City of Fort Collins
2019 - 2020 Offer Narratives

High Performing Government

Offer 2.1: Information Technology Application Services

2019: $3,304,825 and 18.30 FTE, 0.00 Hourly FTE

2020: $3,353,131 and 18.30 FTE, 0.00 Hourly FTE

Offer Summary

This offer proposes funding for the City's Application Services Division, within the IT Department, that supports the various software applications that both the organization and the community uses 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, performs data maintenance and supports 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 for both Oracle and SQL
- 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, FCTrip, OpenBook, the Development Review Proposal site and much more
- Develops and maintains custom applications such as the 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 993,546 documents available to the public dating back to 1889
- Supports the Open Data Portal platform

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

Offer 2.1: Information Technology Application Services

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

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- HPG 7.1 - Provide world-class municipal services to residents and businesses

Additional Information

- Customer service is at the core of Application Services, we average about 420 support HelpDesk tickets per month. In 2016 and 2017, we processed over 9,200 support tickets. Application Services also tracks our time both for projects and operations and maintenance (O&M) of the City's applications. In 2017, Application Services put in 31,829 hours in both new projects and IT maintenance work.

- Application Services provides 24/7 operational support to the organization for our financial system, the fcgov.com website, maintenance/support for regional Computer-Aided Dispatch system (CAD/911 System), financial reporting, budget creation, sales tax and revenue management, and other critical operational systems.

- Application Services manages and maintains multiple City websites, the most notable being FCGov.com. This website receives 2.5 million users and over 352 thousand file downloads (Jan 2016 – May 2018) and averages 125,000 visitors per month (Jan 2016). The website is a critical component to our community and organization.

- Application Services was recognized as a 2016 finalist for the Digital Cities Best of The Web and an ESRI User Conference Cartography Special Interest Group Excellence Award. Additionally in 2017 GIS staff were recognized at the ESRI Conference with the Map Gallery Award. It's a highly coveted honor to have team members recognized for their outstanding work in their field.

- The offer includes the contractual Open Data Portal Position and accompanying program software that was accepted in the 2017-2018 BFO cycle. The work provided in this program significantly increases the City's transparency and generates opportunities for collaboration and co-creation within our engaged community. The contractual position was hired in 2018 and has begun work on this initiative.

Links to Further Details:

- https://www.fcgov.com/it/
- http://www.govtech.com/cdg/Best-of-the-Web-Digital-Government-Achievement-Awards-2016-Winners-Announced.html
- https://gisweb.fcgov.com/Html5Viewer/Index.html?viewer=trail%20status

Offer 2.1: Information Technology Application Services

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: Our community utilizes a variety of technologies 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 and are available across a multitude of platforms.

- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency: Application Services develops and maintains a wide variety of websites that support organizational transparency. Examples include the City's OpenData Portal, CityDocs, FCGov.com, Development Review site, live snow plow tracking, live mosquito truck spraying tracking and many others.

- HPG 7.1 - Provide world-class municipal services to residents and businesses: Application Services works to support organization's business processes by supporting, implementing and consulting on the applications that make the departments successful.

Improvements & Efficiencies

- The team developed an online application that provides a simple, streamlined process for Utilities customers to request to have Utilities turned on or turned off through the web. This process normally took three days to process and the team helped streamline it into a one day process.

- Application Services redesigned fcgov.com in partnership with the City's Communication and Public Involvement Office. The new design features a functional design, better emergency event communication, community featured photography and prioritized content. The design also included a responsive design that is optimized for mobile devices.

- The City's municipal budgeting tool, BART, was a custom application in need of updating where the original developer retired creating a gap in ongoing support and customization. In 2017, we worked to rewrite BART to improve its functionality and supportability in time to for this year's Budgeting for Outcomes process.

- In 2017, the new Open Data Portal (opencity.fcgov.com) was launched. This new portal offers our community access to a variety of data. This data includes information about neighborhoods, economic health, safety and much more. The goal is to further expand the use of this portal and offer more data sets to further the organization's commitment to transparency.

- In 2016, we completed the Northern Colorado Trail report website. This website was an inter-jurisdictional project coordinated with Larimer County that provides our community a live trail status within Larimer County. When rangers are on the trail, they can remotely close a trail or alert the community to trail status. Site: https://gisweb.fcgov.com/Html5Viewer/Index.html?viewer=trail%20status

Offer 2.1: Information Technology Application Services

- In 2017, an RFP for a new content management system was facilitated to replace the City's current system which is no longer supported by the vendor. This critical system stores municipal documents for all City departments and provides the records for our public facing record website citydocs.fcgov.com. A new vendor was selected and installation of the new application will occur in 2018.

- When the community's electric power consumption reaches peak level, we are charged a higher rate for electricity. This can mean a significant cost to large businesses. We assisted in developing a peak load application that provides the organization, and private business partners, information about the level of electric power consumption, in an effort to manage usage.

- The team worked to upgrade the vendor-supported credit card terminals to the new chip and pin Euro Mastercard Visa (EVM) terminals. This helps the City meet the new credit card processing standards and provides a more secure payment environment for our customers.

- In 2017, Application Services upgraded the CAD/911 system. The CAD/911 system serves the City's Police Department, Estes Park, Larimer County Sheriffs Office, Medical, Poudre Fire Authority and CSU. This upgrade addressed some issues in the application and provided a more supportable environment across regional emergency responders.

- In 2018, the team completed the migration of the Utilities websites from a vendor-supported system to an internally developed content management system. The traffic on the Utilities websites are significant due to online bill payment as well as other programs provided Utilities. This migration was completed without significant interruption and decreased costs by $4,800 plus per year.

Performance Metrics

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

Personnel Changes

- The contractual Open Data Portal position was accepted and integrated into the Applications Services offer during the 2017-2018 BFO cycle.

Differences from Prior Budget Cycles

- The Docusign software, previously budgeted under Purchasing, was moved into the Applications Services offer at a $17,000/year cost.

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 2.1: Information Technology Application Services

No changes

Offer Profile

Offer Owner: CHMartinez
 Lead Department: Information Technology

2.1: Information Technology Application Services

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	18.30	18.30	- %
Hourly (FTE)	-	-	- %

Expenses

511000 - Salaries & Wages	1,620,236	1,668,851	3.0%
512000 - Benefits	474,900	497,273	4.7%
519000 - Other Personnel Costs	(39,468)	(40,543)	2.7%
510000 - Personnel Services	**2,055,668**	**2,125,581**	**3.4%**
521000 - Professional & Technical	71,334	73,132	2.5%
520000 - Purchased Prof & Tech Services	**71,334**	**73,132**	**2.5%**
533000 - Repair & Maintenance Services	1,082,902	1,113,727	2.8%
530000 - Purchased Property Services	**1,082,902**	**1,113,727**	**2.8%**
542000 - Communication Services	20,851	20,851	- %
543000 - Internal Admin Services	983	996	1.3%
544000 - Employee Travel	58,897	58,897	- %
549000 - Other Purchased Services	2,554	2,554	- %
540000 - Other Purchased Services	**83,285**	**83,298**	**- %**
555000 - Office & Related Supplies	11,053	11,054	- %
559000 - Other Supplies	583	(53,661)	-9,304.3%
550000 - Supplies	**11,636**	**(42,607)**	**-466.2%**
Total Expenses	**3,304,825**	**3,353,131**	**1.5%**

Funding Sources

100-General Fund: Ongoing	Ongoing	2,022,329	2,030,964	0.4%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	1,282,496	1,322,167	3.1%
Funding Source Total		**3,304,825**	**3,353,131**	**1.5%**

Offer 2.2: ENHANCEMENT: 1.0 FTE - Systems Analyst and Enterprise Business Intelligence

2019: $251,256 and 1.00 FTE, 0.00 Hourly FTE

2020: $188,258 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer includes money to fund a 1.0 FTE Systems Analyst position that will support the Business Intelligence (BI) technologies, work with the business to identify data to drive their metrics, work with the technology to get that data entered into a data warehouse, and assist the business in initial analysis of the data once in the data warehouse. This will be a multi-year ongoing effort; this offer is funded to the initial discovery and implementation to meet City requirements.

The City generates a large amount of data that could provide significant value to local businesses and academia, as well as transparency to City residents. Making this data available drives the need and demand for a consolidated source of data allowing IT to supply the Open Data Portal and various departments looking to replace a patchwork of reporting with Dashboards, ensuring:
- Everyone gets the same results from identical queries
- The City can manage the data that is made available within the City government and externally
- Access to high-integrity, verified data that is optimized in a common form

To accomplish this the City needs to either manage the data in a database or data warehouse, or manage the methods used to gather the data in a dashboard, or a combination of the two. Otherwise, the City cannot provide reliable data and support costs will continue to increase attempting to validate differing data from disparate sources and data gathering methods.

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

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group
- HPG 7.1 - Provide world-class municipal services to residents and businesses

Additional Information

- There will be a one-time cost of $85,000 to convert all standard JDE (the City's ERP system) tables into a data warehouse and 20 dashboard licenses that would be funded out of IT Reserves. The $162,000 ongoing costs include annual maintenance, costs for a report server which allows interactive use of dashboards and publishing to the clouds, and 1.0 FTE Systems Analyst.

- Target start date would be later half of 2019 with a projected 12-month implementation timeline.

Offer 2.2: ENHANCEMENT: 1.0 FTE - Systems Analyst and Enterprise Business Intelligence

Impact to Ongoing Expenses

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

  $184,000

Scalability and explanation

What is imperative in this offer is the 1.0 FTE that is required to manage this data warehouse need. Without this FTE, the bandwidth of the current ERP team will be unable to manage the work associated with this offer. This could be a contractual FTE versus a classified FTE. There is also the option to purchase individual professional licenses to share dashboards in a non-interactive "report" mode (50 licenses would run $6,000 - $9,250 annually).

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: The data, report, and dashboard capabilities inherent in a BI solution will simplify and automate reporting on any City data reducing time to publish and assess results.

- ECON 3.1 - Facilitate government and local partners to form an effective regional economic health group: The City as well as CSU and other organizations have already expressed an interest in City data to support grant applications that bring more money into the economic ecosystem. City data can also be used in business analytics and to research markets and locations for doing business in the City of Fort Collins.

