing the amount of related administrative processing.
- ENV 4.6 - Work towards long-term zero waste goals within the community and the City organization: This offer facilitates the implementation of the City's Managed Print Services policy, which serves to reduce the amount of printers and printing within the organization, helping to achieve Climate Action Plan goals.

### **Performance Metrics**

- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>

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

- Not applicable



***Offer 58.2: ENHANCEMENT: Managed Print Services***

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

Only minor grammar/wording edits made.

**Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology



58.2 ENHANCEMENT: Managed Print Services

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
<b>Expenses</b>			
533000 - Repair & Maintenance Services	50,000	50,000	- %
530000 - Purchased Property Services	50,000	50,000	- %
Total Expenses	<u>50,000</u>	<u>50,000</u>	<u>- %</u>
<b>Funding Sources</b>			
603-Data and Communications      Ongoing Restricted	50,000	50,000	- %
Fund: Ongoing Revenue			
Funding Source Total	<u>50,000</u>	<u>50,000</u>	<u>- %</u>





### **Offer 58.3: ENHANCEMENT: IT Office Space Reconfiguration**

2017: \$0 and 0.00 FTE, 0.00 Hourly FTE

2018: \$260,000 and 0.00 FTE, 0.00 Hourly FTE

#### **Offer Summary**

This offer will fund office cube reconfiguration to add 4-6 new work cubes in the Information Technology (IT) Department. While IT staff is primarily housed at the 215 N Mason site, we do have staff members at City Hall West, Streets, Police Services, 117 N Mason/Utility Customer Service, and at the 700 Wood Street/Utilities locations. When these staff members have to be at 215 N Mason for any period of time, they don't have any place to sit down and work. Their only current option is to look for an empty conference or meeting room which is not always available for their use.

This remodel would create the additional flex space for our staff, free up the meeting/conference rooms for their intended purpose, and allow for future expansion of staff. The funding would cover the cost for additional cubicle walls and counters, 20 floor boxes, electric work, data work, flooring, and project management as well as the contractual labor to install the cubicles and counters. Total projected costs were estimated by Operation Services to be \$260,000 in one-time monies.

This Offer supports the following Strategic Objectives:

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach

#### **Additional Information**

- All current office space within the IT Department is filled. The original design of the office placed cubicles at an angle, which poorly utilized the space available. This reconfiguration will allow the City to maximize the square footage of the available area, reducing the need to develop other office space at a much higher cost.
- The lack of additional cubicle spaces within the IT Department has had a negative impact on the department's staff. Their ability to collaborate and work with off-site staff and even temporary staff is compromised. In one case, we have 2 staff members sharing a single cubicle.
- There is no further flexibility in the space. Any growth in IT staffing will not be able to be housed in our department without a reconfiguration. With the reconfiguration, we would expect to avoid any further office needs for another 6 years.

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

- No ongoing expense associated with this Offer.



## ***Offer 58.3: ENHANCEMENT: IT Office Space Reconfiguration***

### **Scalability and explanation**

This offer can be funded in 2017 or in 2018.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.8 - Optimize the use of City assets through capital improvement planning, preventative maintenance and asset management: This reconfiguration will optimize the use of the City's facilities, allowing for a more intense and effective use of existing space.
- ENV 4.5 - Work towards long-term net zero energy goals within the community and the City organization using a systems approach: By increasing the number of persons that can be located within an existing office area, this offer would reduce the need for other office space to be developed, better utilizing the use of existing resources.

### **Performance Metrics**

- HPG 96. Information Technology Internal Service Survey  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6291&object=measure&objectID=109300>

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

- Not applicable

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

- Not applicable

### **Offer Profile**

Offer Owner: CHMartinez

Lead Department: Information Technology



58.3 ENHANCEMENT: IT Office Space Reconfiguration

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	-	-	- %	
510000 - Personnel Services	-	-	- %	
529000 - Other Prof & Tech Services	-	215,000	- %	
520000 - Purchased Prof & Tech Services	-	215,000	- %	
555000 - Office & Related Supplies	-	45,000	- %	
550000 - Supplies	-	45,000	- %	
<b>Total Expenses</b>	<b>-</b>	<b>260,000</b>	<b>- %</b>	
<b>Funding Sources</b>				
100-General Fund: One-time Revenue	One-Time Restricted	-	260,000	- %
	<b>Funding Source Total</b>	<b>-</b>	<b>260,000</b>	<b>- %</b>



## **Offer 62.1: General Legal Services**

2017: \$2,205,273 and 17.00 FTE, 0.46 Hourly FTE

2018: \$2,278,475 and 17.00 FTE, 0.46 Hourly FTE

### **Offer Summary**

Funding this Offer will enable the City Attorney's Office (CAO) to maintain the level and quality of service necessary to support the expanding needs of the City organization.