- HPG 7.1 - Provide world-class municipal services to residents and businesses: This solution will allow the City to package the data they own as a product for internal and external consumption. Not only does it create a new product and new value for City residents and businesses, it provides an enterprise solution to keep support and maintenance costs under control. Access to this data can effect performance on any number of Performance Measures.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer 2.2: ENHANCEMENT: 1.0 FTE - Systems Analyst and Enterprise Business Intelligence

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

No changes

Offer Profile

Offer Owner: CHMartinez
 Lead Department: Information Technology

2.2: ENHANCEMENT: 1.0 FTE - Systems Analyst and Enterprise Business Intelligence

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	70,820	87,533	23.6%
512000 - Benefits	20,436	25,725	25.9%
510000 - Personnel Services	**91,256**	**113,258**	**24.1%**
529000 - Other Prof & Tech Services	85,000	-	- %
520000 - Purchased Prof & Tech Services	**85,000**	**-**	**- %**
533000 - Repair & Maintenance Services	15,000	15,000	- %
530000 - Purchased Property Services	**15,000**	**15,000**	**- %**
555000 - Office & Related Supplies	60,000	60,000	- %
550000 - Supplies	**60,000**	**60,000**	**- %**
Total Expenses	**251,256**	**188,258**	**-25.1%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	119,310	135,126	13.3%
603-Data and Communications Fund: Reserves	Reserve	96,469	11,769	-87.8%
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	35,477	41,363	16.6%
Funding Source Total		**251,256**	**188,258**	**-25.1%**

Offer 2.3: ENHANCEMENT: Development and Test Cloud Environments

2019: $28,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $23,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund moving Oracle and SQL Development and Test systems to the cloud. In addition to being able to better server the customer base and manage costs, this will provide invaluable knowledge and experience to prepare production systems for the Cloud.

The Cloud offers an opportunity to more closely manage the life cycle of test and development systems without requiring time and resources to create systems in the VMware environment in addition to consuming those resources.

Development and Test systems are where changes are applied to software before they are applied to Production systems; their use is sporadic and their content and configuration change continually. For example, there are several tax table updates that occur in JD Edwards (JDE) every year; these are applied on a JDE Test system and verified before being applied to Production JDE.

Costs:
- $10,000 Oracle Cloud services (allows purchase of up to three cores)
- $13,000 SQL (Azure) Cloud services (2008, 2012, 2014, 2016 SQL x4), minimal relational database server configuration (two cores 16 GB RAM)
- $5,000 Education and Training
$28,000 total

This offer creates additional ongoing costs that will reduce hardware costs and licensing maintenance, however, it is difficult to quantify the offset since development and test systems reside on virtual servers. This change will use less on-premise hardware and software.

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

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

Additional Information

- This offer creates additional ongoing costs that will be offset by a reduction in hardware costs and licensing maintenance, however, it is difficult to quantify that offset since Development and Test reside on virtual servers. If funded, it will result in less on-premise hardware and software.

Offer 2.3: ENHANCEMENT: Development and Test Cloud Environments

- As with all Cloud technology solutions, this will turn normal, cyclical infrastructure costs into a service cost.

- Costs for the cloud services is $23,000 and another one-time expense of $5,000 is needed for Education and Training.

- This will be scheduled as a year-long project, but may occur in either 2019 or 2020.

Impact to Ongoing Expenses

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

   $23,000

Scalability and explanation

This Offer can be scaled by adjusting training and scaling back the Cloud services, but a minimum of $14,700 is required which will restrict the number of Development/Test servers placed in the Cloud and lengthen implementation.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: The solution itself will be more responsive to customer needs and the City can better manage hardware and software replacement and maintenance costs by minimizing or removing Cloud based Development and Test servers when not in use on a near daily basis. Additionally, these servers will be more reliable and accessible residing in the Cloud and not dependent on City networks and servers.

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness: By providing a cloud environment maintained and supported by the vendors for development and testing,

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Offer 2.3: ENHANCEMENT: Development and Test Cloud Environments

No changes

<div style="background-color:green; color:white">**Offer Profile**</div>

Offer Owner: CHMartinez
Lead Department: Information Technology

2.3: ENHANCEMENT: Development and Test Cloud Environments

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
533000 - Repair & Maintenance Services	23,000	23,000	- %
530000 - Purchased Property Services	**23,000**	**23,000**	**- %**
544000 - Employee Travel	5,000	-	- %
540000 - Other Purchased Services	**5,000**	**-**	**- %**
Total Expenses	**28,000**	**23,000**	**-17.9%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	16,560	16,560	- %
603-Data and Communications Fund: Reserves	Reserve	6,380	1,380	-78.4%
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	5,060	5,060	- %
Funding Source Total		**28,000**	**23,000**	**-17.9%**

Offer 2.4: ENHANCEMENT: ERP Software Evaluation

2019: $100,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

The City's ERP system, JD Edwards (JDE), support and licensing fees continue to climb year over year at an average of 6-8% annually. This offer is a one-time fee to identify a consultant through the RFP process and assess the City's use of JDE to identify possible alternative applications that would allow the City to lower costs and take advantage of the latest technologies and best practices.

JDE has been the primary ERP (Enterprise Resource Planning) application in the City since 1999 for Finance (Payroll, Accounts Payable, Accounts Receivable, Budgeting, Purchasing, etc.) and Human Resources. It has been highly customized and an ecosystem of reporting has been built around it to mitigate the shortcoming of its own reporting capabilities adding significant internal support costs to the total cost of ownership. JDE was developed before Cloud technologies and the existence of viable JDE cloud application services.

JDE support and licensing costs to external vendors, including Oracle since our Oracle licensing policy is defined by JDE needs, have averaged approximately $281,000 annually (2014-2017). In the same time period JDE support hours from the ERP team average approximately $132,000. That is a combined average of $413,000 with a definite upward trend.

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

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

Additional Information

- This Offer can be implemented anytime during 2019-2020, and will take approximately 6-9 months the evaluation is expected to take, implementation should begin no later than Q2 2020.

Impact to Ongoing Expenses

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

$0

Scalability and explanation

Offer 2.4: ENHANCEMENT: ERP Software Evaluation

Scaling back the cost of this Offer will likely result in an unusable product. The cost can however be scheduled any time during the 2019-2020 budget years. It is preferable to schedule a 6-9 month engagement when convenient.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: JDE has been in use at the City since 1999. This enhancement request would offer alternatives to improve the ERP service provided within the City as well as to external entities such as vendors and Poudre Fire Authority who are also effected by the quality of Financial, Human Resources, and Risk Management services.

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future: The City's Human Resources Department is seeking more functionality that includes providing one portal for the entire HR workflow from application to alumni along with a more intuitive and user-friendly interface allowing employees better access to their own transactions. This includes preference for a mobile application, data analytic tools and integration.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

No changes

Offer Profile

Offer Owner: CHMartinez
 Lead Department: Information Technology

2.4: ENHANCEMENT: ERP Software Evaluation

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
521000 - Professional & Technical	100,000	-	- %
520000 - Purchased Prof & Tech Services	**100,000**	**-**	**- %**
Total Expenses	**100,000**	**-**	**- %**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
603-Data and Communications Fund: Reserves	Reserve	100,000	-	- %
Funding Source Total		**100,000**	**-**	**- %**

Offer 2.6: ENHANCEMENT: 1.0 FTE - GIS Analyst I

2019: $78,323 and 1.00 FTE, 0.00 Hourly FTE

2020: $94,309 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide for a GIS Analyst I within the Geographic Information System (GIS) group to keep up with current demands and changing technology. The current workload has increased due to the needs of the organization along with the loss of some resources. The GIS group supports other GIS Analysts within the organization and providing services to departments without their own resources.

The GIS group helps others within the organization with mapping, analysis, reporting, GIS database design, GIS Internet mapping, GIS application implementation, software integration, problem resolution and other needs. The GIS group supports GIS software, including testing new products, new product versions, new operating systems and an enterprise training program. Over time, the GIS group has lost some resources from a volunteer who maintained the data necessary for the Maverick Mapping system used by the Police Patrol staff. This position will help cover this lost resource and will help meet the demand for these responsibilities with a focus on our Internet portal tools. These tools include GIS applications for smartphones that assist with data collection.

As the GIS industry has grown and expanded into more specialized applications, more resources are needed to implement, manage, use and support the technology. With this diversity, additional specialized knowledge is needed to set it up and train users. The GIS group assists others in performing their duties and gathering data to analyze and report, providing transparency and fiscal responsibility. As the City works to centralize more services to achieve service levels and realize economies of scale, the demands on the GIS team are continually increasing.

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

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

- HPG 7.1 - Provide world-class municipal services to residents and businesses

Additional Information

- This position can be funded in either 2019 or 2020.

- Over the years, more users are utilizing GIS technology for their applications and websites. This is impacting GIS' ability to deliver service in a timely manner due to increase in requests. Funding an additional staff member would help by reduce deliverable delays.

Offer 2.6: ENHANCEMENT: 1.0 FTE - GIS Analyst I

Impact to Ongoing Expenses

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

  $94,000

Scalability and explanation

No scalability is available for this offer other than maybe a later start date to reduce initial costs.

Links to Further Details:

- Collector Application - http://www.esri.com/products/collector-for-arcgis
- GIS interactive websites - https://www.fcgov.com/gis/maps.php

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: Funding an additional staff member will allow the GIS team to continue to deliver on GIS requests in a timely manner and reduce the number of service delays due to current workload bandwidth.

- HPG 7.1 - Provide world-class municipal services to residents and businesses: The GIS group is currently providing world-class services to staff, citizens and businesses in many ways. Websites, apps and data are made available to help staff and citizens make informed decisions. Additional staff would help by providing resources to implement more of the innovative technology that supports our customers.

Performance Metrics

- HPG 95. Geographic Information Services availabilty
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109299.html
- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

No changes

Offer Profile

Offer 2.6: ENHANCEMENT: 1.0 FTE - GIS Analyst I

Offer Owner: CHMartinez
 Lead Department: Information Technology

2.6: ENHANCEMENT: 1.0 FTE - GIS Analyst I

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
Expenses			
511000 - Salaries & Wages	57,484	71,050	23.6%
512000 - Benefits	18,439	23,259	26.1%
510000 - Personnel Services	**75,923**	**94,309**	**24.2%**
544000 - Employee Travel	1,000	-	- %
540000 - Other Purchased Services	**1,000**	**-**	**- %**
555000 - Office & Related Supplies	1,400	-	- %
550000 - Supplies	**1,400**	**-**	**- %**
Total Expenses	**78,323**	**94,309**	**20.4%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	54,325	67,546	24.3%
603-Data and Communications Fund: Reserves	Reserve	7,283	6,049	-16.9%
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	16,715	20,714	23.9%
Funding Source Total		**78,323**	**94,309**	**20.4%**

Offer 2.7: ENHANCEMENT: Nearmap PhotoMaps Subscription

2019: $16,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $16,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide access to updated as well as older aerial imagery for the Fort Collins Growth Management Area through a subscription.

Nearmap provides highly accurate aerial photography that is updated annually. The imagery is being updated in August at a pixel resolution of 2.8". Pixel resolution indicates that each pixel in the image represents 2.8" on the ground. The smaller the resolution, the clearer the image is at large scales. Nearmap is a cloud-based service that hosts these images and provides access to them. The Nearmap product directly integrates with desktop GIS and AutoCAD. The City would also get access to all current US coverage areas and all historical images that Nearmap has flown. This offer is for the standard subscription that provides unlimited user access and 50 gigabyte data use. As this is a subscription, the deliverables are the same for years 1 and 2.

Aerial images are used with mapping, planning, data acquisition and analysis and as underlying base maps showing the most-up-to date conditions on the ground. The City of Fort Collins has periodically paid to get highly accurate 6" and 3" pixel resolution aerials. The last time the City paid for updated aerials, it also included additional data so a direct comparison is difficult, but it ran more than $100,000 in the spring of 2013. The City's images are now very outdated.

The City currently uses imagery in several different departments: Parks, Planning, Utilities, Engineering and Natural Areas. Using updated imagery helps staff plan better and make more informed decisions. This subscription would be a significant reduction in cost compared to traditional aerial acquisition and the City would receive annual updates instead of a single update.

This offer includes two add-on tools, Public Facing and On-Premise, to the Nearmaps subscrition at a cost of $3,000 each per year. These add-ons provide unique advantages in fully using the Nearmap to further serve both the City's internal and external customers.

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

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

Additional Information

Offer 2.7: ENHANCEMENT: Nearmap PhotoMaps Subscription

- Imagery is used to help with Building Footprint updates. This in turn is used for the Community Rating Survey (CRS), a volunteer program from FEMA that the city participates in that helps set the flood insurance rates for our citizens.

- This can be implemented in either 2019 or 2020 and is a turn-key purchase that requires very minimal time to begin using this tool.

- This offer includes the Public Facing Add-On that will allow the City to use the aerial imagery on public facing websites such as FCMaps, Cemetary Maps, and the xeriscape mapping tool. More up to date and accurate base maps help citizens identify locations more accurately and understand other data such as zoning and city limits that are overlayed upon the maps.

- This offer includes the On-Premise Copy Add-On that will allow the City to get a hard copy of the most recent aerial imagery. Having local copies of the images makes much easier to have other be able to work with map data and makes it easier for other departments to extract data that is needed specifically by them.

Impact to Ongoing Expenses

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

  $16,000

Scalability and explanation

The base Nearmap Subscription is $10,000 which is the minimum requirement. The two add-ons, Public Facing and On-Premise, can be scaled back at a cost of $3,000 each.

Links to Further Details:

- Specifications - https://go.nearmap.com/hubfs/pdf/solution_briefs/PhotoMaps-Datasheet.pdf?t=1523291586751
- FCMaps - https://gisweb.fcgov.com/HTML5Viewer/Index.html?viewer=FCMaps

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: Aerial imagery is used by several department to help visualize the existing conditions on the ground. This in turn helps guide decisions when determining what work is necessary when analyzing a site for improvements or analyzing the overall tree canopy coverage.

- CR 2.2 - Plan, design, implement and maintain the City's parks and trails systems: This subscription reduces lifecycle cost as it more cost effective then a single data capture. The subscription also makes the imagery usable in multiple platforms, not only GIS but AutoCAD as well. Having updated aerials also helps keep our existing investments in data, such as building footprints, up to date.

Offer 2.7: ENHANCEMENT: Nearmap PhotoMaps Subscription

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: Updated aerials will be used in the planning and design of both new and existing parks and trails. The ability to use these updated images in AutoCAD makes the data much more usable for this purpose.

Performance Metrics

- HPG 95. Geographic Information Services availabilty
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109299.html
- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

No changes

Offer Profile

Offer Owner: CHMartinez
Lead Department: Information Technology

2.7: ENHANCEMENT: Nearmap PhotoMaps Subscription

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
533000 - Repair & Maintenance Services	16,000	16,000	- %
530000 - Purchased Property Services	**16,000**	**16,000**	**- %**
Total Expenses	**16,000**	**16,000**	**- %**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
603-Data and Communications Fund: Reserves	Reserve	12,520	12,520	- %
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	3,480	3,480	- %
Funding Source Total		**16,000**	**16,000**	**- %**

Offer 2.10: ENHANCEMENT: Redundant Licensing for Internet Mapping Software - Geocortex

2019: $30,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $5,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide an additional license of Geocortex, software used by the IT department for Internet mapping. This will increase the stability of the existing website services.

The city has more than 40 internet mapping websites built using Geocortex technology. These sites include: Capital Improvement Projects, Project Coordination, Power Outage, Cemetery Grave Locations, Regional Trail Status and West Nile Hotspots, just to name a few. The demand for internet mapping is steadily increasing as more people understand how they can help display import information to others. The load on the existing server is increasing as more people use these websites. Currently the City has a single license and can only run these sites from a single server. This server is a single point of failure; if something goes wrong none of the websites would be available until the server could be restored.

The additional license would allow this product to be installed on a second server. The software would then be configured to work with the existing server. This new configuration would provide for a load-balanced solution (spreading the load between the two servers evenly) to help alleviate the existing and future load. This configuration would also provide redundancy as each server is identical to the other. If one server fails the other server would take over all the requests without any downtime.

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

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

- HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

Additional Information

- This can be implemented in either 2019 or 2020 can be implemented within a 12 month timeframe.

Impact to Ongoing Expenses

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

$5,000

Offer 2.10: ENHANCEMENT: Redundant Licensing for Internet Mapping Software - Geocortex

Scalability and explanation

This offer is not scalable.

Links to Further Details:

- [Public links to web maps built with Geocortex Technology - https://www.fcgov.com/gis/maps.php](https://www.fcgov.com/gis/maps.php)

Linkage to Strategic Objectives

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

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: Staff and citizens are already using this technology to help make timely decisions by making it easier to look up and retrieve pertinent information. This offer enhances the current service delivery by making it more dependable and supportive of the growing service load.

- HPG 7.1 - Provide world-class municipal services to residents and businesses: The existing websites created using this product are an example of world-class services by promoting transparency and self-service. Allowing staff and citizens to use maps as an intuitive way to look up and find the information they are looking for. This offer improves the existing services by proactively planning for the growing service load and the loss associated with potential computer failu

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: Having a redundant server improves reliability and accessibility by taking advantage of load balancing. Load balancing improves accessibility by speeding up server response times and improves reliability by letting a single server respond when one server fails.

Performance Metrics

- HPG 95. Geographic Information Services availabilty
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109299.html
- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

No changes

Offer Profile

Offer 2.10: ENHANCEMENT: Redundant Licensing for Internet Mapping Software - Geocortex

Offer Owner: CHMartinez
Lead Department: Information Technology

2.10: ENHANCEMENT: Redundant Licensing for Internet Mapping Software - Geocortex

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
533000 - Repair & Maintenance Services	5,000	5,000	- %
530000 - Purchased Property Services	**5,000**	**5,000**	**- %**
555000 - Office & Related Supplies	25,000	-	- %
550000 - Supplies	**25,000**	**-**	**- %**
Total Expenses	**30,000**	**5,000**	**-83.3%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	3,600	3,600	- %
603-Data and Communications Fund: Reserves	Reserve	25,000	-	- %
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	1,400	1,400	- %
Funding Source Total		**30,000**	**5,000**	**-83.3%**

Offer 2.11: ENHANCEMENT: JDE Cloud Migration

2019: $0 and 0.00 FTE, 0.00 Hourly FTE

2020: $151,125 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will provide maximum availability for JD Edwards (JDE), minimize internal support and transmute capital investments into expenses. The cloud will provide Disaster Recovery (DR) and free up hardware and software maintenance dollars as well as FTE resources with additional functional and development support. The reduction in FTE resources dedicated to JDE maintenance and ad hoc support will be used to address the backlog in JDE projects. PLEASE NOTE: the software maintenance dollars freed are those associated with Oracle database licensing; the City must still pay for JDE license maintenance.

A migration into the cloud means that the JDE applications and database will be moved from City Hall West to a secure hardened remote site. It will relieve the City from maintaining hardware and software assets for JDE including Oracle database licensing. "Cloud" simply means you are accessing your assets at a remote location on a vendor's hardware over external networks using a Virtual Private Network (VPN) instead of the City's local area network (LAN) using City capital assets. The City currently uses other Cloud services.

DR is the ability to recover from multiple server failure. The cloud will protect JDE from disaster at the core data center and JDE will be replicated in the cloud to protect it from any one Cloud data center disaster.

There are $45,125 in one-time fees to set up the private cloud, lift and shift JDE to that cloud, and set up Disaster Recovery that would be funded from Data and Communications Reserves. The ongoing costs for Cloud, DR, Quick Calculator for live queries, and other services is $106,000 net the offsetting costs:
 - $52,800 offset for Current Technical managed services purchased after the May 23, 2016 Citywide JDE application outage
 - $6,820 offset for Oracle licensing offset (migrate windows server Oracle to the Oracle database appliance)
 - $6,480 offset for necessary hardware

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

✓HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- HPG 7.1 - Provide world-class municipal services to residents and businesses

Offer 2.11: ENHANCEMENT: JDE Cloud Migration

Additional Information

- Technical Services Offset: on May 23, 2016 JDE experienced a system-wide failure making it unavailable and endangering payroll. At that time Technical services were purchased from Denovo to prevent any further system-wide failures. This service costs $4400/month ($52,800/yr) and represents an offset to this offer.

- Oracle License Offset: Removing JDE from on-premise allows consolidation of all remaining JDE databases from Windows servers to the Oracle Database Appliance enterprise server, including development and test environments, and still support future growth. The Oracle license offset amounts to $6820 annually.

- Oracle Server Offset: JDE Production and JDE Development and Test both reside on their own physical server. The enterprise servers now being purchased are approximately $15,000 each plus $1,200 each for a 5-year warranty; offset is $32,400 for the life of the server (5 years).