The City Charter assigns the CAO multiple roles. First, the CAO advises officers and employees of the City regarding their official powers and duties. This occurs in a fast paced and rapidly changing environment and requires extensive research, writing and negotiation as well as creativity and a thorough understanding of the City's priorities and practices.

Second, the CAO drafts all ordinances and other legal documents that the City needs in the course of its 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 required 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 handling a heavy caseload in Municipal Court. With ongoing evolution in the system of criminal and civil enforcement of the City Code, this role has continued to grow and change.

Finally, the attorneys of the CAO attend all meetings of the City Council, and the meetings of a wide variety of Council committees, City boards and commissions, and other City bodies.

These responsibilities call for a work force with extensive experience and diverse skills and backgrounds that works well under pressure. The quality and timeliness of the legal services provided by the CAO are critical to ensuring that the objectives of the City Council and City staff are met.

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:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust
- HPG 7.9 - Proactively influence policy and legislative development at all levels of government regulation

### **Additional Information**



## **Offer 62.1: General Legal Services**

- As currently funded, the CAO cost per capita (\$15.37) is below the average for its 11 peer cities along the Front Range (\$16.57). Costs among the peer cities range from a low of \$11.35 (Thornton) to a high of \$30.21 (Boulder). These numbers have not been adjusted to reflect that unlike some peer cities, the CAO serves four major utilities as well as General Fund operations.
- The cost of operation of the CAO also compares favorably to the cost of using outside legal counsel to provide legal services. The 2016 average cost per hour of CAO operations is about 2/5 of the average cost per hour of the outside legal services retained by the City, and approximately 2/3 of the lowest per hour cost for outside legal services retained by the CAO.
- During the 2015-2016 budget cycle, the CAO added a paralegal position to support development of systems for coordination of legal matters. In addition, the CAO added funding for a law clerk/intern program, and increased training and professional development resources.
- An approved adjustment to a part time administrative position hired as full time in 2015 increased the total FTE by .25 FTE.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: High-quality, expert legal services are critical to the City Council's and organization's ability to identify and respond to the priorities, objectives and needs of the City organization and the community.
- HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust: 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 7.9 - Proactively influence policy and legislative development at all levels of government regulation: 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 approved additional paralegal position for 2016 has now been filled, and work on development of data and office systems, as well as process improvements, will increase as a result of this added resource.



## **Offer 62.1: General Legal Services**

- Research on attorney market compensation is ongoing and an adjustment to the Other Personnel Services (519999) account to reflect current market information may be requested later in the process.
- Expenses for electronic and print legal resources are based on most current planning and cost estimates.
- Expenses have been carefully reviewed and more accurately classified by line item.
- Options for legal matter and file management systems are still under investigation and neither the likely timing nor expected costs of such a system is ascertainable at this time. There may be sufficient information available and sufficient progress made to allow for a mid-budget-cycle offer in 2017.

## **Performance Metrics**

- SAFE 80. City Attorney Cost Per Capita Among Peer Cities  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6296&object=measure&objectID=121096>
- SAFE 79. Comparison of Legal Costs per Hour: In-house vs. Outside Counsel  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6296&object=measure&objectID=121309>

## **Personnel Changes**

- An approved adjustment to a part-time administrative FTE hired as full time in 2015 increased the total FTE by .25 FTE.

## **Differences from Prior Budget Cycles**

- Funding for office remodel costs included in prior budget cycle was one-time and is not requested for 2017-18.
- In addition, budget line items have been reorganized to better track actual expense types for the CAO.
- As noted above, an approved exception for an increase of .25 FTE to bring an administrative position to full time is carried through to 2017 18.

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

- As in previous years, these funds are for the annual buyout of up to 120 hours of unused vacation leave by the City Attorney, as permitted under the City Attorney's contract of employment, and to fund market adjustments for Assistant and Deputy City Attorneys based on a review of comparable market compensation. Research on attorney market compensation is ongoing and an adjustment in the 519999 amount to reflect current market information may be requested later in the process.