- FTE Offset: JDE support costs approximately 1.5 FTE (full time equivalent) in non-overhead hours, in addition to other duties this consumes over 2 FTE positions. Freeing this resource will allow the ERP Team to complete more JDE projects and take on new initiatives at no FTE growth.

Impact to Ongoing Expenses

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

 $106,000

Scalability and explanation

This offer can be scaled back on the ongoing costs so that it would not include the FCM module ($15,500) and/or the Lower Functional and Development support commitment ($10,000).

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: Transform current infrastructure hardware and software assets into an expense; servers, licensing, upgrades, asset management, etc.

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness: Disaster Recovery (DR): JDE is inherently protected from any City Hall West disaster by being in the Cloud. Additionally, JDE will be replicated in the Cloud so if any disaster occurred at the remote site, JDE could operate from another Data Center in the Vendor's Cloud.

Offer 2.11: ENHANCEMENT: JDE Cloud Migration

- HPG 7.1 - Provide world-class municipal services to residents and businesses: A more available, reliable and secure ERP solution provides better support for our internal community as well as our external vendors and partners.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

No changes

Offer Profile

Offer Owner: CHMartinez
Lead Department: Information Technology

2.11: ENHANCEMENT: JDE Cloud Migration

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
521000 - Professional & Technical	-	45,125	- %
520000 - Purchased Prof & Tech Services	**-**	**45,125**	**- %**
533000 - Repair & Maintenance Services	-	106,000	- %
530000 - Purchased Property Services	**-**	**106,000**	**- %**
Total Expenses	**-**	**151,125**	**- %**

Funding Sources				
100-General Fund: Ongoing	Ongoing	-	76,320	- %
603-Data and Communications Fund: Reserves	Reserve	-	51,485	- %
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	-	23,320	- %
Funding Source Total		**-**	**151,125**	**- %**

Offer 2.12: ENHANCEMENT: SharePoint Online

2019: $75,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will enable the proper planning, migration and implementation of the SharePoint Online collaboration software included with the Office365 plan. Office365 is a subscription plan, similar to a cable TV service that provides access to many television stations. Instead of TV stations, customers have access to Microsoft's productivity suite, which includes Outlook, Word, Excel, PowerPoint, Publisher, OneNote, OneDrive and SharePoint Online. Currently, SharePoint 2010 is deployed and in use by a majority of departments across the organization. Some departments, including Utilities, depend on SharePoint for policies and procedures referenced in staff's daily work. Office365 has been deployed as of 2017. Several of the Microsoft products use the SharePoint Online platform for collaboration, task/project management and storage, and, in some cases, cannot function without SharePoint. For example, when creating a Group in Outlook to share ideas and documents, a SharePoint Online site is created to capture, store and manage the information.

Areas of concern include:
- Only two FTE manage SharePoint 2010 and SharePoint Online
- Each SharePoint 2010 site will need to be reviewed
- Extensive migration of 500+ SharePoint 2010 web sites
- Several SharePoint 2010 websites will need to be rebuilt in SharePoint Online
- Lack of SharePoint Online expertise
- Inadequate support when responding to issues
- Undocumented policies and training materials
- Insufficient resources for user training

These issues can result in:
- Inefficiencies and delays in migration
- Additional consulting costs to resolve issues
- Potential cybersecurity exposure
- Confused customers due to inadequate training

This offer provides an Increased emphasis on both enhanced and standardized processes to increase efficiency and reduce costs as expected by City leaders, staff and residents. It also aligns with the City's Baldrige efforts and best practices.

Offer 2.12: ENHANCEMENT: SharePoint Online

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

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

- HPG 7.1 - Provide world-class municipal services to residents and businesses

Additional Information

- This project is projected to start in March 2019 with an estimated 8-10 month timeline.

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

This Offer was modified from it's original amount and is now at the minimum viable cost.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: Optimize the use of technology to enhance evidence-based decision-making. The City needs to evolve its business practices and use of technology to utilize that data to provide improved services to the community.

- HPG 7.1 - Provide world-class municipal services to residents and businesses: Delivering world-class services provides a platform for co-creation that enables residents, businesses and non-profit agencies to help enhance Fort Collins and solve challenging community issues. Implement systems and processes that improve services and citizen satisfaction, as consistent with the City's performance excellence

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Offer 2.12: ENHANCEMENT: SharePoint Online

Offer amount reduced by $25k in 2019

Offer Profile

Offer Owner: CHMartinez
 Lead Department: Information Technology

2.12: ENHANCEMENT: SharePoint Online

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
533000 - Repair & Maintenance Services	75,000	-	- %
530000 - Purchased Property Services	**75,000**	**-**	**- %**
Total Expenses	**75,000**	**-**	**- %**
Funding Sources			
603-Data and Communications Fund: Reserves Reserve	75,000	-	- %
Funding Source Total	**75,000**	**-**	**- %**

Offer 3.1: Information Technology Infrastructure Services

2019: $3,155,915 and 14.85 FTE, 0.00 Hourly FTE

2020: $3,203,113 and 14.85 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the maintenance and ongoing operations of the City's IT Infrastructure, which includes assets in the City's private cloud and the public cloud. It includes the management of Networking, Wireless, Servers, Storage and tools foundational to a productive and secure environment. The services, support, licensing and maintenance contracts funded by this offer enable rapid response to user requests, failed components or security issues. It includes access to technical support supplementing the internal expertise as well as funding staff's ability to plan and prepare business continuity solutions.

Because the teams strive for superior stewardship of City resources, this offer funds the ability to ensure tools and applications required to securely manage the infrastructure are up to date, supported and patched while providing a consistent level of service as the City's employee base grows and technology changes.

This offer funds telecommunications and professional services contracts to build and maintain voice and networking systems. It enables management of an increasingly connected set of devices from LED lights to video surveillance cameras to servers running mission-critical applications.

This offer funds the staff that builds and maintains the City's IT Infrastructure and who provide technical support to more than 2,500 City employees as well as City agencies, City Council, PFA, Housing Catalyst and residents. These teams value continual improvement and negotiate contracts to the City's best advantage.

Systems: Provides and supports physical and virtual servers, storage, email accounts, infrastructure and internet security, firewall implementation and tools that control user access to servers and data.

NetComm: Provides network design, support and security, internet security and voice system support.

This offer funds training and travel for staff ensuring they keep abreast of industry standards, best practices and advances.

Offer 3.1: Information Technology Infrastructure Services

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

✔ HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

Additional Information

- Many of the technologies that enable end-user productivity are managed by the team. This includes telephone, voicemail, email (including spam filtering & upcoming security enhancements), O365 infrastructure, file shares, data backup and restore, printers/scanners/plotters, ability to share large files securely, JOAN devices, VPN, firewalls, IP address administration, and end-point protection.

- Nationally, the number of cyber-attacks doubled in 2017 and this rate is expected to continue to increase in coming years. Such attacks include, but are not limited to, phishing, ransomware, brute force, exfiltration attempts, man-in-the-middle. The City has not been immune to such threats and the teams have already responded to multiple incidents in 2017 and 2018.

- In addition to responding to cyber threats, the teams focus on preventing them in the first place. Additional workload will come in as we expand current procedures and implement new tools & procedures for prevention and detection of cyber-attacks while continuing to respond to incidents.

- In 2017, the infrastructure teams negotiated contracts that saved the City more than $100,000 by monitoring vendor performance and paying only for services provided, evaluating terms of contracts and carefully matching services to City needs, and consolidating purchases to take advantage of bulk purchasing power.

- The server team is projected to respond to over 3,000 SysAid tickets by 2020, up from 1,920 in 2015. The NetComm team averages 1,260 tickets annually. We anticipate the growth in the number of requests for the server team will be even larger because the creation of the Broadband Utility and its attendant needs.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

Offer 3.1: Information Technology Infrastructure Services

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: The IT team has a best practice of continually surveying the technology environment to identify updated and new tools, services and approaches that enhance service delivery. Annual training in key technologies sharpens business acumen and leads to better business decisions by keeping the team abreast of new options, their cost of implementation and corresponding return on investment.

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness: Protecting mission-critical infrastructure is paramount as cyber-security is considered in all aspects of the technology life-cycle from planning to retirement. Tools such as BitSight provide concrete data and analysis that drives action plans. The team strives to look for continuous improvements that can be implemented within its resources.

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: In the IT infrastructure world, asset maintenance is more focused on monitoring the entire environment and support contract maintenance. Accurate monitoring and corresponding alerting ensures issues are rapidly detected and remediated. Contracts are renewed and updated to ensure timely support and dispatch of needed hardware and/or personnel so that downtime and productivity impacts are minimize

Improvements & Efficiencies

- The teams deliver 99.99% up-time on the City's telephone and private cloud infrastructure which includes networking, servers and storage.

- Cyber security is considered in all aspects of the technology life-cycle from planning to retirement. Examples include regular system patching, multi-factor authentication, and Active Directory. Considering the increasing threat level in the world today, new technologies will be implemented to increase the security stance of the hardware, operating systems and tools to manage the environment.

- In keeping with City software policies, we research, purchase, audit, and maintain software licensing compliance that is pertinent to the City's private cloud and telecommunications services.

Performance Metrics

- HPG 26. Internet availability
https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91415.html
- HPG 27. Server availability (supporting 390 servers)
https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91416.html
- HPG 23. Email availability
https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91414.html

Offer 3.1: Information Technology Infrastructure Services

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

No changes

Offer Profile

Offer Owner: CHMartinez
Lead Department: Information Technology

3.1: Information Technology Infrastructure Services

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	14.85	14.85	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	1,452,742	1,496,334	3.0%
512000 - Benefits	412,747	431,689	4.6%
519000 - Other Personnel Costs	(38,022)	(39,195)	3.1%
510000 - Personnel Services	**1,827,467**	**1,888,828**	**3.4%**
521000 - Professional & Technical	66,000	66,000	- %
529000 - Other Prof & Tech Services	132,000	35,000	-73.5%
520000 - Purchased Prof & Tech Services	**198,000**	**101,000**	**-49.0%**
533000 - Repair & Maintenance Services	658,639	741,447	12.6%
530000 - Purchased Property Services	**658,639**	**741,447**	**12.6%**
542000 - Communication Services	381,900	381,900	- %
543000 - Internal Admin Services	1,480	1,509	2.0%
544000 - Employee Travel	40,200	40,200	- %
549000 - Other Purchased Services	3,761	3,761	- %
540000 - Other Purchased Services	**427,341**	**427,370**	**- %**
551000 - Vehicle & Equipment Supplies	450	450	- %
555000 - Office & Related Supplies	41,245	41,245	- %
559000 - Other Supplies	2,773	2,773	- %
550000 - Supplies	**44,468**	**44,468**	**- %**
Total Expenses	**3,155,915**	**3,203,113**	**1.5%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	1,383,448	1,425,235	3.0%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	1,772,467	1,777,878	0.3%
Funding Source Total		**3,155,915**	**3,203,113**	**1.5%**

Offer 3.2: Information Technology Client Services

2019: $1,594,117 and 10.65 FTE, 0.00 Hourly FTE

2020: $1,639,606 and 10.65 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer provides continued budget for the Information Technology Client Services (CS) team that provides service and support to City employees, departments, City Council and external entities.

In 2012, as the City grew and technology and user services were in greater demand, the CS team was formed. CS provides support and services that City employees use daily. This includes services listed below as well as project work with departments and technology research. CS has a strong customer relationship and is often the face of the IT Department. This is a team of professionals who carry a responsibility for the overall customer experience and perception of technology.

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

This Offer supports the following Strategic Objectives *(the primary objective is marked with a* ✔ *)*:
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy
- ✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

Offer 3.2: Information Technology Client Services

Additional Information

- Total service tickets for Client Services in 2017 = 7,000; total tickets for Q1/2018 = 2,611. As a Team, compared to Q1/2017 volume has increased 71%. Desktop support Q1/2017 volume to Q1/2018 increased 103%. Although the City organization has sustained yearly growth, staffing to support the organization has remained flat at 12.5 employees since 2012.

- Annually over the last four years this team deployed on average 600 computer replacements/new build as well as reimaged 160 systems. This will continue as the city's PC replacement cycle is ongoing.
  In 2016-2017 this team performed the Police Patrol Laptop replacement project replacing and upgrading over 200 additional systems. This same work will occur in the 2019-2020 BFO season.

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

- Ongoing enterprise licensing and support for Adobe products and Microsoft Office 365. This includes purchasing and management of licensing, development of the installation packages, installation to systems, maintenance, and ongoing support. While enterprise software can save us money, it does require active licensing and user management.

- The team's commitment to providing world-class services resulted in two of the IT CS team members being recognized as World Class employees for 2018.

Links to Further Details:

- https://www.fcgov.com/it/pdf/it-strategic-plan-summary-14-18.pdf?1438182216
- https://www.fcgov.com/news/index.php?id=7125 and
  http://www.stateelectronicschallenge.net/partner_recognition_2017.html

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

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

Offer 3.2: Information Technology Client Services

- ENV 4.3 - Achieve 2020 Energy Policy goals and work toward long-term net zero energy: This offer meets this objective through City replacement policies by decreasing the footprint of PCs in the environment. The division purchases Energy Star compliant devices and disposes of retired equipment to vendors that work to reuse and recycle in and environmentally friendly manner. Recognized nationwide for three years for our environmental life-cycle of technology equipment.

- ✓HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: This offer meets the objective to optimize the use of City assets by replacing PCs on a regular cycle with those that are faster and more energy efficient improving productivity and reliability for all employees. Implementation and ongoing support of Office 365 enables the City to take advantage of up-to-date technology as well as off-site hosted services not requiring infrastructure.

Improvements & Efficiencies

- Expansion of Office 365 (O365) collaboration tools. We entered into an enterprise agreement with our Office suite software vendor which allows the City to obtain better pricing and remain up to date on the most widely used software in the city as well as bring additional tools to our employees. City employees have been upgraded to O365; additional tools continue to be deployed.

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

- In 2017-18, SysAid end user portal by 100%--increasing security and reducing response time. Added new user/account request process as well as a termination process to ensure accounts are terminated as quickly as possible.

- Expand and continue partnership with teams within IT to increase cyber awareness through training tools such as NINJIO and PhishMe campaigns. Increased training options through Brainstorm with new, user-friendly interface--spread awareness.

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

- In collaboration with purchasing, the CS team has received the nationwide State Electronic Challenge gold award for the three years 2015-2017. The City was recognized for its accomplishments in green purchasing, energy conservation, and responsible recycling of electronic office equipment. We continue to review the processes and look for new ways to reuse our equipment responsibly.

Offer 3.2: Information Technology Client Services

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

Performance Metrics

- HPG 96. Information Technology Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=109300.html
- SAFE 92. Effectiveness of Cybersecurity Awareness Training
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=550176.html
- HPG 23. Email availability
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91414.html

Personnel Changes

- na

Differences from Prior Budget Cycles

- This team historically was included in the Infrastructure Services Division Core offer.

- Annual software subscription for Office 365 costs are now housed under IT Client Services as the team is the primary owner of supporting the applications and tools within Office 365.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

No changes

Offer Profile

Offer Owner: CHMartinez
Lead Department: Information Technology

3.2: Information Technology Client Services

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	10.65	10.65	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	744,682	777,237	4.4%
512000 - Benefits	240,137	253,989	5.8%
519000 - Other Personnel Costs	(19,435)	(20,034)	3.1%
510000 - Personnel Services	**965,384**	**1,011,192**	**4.7%**
521000 - Professional & Technical	30,100	30,100	- %
520000 - Purchased Prof & Tech Services	**30,100**	**30,100**	**- %**
533000 - Repair & Maintenance Services	545,049	544,712	-0.1%
530000 - Purchased Property Services	**545,049**	**544,712**	**-0.1%**
542000 - Communication Services	15,750	15,750	- %
543000 - Internal Admin Services	559	577	3.2%
544000 - Employee Travel	6,700	6,700	- %
549000 - Other Purchased Services	225	225	- %
540000 - Other Purchased Services	**23,234**	**23,252**	**0.1%**
555000 - Office & Related Supplies	29,750	29,750	- %
559000 - Other Supplies	600	600	- %
550000 - Supplies	**30,350**	**30,350**	**- %**
Total Expenses	**1,594,117**	**1,639,606**	**2.9%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	1,132,458	1,165,492	2.9%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	461,659	474,114	2.7%
Funding Source Total		**1,594,117**	**1,639,606**	**2.9%**

Offer 3.3: Information Technology Infrastructure Equipment

2019: $1,610,586 and 2.00 FTE, 0.00 Hourly FTE

2020: $1,420,292 and 2.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds ongoing Infrastructure replacements that are unique in both nature and scale, and are called out separately from the ongoing Infrastructure Services Offer. Some components within this offer will also be impacted by enhancement offers, and are referenced individually.

PC and Laptop Replacements: This offer funds the replacement of approximately 442 laptops and desktops (PCs) in 2019 and 392 PCs in 2020. This offer also includes 2.0 FTEs to help build the replacements and support Police Department with the Patrol Laptop Replacement offer (25.27). This offer also has funding to cover existing leased PCs that will expire in 2019 with no further lease payments required thereafter. The City decided to adopt a four-year replacement cycle for PCs and to purchase rather than lease.

This offer funds the replacement of a large number of phones, network/voice switches, gateway routers, internal wireless access points (WAP), 10G interfaces, fiber cabling and various operational network needs. This offer also provides funding for Professional Services to guide the implementation of architecture changes and technical transition.

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

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

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

✓ HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

Additional Information

Offer 3.3: Information Technology Infrastructure Equipment

- 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.

- In 2019, the Call Manager system is scheduled for its biennial update that is required in order to stay current with voice technology, enhance functionality, and continue to move forward with business continuity and disaster recovery. These upgrades also address known operational and cyber security vulnerabilities to maintain a consistent and stable voice system.

- IT continually surveys the technology landscape and implement architectures that take advantage of leading-edge innovations while diligently driving down cost. In 2018, we will migrate our enterprise storage architecture to improve solid state drives with increased responsiveness for extremely high traffic applications and additional capacity to meet the growing need for storage.

- The team maximizes the benefit to the City of hardware that is procured. In specifying and purchasing physical server replacements, whether they are blade or stand-alone, we ascertain the business requirements and match the replacement to the need. Updated blade technology ensures the VMware environment implemented supports deployment of the maximum number of virtual servers per blade.

- There is $30,000 in annual KFCG-Police funding for server and other infrastructure hardware life-cycle replacements needed to support the City's call system and 911-related Geographic Information data sets that supports Police Services and emergency responders.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

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

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: IT regularly partners with vendors to plan for and replace out-of-support devices with technology that enables greater productivity for end-users. These upgrades can enable 10Gbps network capacity to more City facilities, depending on business need. The IT team continually surveys the technology landscape and implements architectures and tools enabling us to provide world class service.

Offer 3.3: Information Technology Infrastructure Equipment

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness: Keeping firewall, the Virtual Private Network (VPN), IP address management and Active Directory services current and aligned to the City's growing user and device population is core to the City's cyber security infrastructure. In addition, the Call Manager upgrade, required in 2019, enhances functionality by using advances in how the infrastructure monitors and responds with automated fail-over.

Improvements & Efficiencies

- The IT team reevaluated the computer replacement schedule and updated this to a more strategic system that also recognizes the function level of all PCs to determine if a 4-year replacement cycle is necessary or whether it can be replaced in year 5 or 6 based on the function/operation it supports. This reduced replacement costs and is more inline with Client Services' team replacement bandwidth.

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

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

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

Performance Metrics

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

Personnel Changes

- None

Differences from Prior Budget Cycles

- This offer used to house charges for Microsoft Exchange and Microsoft Office. However, since the City has moved to Office 365, these costs are no longer required and the offsetting costs for these are found in the IT Client Services offer that also contains the annual subscription charge for Office 365 since the team manages these licenses.