## ***Offer 62.1: General Legal Services***

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

Line items have been further adjusted for accuracy since Round One review; as noted above, an approved exception for an increase of .25 FTE to bring an administrative position to full time is carried through to 2017-18.

### **Offer Profile**

Offer Owner: MDonaldson

Lead Department: City Attorney's Office



62 1: General Legal Services

Ongoing Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	17.00	17.00	- %	
Hourly (FTE)	0.46	0.46	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	1,553,868	1,594,285	2.6%	
512000 - Benefits	439,768	456,098	3.7%	
519000 - Other Personnel Costs	25,812	40,712	57.7%	
510000 - Personnel Services	<u>2,019,448</u>	<u>2,091,095</u>	<u>3.5%</u>	
521000 - Professional & Technical	30,800	32,000	3.9%	
529000 - Other Prof & Tech Services	1,400	1,400	- %	
520000 - Purchased Prof & Tech Services	<u>32,200</u>	<u>33,400</u>	<u>3.7%</u>	
533000 - Repair & Maintenance Services	9,475	9,600	1.3%	
530000 - Purchased Property Services	<u>9,475</u>	<u>9,600</u>	<u>1.3%</u>	
542000 - Communication Services	24,600	24,600	- %	
543000 - Internal Admin Services	1,250	1,280	2.4%	
544000 - Employee Travel	27,700	27,800	0.4%	
549000 - Other Purchased Services	34,400	36,300	5.5%	
540000 - Other Purchased Services	<u>87,950</u>	<u>89,980</u>	<u>2.3%</u>	
555000 - Office & Related Supplies	27,800	26,000	-6.5%	
559000 - Other Supplies	28,400	28,400	- %	
550000 - Supplies	<u>56,200</u>	<u>54,400</u>	<u>-3.2%</u>	
Total Expenses	<u><u>2,205,273</u></u>	<u><u>2,278,475</u></u>	<u><u>3.3%</u></u>	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	2,205,273	2,278,475	3.3%
	Funding Source Total	<u><u>2,205,273</u></u>	<u><u>2,278,475</u></u>	<u><u>3.3%</u></u>





## **Offer 62.2: ENHANCEMENT 0.75 FTE - Enhanced Legal Services**

2017: \$86,860 and 0.75 FTE, 0.00 Hourly FTE

2018: \$89,195 and 0.75 FTE, 0.00 Hourly FTE

### **Offer Summary**

Funding this Offer will enable the City Attorney's Office (CAO) to add attorney resources in order to maintain the level of legal services desired and expected for the City organization. The Offer funds a .75 FTE attorney (to add to an existing .25 FTE vacancy). These additional resources were initially requested as part of Enhancement Offer 75.7 (Neighborhood Livability – Code Compliance), which in part drives the need for these resources.

The CAO has continued to experience increasing demand for legal services and for enhanced delivery of those services. These increasing demands and expectations result from:

Identifiable increases in current activity, staffing and workload volumes throughout the City organization (as described in ongoing Budgeting for Outcomes Offers); and

New proceedings and offenses requiring prosecution resources, and increased emphasis on effective enforcement and sentencing alternatives to address Safe Community and Neighborhood Livability issues;

Changes in the way regulations, projects and programs are developed and processed in the organization; and

Necessary organizational changes within the CAO to create new supervisory responsibilities, reducing the number of direct reports to the City Attorney, have created internal resource demands that affect overall capacity within the CAO.

Offers for enhancements to the organization's services beyond those currently provided (such as Offer 75.7) further increase the need to supplement CAO attorney staffing.

In some circumstances, legal services needs may be satisfactorily met through the use of outside legal counsel. However, the hourly cost of outside counsel is substantially more than the calculated hourly cost of the CAO (based on 2016 figures, the hourly cost of the CAO is 2/5 the average hourly cost for the City's outside counsel, and 2/3 the hourly cost of the City's least costly outside counsel.) (See performance measure – comparison chart).