Offer 3.3: Information Technology Infrastructure Equipment

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: CHMartinez
 Lead Department: Information Technology

3.3: Information Technology Infrastructure Equipment

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	127,458	137,546	7.9%
512000 - Benefits	42,678	45,836	7.4%
519000 - Other Personnel Costs	(2,925)	(3,015)	3.1%
510000 - Personnel Services	**167,211**	**180,367**	**7.9%**
529000 - Other Prof & Tech Services	62,000	82,000	32.3%
520000 - Purchased Prof & Tech Services	**62,000**	**82,000**	**32.3%**
555000 - Office & Related Supplies	1,301,675	1,157,925	-11.0%
550000 - Supplies	**1,301,675**	**1,157,925**	**-11.0%**
581000 - Debt Service	79,700	-	- %
580000 - Debt & Other Uses	**79,700**	**-**	**- %**
Total Expenses	**1,610,586**	**1,420,292**	**-11.8%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	410,835	248,094	-39.6%
100-General Fund: Reserves	Reserve	332,000	332,000	- %
254-KFCG Fund: Police	Ongoing Restricted	30,000	30,000	- %
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	473,168	424,632	-10.3%
603-Data and Communications Fund: Reserves	Reserve	364,583	385,566	5.8%
Funding Source Total		**1,610,586**	**1,420,292**	**-11.8%**

Offer 3.4: ENHANCEMENT: 0.5 FTE Increase - Senior Technical Support Specialist

2019: $13,771 and 0.50 FTE, 0.00 Hourly FTE

2020: $15,574 and 0.50 FTE, 0.00 Hourly FTE

<div style="background-color:green; color:white">**Offer Summary**</div>

Funding this offer will increase the existing 0.5 FTE Technical Support Specialist position for Client Services to 1.0 FTE. This position was at one time a 1.0 FTE but was decreased during earlier recession years.

This position is a vital member of the Information Technology Client Services (CS) team, which was formed as a result of the City's organizational growth and ongoing need for technology support and user services. This team of professionals is often the face of IT with a strong focus on developing and maintaining strong customer relationships to ensure a world-class customer experience and perception of technology.

With the increased growth of programs/services and employees within the City, this team has seen a significant growth in desktop support, software compliance, hardware requests and system support tickets. This team also manages Citywide projects and is responsible for user systems, as well as managing our assets and ensuring an active, timely response to all requests.

This position is responsible for the following:
- IT Asset System: Supports the application and system overall including reporting and data integrity/accuracy.
- Manages the Adobe Acrobat Enterprise Licensing Program, including licensing, auditing, system management and annual true-up activities.
- Provides assistance with the Software Compliance Team. With the addition of Office 365, the volume of software compliance requests has increased 25% from 2017.
- Member of the SysAid Admin Team (one other person) which supports the application and develops forms and processes for IT, as well as the end-user portal and security.
- Provides backup support for the desktop support team.
- Provides project support if necessary.

If this offer is not approved, the team will continue to lag in fulfilling requests from employees across the City. This may impact projects as well.

Offer 3.4: ENHANCEMENT: 0.5 FTE Increase - Senior Technical Support Specialist

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

✓HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- HPG 7.1 - Provide world-class municipal services to residents and businesses

Additional Information

- Total service tickets for Client Services in 2017 = 7,000; total tickets for Q1/2018 = 2,611. Compared to Q1/2017 volume has increased 71%. Tickets for desktop support for 2018 show a 103% increase from the same period in 2017. Although the City organization has sustained yearly growth, staffing to support the organization has remained flat at 12.5 employees since 2012.

- Ongoing enterprise licensing and support for Adobe products and Microsoft Office 365. This includes purchasing and management of licensing, development of the installation packages, installation to systems, maintenance, and ongoing support. While enterprise software can save us money, it does require active licensing and user management.

- Increase usage of the SysAid end-user portal via updated forms/processes to increase security and access for employees to request services. These tools will lighten the call volume at the helpdesk which is currently handling an IT ticket volume that has increased over 25% in the last year. With the city's intent to add employees for new programs, the expectations for automated tools is high.

- With the growth in the city, our assets and security requirements have increased. The IT asset system is in greater need of data and security management - increasing the use of the data tools allows us to make critical decisions and manage assets overall.

- If this offer is funded, IT Client Services would have offsetting costs of $32,740 in temporary services and software costs as the additional 0.5 FTE would support the needs these services currently filled by outside sources and vendors.

Impact to Ongoing Expenses

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

  $15,500

Scalability and explanation

This offer is not scalable.

Links to Further Details:

- https://www.fcgov.com/it/pdf/it-strategic-plan-summary-14-18.pdf?1438182216

Offer 3.4: ENHANCEMENT: 0.5 FTE Increase - Senior Technical Support Specialist

- https://www.securitymagazine.com/articles/88229-ways-software-asset-management-can-help-minimize-security-risk
- http://webobjects.cdw.com/webobjects/media/pdf/Solutions/Software/145530-White-Paper-The-Myths-of-Software-Compliance.pdf

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: This offer directly meets the objective to optimize the use of City assets through capital improvement planning, preventative maintenance and asset management through the development of tools that offer employees ease of access to obtaining technical support, provides layers of security and improves visibility and productivity.

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness: This offer directly meets the objective to optimize the use of data and protect mission critical infrastructure. This offer supports efforts to protect our computing assets. This position would help ensure that city assets are not only licensed appropriately, but that all IT assets are accounted for and appropriately patched and secured.

- HPG 7.1 - Provide world-class municipal services to residents and businesses: This offer directly meets the objective to provide world-class services that meet the needs of the community through optimization of technology to
drive efficiency and transparency to improve services through the management of software assets which are critical to managing costs and limiting our vulnerability to audits and security breaches due to unlicensed/unmanaged software on systems.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

No changes

Offer Profile

Offer Owner: CHMartinez
Lead Department: Information Technology

3.4: ENHANCEMENT: 0.5 FTE Increase - Senior Technical Support Specialist

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	0.50	0.50	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	32,060	33,022	3.0%
512000 - Benefits	14,451	15,292	5.8%
510000 - Personnel Services	**46,511**	**48,314**	**3.9%**
521000 - Professional & Technical	(20,100)	(20,100)	- %
520000 - Purchased Prof & Tech Services	**(20,100)**	**(20,100)**	**- %**
533000 - Repair & Maintenance Services	(12,640)	(12,640)	- %
530000 - Purchased Property Services	**(12,640)**	**(12,640)**	**- %**
Total Expenses	**13,771**	**15,574**	**13.1%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	9,673	11,027	14.0%
603-Data and Communications Fund: Reserves	Reserve	1,022	1,122	9.8%
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	3,076	3,425	11.3%
Funding Source Total		**13,771**	**15,574**	**13.1%**

Offer 3.9: ENHANCEMENT: Update Windows Server OS to Server 2019

2019: $150,311 and 0.00 FTE, 0.00 Hourly FTE

2020: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will allow the IT Infrastructure team to update the operating systems (OS) of servers running the Windows Server OS to the latest version available, Windows Server 2019. These funds allow the IT Infrastructure team to apply both enhancements to the Server OS as well as performance and security patches when Microsoft makes them available on an ongoing basis.

The City maintains more than 400 servers, a majority of which run a version of Windows Server OS. By 2019, all versions currently installed will no longer be supported by Microsoft for enhancements. Not being able to take advantage of enhancements to the OS means that the IT infrastructure is not capable of supporting enhancements and/or upgrades to applications providing services to the City because those applications required updates to the Server OS.

This update is crucial to the City's security because it contains the most current security technology and updates. The older an operating system is, the higher the likelihood that malicious actors have discovered and are capable of exploiting vulnerabilities that have not yet been patched. Running a current Windows Server OS and patching it regularly is the most effective way to stay abreast of security issues and remain current on key functionality. Failing to update to the latest Windows Server OS can leave the City open to vulnerabilities whose fixes could prove costlier than the disruption to service caused by the update.

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

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- ✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

Additional Information

- As the IT Infrastructure team updates hardware to comply with the IT Asset management procedure recommended by the IT steering committee, the newer hardware will not run the older versions of Windows Server OS.

- The current Windows Server OS takes advantage of newer hardware optimizations that optimize the data center environment. These include the ability to enable better power management and a denser deployment of virtual servers per hardware host.

- This project would begin by 2nd quarter of 2019 with a timeline that could go into early 2020.

Offer 3.9: ENHANCEMENT: Update Windows Server OS to Server 2019

Impact to Ongoing Expenses

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

 $0

Scalability and explanation

No scalability is available in this offer.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness: Deploying the latest Windows Server OS versions enables the IT Infrastructure team take advantage of the most secure and advanced Microsoft Server OS available thereby protecting the City's mission critical infrastructure. Failure to fund this offer puts the City at risk: server security posture is weak and new projects which rely on current technology are delayed.

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: As a Baldridge award winner, the City strives for continual improvement and takes its responsibility to secure the IT Infrastructure and the data contained therein as a high priority. Updating the Windows Servers OS to the most current version, which provides enhancements and security patches, ensures IT can continue to provide the high level of service to both the City employees and citizens.

Performance Metrics

- HPG 27. Server availability (supporting 390 servers)
 https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91416.html
- HPG 26. Internet availability
 https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91415.html
- HPG 23. Email availability
 https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91414.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Offer 3.9: ENHANCEMENT: Update Windows Server OS to Server 2019

Changed Primary Strategic Objective from 7.1 to 7.6

<div style="background-color:green; color:white">**Offer Profile**</div>

Offer Owner: CHMartinez
 Lead Department: Information Technology

3.9: ENHANCEMENT: Update Windows Server OS to Server 2019

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
533000 - Repair & Maintenance Services	150,311	-	- %
530000 - Purchased Property Services	**150,311**	**-**	**- %**
Total Expenses	**150,311**	**-**	**- %**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
603-Data and Communications Fund: Reserves	Reserve	150,311	-	- %
Funding Source Total		**150,311**	**-**	**- %**

Offer 3.10: REDUCTION: Scheduled Computer Replacements

2019: $-125,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $-125,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer would reduce the number of annual computer replacements the IT Department is scheduled to procure based on an established replacement schedule. This reduction essentially would reschedule all computers not assigned to specific staff to a "replace on fail" policy. There are approximately 600 computers in the organization that fall under this category. This offer reduces the number of computer replacements by 70 per year (reference Offer 3.3).

The types of computers that fall into this category would be those computers assigned to conference rooms, training computers, backup or non-primary computers, computers at facilities where a designated person is not assigned, etc.

Moving to a "replace on fail" policy for these specific types of computers can affect their long-term performance and the employees who use them. The systems will not be as efficient as the up-to-date equipment and will take longer to replace as they will be built upon failure. By limiting replacements, there's a potential correlating increase in repair work by the Client Services team, which could hamper other projects as these units would likely no longer be under warranty. In addition, security impacts are hard to fully gauge given threats can be unknown. Once a system becomes a security concern, it would need to be replaced as a failure.

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

✔Strategic Objective not needed for Reduction Offers

Additional Information

- Not applicable

Impact to Ongoing Expenses

 - No ongoing expense associated with this Offer.

Scalability and explanation

N/A

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

Offer 3.10: REDUCTION: Scheduled Computer Replacements

✔Strategic Objective not needed for Reduction Offers: Reduction Offer

Improvements & Efficiencies

- The IT team reevaluated the computer replacement schedule and updated this to a more strategic system that also recognizes the function level of all PCs to determine if a 4-year replacement cycle is necessary or whether it can be replaced in year 5 or 6 based on the function/operation it supports. This reduced replacement costs and is more inline with Client Services' team replacement bandwidth.

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

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

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

Performance Metrics

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

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

None

Offer Profile

Offer 3.10: REDUCTION: Scheduled Computer Replacements

Offer Owner: CHMartinez

 Lead Department: Information Technology

3.10: REDUCTION: Scheduled Computer Replacements

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
555000 - Office & Related Supplies	(125,000)	(125,000)	- %
550000 - Supplies	**(125,000)**	**(125,000)**	**- %**
Total Expenses	**(125,000)**	**(125,000)**	**- %**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Reserves	Reserve	(125,000)	(125,000)	- %
Funding Source Total		**(125,000)**	**(125,000)**	**- %**

Offer 4.1: Information Technology Administration Services

2019: $524,687 and 3.50 FTE, 0.50 Hourly FTE

2020: $537,750 and 3.50 FTE, 0.50 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, Infrastructure and customer services teams of the IT department, while also supporting the work of all City departments and their staff, as well as the staff of City partners (Poudre River Public Library District, Housing Catalyst, Poudre Fire Authority, and others).

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

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

✓ HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- HPG 7.1 - Provide world-class municipal services to residents and businesses

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 4.1: Information Technology Administration Services

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

Links to Further Details:

- 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

(the primary objective is marked with a ✓)

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: IT Administration manages the overall delivery and coordination of the City's 24x7 digital infrastructure, which directly supports community services such as, utilities, 911, transit, traffic, development services, community governance and engagement, all citizen and staff applications, among many others.

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: IT Administration ensures that the technology services to the organization and the community are functional and secure by coordinating and managing the organization's technology assets, which includes general maintenance, updates, upgrades, strategic realignment, policy development, coordination, and investment.

- HPG 7.1 - Provide world-class municipal services to residents and businesses: IT Administration provides for the oversight of the IT Department, which ensures that the financial, communication, and management of the City's sophisticated and extensive technology portfolio are strategic and well-managed, providing for an efficient, secure, coordinated, business-aligned, and predictably available delivery of services.

Improvements & Efficiencies

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

- 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.

- 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 4.1: Information Technology Administration Services

- The Senior Financial Analyst provides financial and analytical services to the Human Resources Department and Communications, and Public Involvement Office, and to other departments as requested.

- The Administration team is the data owner for the Ninjio Cyber awareness viewership reports that is recorded in the City's metric reporting system and provides department heads with specific viewership reporting specific to their areas of operations.

Performance Metrics

- HPG 26. Internet availability
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91415.html
- HPG 23. Email availability
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91414.html
- HPG 27. Server availability (supporting 390 servers)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91416.html

Personnel Changes

- 50% of the cost for the Financial and Policy Analyst is now being covered under Human Resources offer 5.2 Benefits and Wellness for the financial analysis and support given to that department.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Corrected a typo under Personnel Changes: 4.2 to Offer 5.2.

Offer Profile

Offer Owner: CHMartinez
Lead Department: Information Technology

4.1: Information Technology Administration Services

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	3.50	3.50	- %
Hourly (FTE)	0.50	0.50	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	325,973	335,224	2.8%
512000 - Benefits	90,608	94,657	4.5%
519000 - Other Personnel Costs	(8,540)	(8,803)	3.1%
510000 - Personnel Services	**408,041**	**421,078**	**3.2%**
521000 - Professional & Technical	310	318	2.6%
529000 - Other Prof & Tech Services	31,000	31,000	- %
520000 - Purchased Prof & Tech Services	**31,310**	**31,318**	**- %**
533000 - Repair & Maintenance Services	56,601	56,612	- %
530000 - Purchased Property Services	**56,601**	**56,612**	**- %**
542000 - Communication Services	5,700	5,700	- %
543000 - Internal Admin Services	265	272	2.6%
544000 - Employee Travel	2,600	2,600	- %
549000 - Other Purchased Services	3,720	3,720	- %
540000 - Other Purchased Services	**12,285**	**12,292**	**0.1%**
555000 - Office & Related Supplies	6,900	6,900	- %
559000 - Other Supplies	9,550	9,550	- %
550000 - Supplies	**16,450**	**16,450**	**- %**
Total Expenses	**524,687**	**537,750**	**2.5%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	376,533	383,016	1.7%
603-Data and Communications Fund: Ongoing Revenue	Ongoing Restricted	148,154	154,734	4.4%
Funding Source Total		**524,687**	**537,750**	**2.5%**

Offer 4.2: ENHANCEMENT: Office Reconfiguration for the IT Department

2019: $115,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer would fund the equipment and labor costs to reconfigure the cube layout and add up to an additional 11 cubes for the IT Department at 215 N. Mason St., 3rd floor, south wing. The IT department has 75 employees, and work space for 44. The current configuration maxes out at 41 spaces and three offices. The addition of up to 11 new cubes is necessary to accommodate work location reassignments, project assignments, interns, contract employees, etc. This will increase 55 work spaces; 52 cubes and three offices. This plan calls for cubes to be realigned in order to accommodate the additional spaces. In order to be able to reuse existing inventory, cube sizes will remain the same.

This offer includes evaluation of existing materials for tear-down/re-set of cube walls and work surfaces, costs associated with moving and adding electrical and technology boxes and wiring required as part of the cube reconfigurations and additions, and labor costs to complete the tear-down/reset. The existing cube wall products are no longer available for purchase. All cube materials (walls, counters, cabinets, etc.) are re-use of existing materials, including the 11 new cubes; extra parts are available in the warehouse, per Operation Services.

The reconfiguration and new installations will have to occur in phases. Any costs associated with relocating the department during the reconfiguration have not been factored into this cost estimate.

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

✓HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

Additional Information

- Currently have work space for 44: 41 cube spaces and 3 offices; this offers pays for the reconfiguration and addition of up to 11 work spaces; bringing the total to 55: 52 cube spaces and 3 offices. The Finance Department has a similar building footprint, for 31 employees.

- Five (5) NetComm staff will move to 700 Wood Street, as part of the Broadband project. Three (3) currently work at 215 N Mason, 2 are located at CHW. The three (3) vacated work spaces will be filled by 2 employees who must move out of CHW and one employee who must be re-assigned out of CHE. The net result is no vacant work spaces from the reassignment of IT staff to the Broadband project.

Offer 4.2: ENHANCEMENT: Office Reconfiguration for the IT Department

- The planned renovations and expansion for Municipal Court in the north wing of 215 N Mason will directly impact two IT employees housed along the north corridor of the first floor. It's anticipated that those employees will be displaced, as the expansion plans continue. The existing work space does not have room to accommodate these two displaced workers.

- The proposed cube layout and additional cubes take advantage of existing materials. Cubes will be realigned. Cube size will remain the same.

- This project can be done in 2019 or 2020 but there could bandwidth issues if this is funded for 2019 that IT can confirm before the end of the BFO cycle. Projected timeline for this deliverable would be 2-3 months from beginning to end.

Impact to Ongoing Expenses

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

   $0

Scalability and explanation

The $115,000 amount is on the high-end of the estimate provided by Operation Services that is inclusive of overtime work and other contingency costs that could be used to reduce remodel work during business hours to minimize impact of IT support to the organization during reconfiguration. OT and contingency costs equated to approximately $29,000.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: Additional cube capacity within the existing IT Department work area allows staff to continue working closely together on IT projects. If this offer is not purchased, IT staff would have to be housed in different locations across the City to gain the additional work space that's needed in the coming years versus utilizing the capacity of an existing foot print.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer 4.2: ENHANCEMENT: Office Reconfiguration for the IT Department

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

Updated scalablity section to include more information regarding overtime and contingency costs of the project.

Offer Profile

Offer Owner: CHMartinez
 Lead Department: Information Technology

4.2: ENHANCEMENT: Office Reconfiguration for the IT Department

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
529000 - Other Prof & Tech Services	115,000	-	- %
520000 - Purchased Prof & Tech Services	**115,000**	**-**	**- %**
Total Expenses	**115,000**	**-**	**- %**
Funding Sources			
603-Data and Communications Fund: Reserves Reserve	115,000	-	- %
Funding Source Total	**115,000**	**-**	**- %**

Offer 5.1: HR Core Services

2019: $2,399,883 and 17.00 FTE, 0.10 Hourly FTE

2020: $2,472,151 and 17.00 FTE, 0.10 Hourly FTE

Offer Summary

Funding this offer allows Human Resources (HR) to continue to deliver strategic services and programs such as Talent Acquisition, HR Technology Systems Management, Employee Performance/Engagement/Retention, Learning and Organizational Development, Workforce Analytics, Policy Development, Collective Bargaining, and other essential HR Administrative services for the organization.

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

The City's Total Rewards strategy involves all aspects of the employee life cycle from applicant to alum, including recruiting; developing competitive, market-based compensation, benefits and wellness programs; on-boarding leaders, employees and volunteers; and providing development to build individual and organizational capabilities. Time is spent on employee relations, collective bargaining, managing risk and legal liabilities, and leveraging technology to enhance processes and reporting.

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

✔HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- HPG 7.1 - Provide world-class municipal services to residents and businesses

Offer 5.1: HR Core Services

Additional Information

- HR provides high quality customer service & programs for approximately 2,500 City employees representing over 40 departments and divisions. HR's diverse customer base includes City Council, Executive leaders, managers, supervisors, employees, employee dependents and retirees, residents, applicants, Poudre River Public Library District, Poudre Fire Authority, and Downtown Development Authority.

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

Links to Further Details:

- http://citynet.fcgov.com/humanresources/
- http://citynet.fcgov.com/humanresources/hr-metric.php

Linkage to Strategic Objectives

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

✓ HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future: Human Resources will focus, build alignment and develop our leaders through core development, transition, and ongoing development programs. This continues our momentum to create a consistent leadership experience to serve and support a workforce that is nimble, innovative and able to meet the changing needs of the community, today and tomorrow.

- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency: Human Resources serves as a central organizational compass to promote the values-driven culture, whereby the City's workforce performs work that maintains the public trust through ethical behaviors and transparency.