This Offer supports the following Strategic Objectives:

- HPG 7.1 - Provide world-class services that meet the needs of the community
- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods
- NLSH 1.5 - Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes

### **Additional Information**



## **Offer 62.2: ENHANCEMENT 0.75 FTE - Enhanced Legal Services**

- The CAO's workload has increased as a direct result of currently funded increases and realignments in staffing in the organization, including new staff for development review, landmark preservation and Code enforcement (Offer #78.1), liquor and marijuana licensing and enforcement (see Offer #13.1 and Offer #29.12) and other law enforcement functions (NET and District 1 Police – Offer #29.12).
- Municipal Prosecution efforts have grown, adding new proceedings (Special Agency Sessions, Underage Possession of Alcohol/Marijuana and Social Host offenses); new scheduled arraignment and pretrial dockets, and required appearances for minor misdemeanor defendants; and the burden to file motions with the Court to add Failure to Appear charges.
- Emphasis on alternative sentencing and other ways to use plea bargains to effectively address the impacts of disruptive and dangerous behaviors makes skillful prosecution critical. Prosecution is the final step in fulfilling the City's significant investments in prevention, outreach and enforcement for public safety, neighborhood livability, social health and quality of life objectives.
- The CAO in Jan. 2014 reduced from 14 the City Attorney's direct span of control by naming three supervisory attorneys. No capacity was added to reflect the new duties. There are now two (not three) supervisory attorneys; however, no new capacity has been added to enable them to carry out their additional duties.
- BFO offers for Code compliance (#75.7), liquor and marijuana enforcement (#29.26), updates to primary land use and transportation governing documents (#78.3, #78.5, #78.7, #78.10), accessible programs (#22.7), promoting equity and inclusiveness (#27.8), procurement processing (#10.5), and others throughout the Budget, pose corresponding increased demands for legal support via the CAO.

### **Impact to Ongoing Expenses**

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:  
\$86,860

### **Scalability and explanation**

This position may be reduced from the proposed FTE level; however, any such reduction will more than proportionally reduce the benefits achieved.

### **Links to Further Details**

- Not applicable

### **Linkage to Strategic Objectives**

- HPG 7.1 - Provide world-class services that meet the needs of the community: High-quality, expert legal services are critical to the City Council's and organization's ability to move forward in a well-informed and considered way with new approaches, programs and priorities.



## **Offer 62.2: ENHANCEMENT 0.75 FTE - Enhanced Legal Services**

- NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods: Legal advice and advocacy to support and assist with development of new prevention, outreach and enforcement efforts, and to carry out the key final process step of prosecution of violations, must be carried out with creativity and expertise to support the City's goals and objectives.
- NLSH 1.5 - Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes: Guide development compatible with community expectations through appropriate planning, annexation, land use, historical preservation and development review processes: Legal services must keep pace with the ongoing evolution of these processes and requirements, and with the current significant increases in volume and resulting increases in staff to carry out these functions.

### **Performance Metrics**

- SAFE 79. Comparison of Legal Costs per Hour: In-house vs. Outside Counsel  
<https://www.clearpointstrategy.com/publish/direct.cfm?linkID=BFO&view=drill&scorecardID=6296&object=measure&objectID=121309>

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

- Not applicable

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

BLT requested the additional FTE tied to Offer 75.7 for Code Enforcement be moved to the City Attorney Office.

### **Offer Profile**

Offer Owner: MDonaldson

Lead Department: City Attorney's Office



62.2 ENHANCEMENT 0.75 FTE - Enhanced Legal Services

Enhancement to Programs and Services

	2017 Projected Budget	2018 Projected Budget	2017 to 2018 Change	
Full Time Equivalent (FTE) Staffing	0.75	0.75	- %	
Hourly (FTE)	-	-	- %	
<b>Expenses</b>				
511000 - Salaries & Wages	61,500	63,038	2.5%	
512000 - Benefits	20,598	21,395	3.9%	
510000 - Personnel Services	<u>82,098</u>	<u>84,433</u>	<u>2.8%</u>	
542000 - Communication Services	1,212	1,212	- %	
544000 - Employee Travel	3,000	3,000	- %	
549000 - Other Purchased Services	550	550	- %	
540000 - Other Purchased Services	<u>4,762</u>	<u>4,762</u>	<u>- %</u>	
Total Expenses	<u><u>86,860</u></u>	<u><u>89,195</u></u>	<u><u>2.7%</u></u>	
<b>Funding Sources</b>				
100-General Fund: Ongoing	Ongoing	86,860	89,195	2.7%
	Funding Source Total	<u><u>86,860</u></u>	<u><u>89,195</u></u>	<u><u>2.7%</u></u>