- HPG 7.1 - Provide world-class municipal services to residents and businesses: Human Resources serves as an arm of the organization, providing key services and processes to attract, develop, engage and retain a competent workforce that provides world-class municipal services to residents and businesses.

Improvements & Efficiencies

- Designed and implemented Job Architecture, a foundational job system, to effectively manage compensation and enhance career mobility. Outcomes include a pay structure that more closely resembles the external market, and a job structure with governance guidelines to ensure consistency and equity. The percent of jobs matched to external benchmarks increased from 35% to 87%.

Offer 5.1: HR Core Services

- Designed and implemented a leadership development program for all leaders - Leading at the City. Since 2017, 4 sessions were delivered for 132 leaders, or 40% of the target. Leaders reported 95% of course content was relevant/very relevant in enhancing/building their leadership capabilities.

- Created and deployed Managing at the City for newly hired/promoted people-managers in 2017. Delivered 4 sessions to 119 managers, or 87% of the target audience. Managers reported 86% of course content was relevant/very relevant in understanding role and accountability as a people-manager.

- For 2017, 12 new hire orientation sessions acclimated 207 classified and unclassified management employees to the City's culture. In January 2018, a long-awaited program refresh offered a consistent new hire experience, including: centralized offer letter from the City, predictable start dates, new "welcome" to the City session, and benefits beginning the 1st of the month, following start dates.

- Launched new recruitment & onboarding process. All classified, unclassified management and contractual offers and pre-employment testing completed by recruiting team. Automated emails are now initiated in Cornerstone and sent to managers and new hires.

- Average time to fill dropped from 86 days in 2016 to 53 days in 2017. Filling jobs faster reduced the cost of vacancies and prevented losing highly qualified candidates who may have accepted other positions.

Performance Metrics

- HPG 6. City Employee Cumulative Turnover Rate
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=91357.html
- HPG 216. Employment Offer Acceptance Rate
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=645452.html

Personnel Changes

- Personnel Changes from the previous budget cycle include:
  2017:
  -Repurposed Benefits Analyst to Compensation Analyst
  -New HR Partner approved through 2017-2018 budget
  Future 2019:
  -Labor Distribution change from 75% to 100% for Senior Compensation Analyst

Differences from Prior Budget Cycles

- $16,000 for employee background checks that were previously paid for by Safety and Security Risk Management.

Offer 5.1: HR Core Services

- $17,500 for national and regional salary surveys.

Explanation of Any Adjustments to Personnel Costs using object 519999

- When hourly conversion discussions were taking place, HR's admin position was classified as Administrative Clerk I.   Due to the changes in the Admin Clerk role since that time, this position needs to be converted from an A2 to an A4 which is an increase of $10,000.   The salary for this position is pulled from HR Core 75% and from Benefits 25%.

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

Oct 2018 Per Council guidance: Reduce collective bargaining by $10k each year and reduce advertising for job postings by $30k each year

Offer Profile

Offer Owner: RAskeland
Lead Department: Human Resources

5.1: HR Core Services

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	17.00	17.00	- %
Hourly (FTE)	0.10	0.10	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	1,358,734	1,401,862	3.2%
512000 - Benefits	406,871	427,259	5.0%
519000 - Other Personnel Costs	(89,313)	(90,641)	1.5%
510000 - Personnel Services	**1,676,292**	**1,738,480**	**3.7%**
521000 - Professional & Technical	391,667	391,667	- %
529000 - Other Prof & Tech Services	15,500	15,500	- %
520000 - Purchased Prof & Tech Services	**407,167**	**407,167**	**- %**
533000 - Repair & Maintenance Services	204,100	214,180	4.9%
534000 - Rental Services	14,390	14,390	- %
530000 - Purchased Property Services	**218,490**	**228,570**	**4.6%**
542000 - Communication Services	14,760	14,760	- %
543000 - Internal Admin Services	1,220	1,220	- %
544000 - Employee Travel	22,500	22,500	- %
549000 - Other Purchased Services	32,678	32,678	- %
540000 - Other Purchased Services	**71,158**	**71,158**	**- %**
555000 - Office & Related Supplies	12,800	12,800	- %
559000 - Other Supplies	13,976	13,976	- %
550000 - Supplies	**26,776**	**26,776**	**- %**
Total Expenses	**2,399,883**	**2,472,151**	**3.0%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: One-time Revenue	One-Time Restricted	343,000	343,000	- %
100-General Fund: Ongoing	Ongoing	2,056,883	2,129,151	3.5%
Funding Source Total		**2,399,883**	**2,472,151**	**3.0%**

Offer 5.2: Benefits and Wellness Program

2019: $34,944,129 and 8.50 FTE, 0.00 Hourly FTE

2020: $39,162,216 and 8.50 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide a comprehensive array of health and wellness benefits, which are critical to attracting and retaining top employee talent. The health and wellness benefits, and the administration of these benefits, are available 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), flexible spending accounts, employee assistance programs, and retirement plans. Additionally, this offer includes funding for the Employee Wellness Program and CityCare - Employee Health & Wellness Center.

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 and well-being. The Well Days Incentive Program is offered to educate, guide and empower employees to make lifestyle choices that reduce the risk of illness and injury, and is designed to target and improve the most prevalent health risk factors identified through health risk assessments and healthcare claims data.

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.

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

✔HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future
- HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

Additional Information

- Updated City's Benefits Philosophy

- We attract and retain exceptional talent by offering attractive, competitive benefits as part of our overall culture of well-being. As an employer of choice and industry leader, we educate and engage employees and their families, in their health and financial wellness as a component of the City's Total Rewards strategy.

Offer 5.2: Benefits and Wellness Program

- We collaborate with colleagues, City Council, and strategic partners to continually evaluate and improve employee benefits while also responsibly stewarding City resources.

- 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://citynet.fcgov.com/cmo/fles/2017-baldrige-feedback-report.pdf

Linkage to Strategic Objectives
(the primary objective is marked with a ✓)

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

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

Improvements & Efficiencies

- Partnered with new benefits consutant, HUB international, to define priorities and objectives:
  -Effective cost management
  -Innovative engagement solutions

- Pharmacy vendor change, resulting in $1 million savings

- Streamline and define benefits processes to include:
  -Electronic enrollment data feeds
  -New onboarding process including New Employee Orientation

- Fiduciary compliance via Retirement plan administration

Performance Metrics

- HPG 46. Average number of Well Days earned per participant
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=91366.html
- HPG 47. Percent of employees who enroll in the program and complete the pre-program survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=91367.html
- HPG 48. Well Days – medical claims cost for participants vs. non-participants

Offer 5.2: Benefits and Wellness Program

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=91368.html

Personnel Changes

- Personnel Changes from the previous budget cycle include:
  - Repurposed Benefits Analyst to Compensation Analyst
  -25% Labor Distribution for Senior Compensation Analyst moved from Benefits to HR Core

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

No changes

Offer Profile

Offer Owner: CHMartinez
Lead Department: Human Resources

5.2: Benefits and Wellness Program

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	8.50	8.50	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	645,780	666,003	3.1%
512000 - Benefits	199,821	209,868	5.0%
519000 - Other Personnel Costs	64,668	64,152	-0.8%
510000 - Personnel Services	**910,269**	**940,023**	**3.3%**
521000 - Professional & Technical	1,097,958	1,110,216	1.1%
529000 - Other Prof & Tech Services	2,500	2,500	- %
520000 - Purchased Prof & Tech Services	**1,100,458**	**1,112,716**	**1.1%**
531000 - Utility Services	1,500	1,500	- %
533000 - Repair & Maintenance Services	1,460	1,460	- %
534000 - Rental Services	5,500	5,500	- %
530000 - Purchased Property Services	**8,460**	**8,460**	**- %**
541000 - Insurance	32,786,308	36,962,375	12.7%
542000 - Communication Services	10,120	10,120	- %
543000 - Internal Admin Services	95,514	95,522	- %
544000 - Employee Travel	11,550	11,550	- %
549000 - Other Purchased Services	3,650	3,650	- %
540000 - Other Purchased Services	**32,907,142**	**37,083,217**	**12.7%**
555000 - Office & Related Supplies	4,100	4,100	- %
556000 - Health & Safety Supplies	5,500	5,500	- %
559000 - Other Supplies	8,200	8,200	- %
550000 - Supplies	**17,800**	**17,800**	**- %**
Total Expenses	**34,944,129**	**39,162,216**	**12.1%**

Funding Sources

604-Benefits Fund: Ongoing Revenue	Ongoing Restricted	34,944,129	38,515,456	10.2%
604-Benefits Fund: Reserves	Reserve	-	646,760	- %
	Funding Source Total	**34,944,129**	**39,162,216**	**12.1%**

Offer 5.3: Citywide Volunteer Services Program

2019: $186,417 and 1.00 FTE, 0.00 Hourly FTE

2020: $189,502 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will continue to support a Citywide Volunteer Services Program - FC Volunteer. Volunteers provide a significant resource to the City; 8,126 volunteers contributed 146,000 hours in 2017, or roughly 73 full-time positions. Volunteers impact eight service areas and serve as a key strategy to support a high performing workforce and increased public engagement.

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

Engage is a Volunteer Management System (VMS) used by thousands of people. Volunteers and volunteer coordinators use Engage to handle activities, registrations, waivers, applications, scheduling, feedback, training and reporting. The Volunteer Program Manager is accountable for database administration and technical support.

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

The FC Volunteer program is currently participating in the Service Enterprise Initiative. This national, standard of excellence program is grounded in rigorous research and designed to strengthen organizational capabilities to leverage volunteers more effectively to address community needs. A diagnostic evaluation completed by City employees and leaders across the organization will reveal specific areas to focus process improvements.

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

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

- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs

Additional Information

Offer 5.3: Citywide Volunteer Services Program

- The program is currently in contract with Squarei Technologies for a Citywide Volunteer Database with an annual fee of $31,800

- Volunteer background checks were previously paid for by Safety, Security and Risk Management. The cost will be allocated to FC Volunteer program.

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

- An increasing number of municipalities contact the FC Volunteer program for information, data, and program consultation as more organizations realize the economic advantage of leveraging volunteers . "The more research I do, I'm struggling to find other cities that are anywhere close to the level of development in a City-Wide Volunteer program as Fort Collins."- Alex Reynolds, City of Spokane, WA

Links to Further Details:

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

Linkage to Strategic Objectives

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

✓HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future: The City relies heavily on a dedicated group of volunteers to assist the workforce in delivering world-class services. Further recognition of the role volunteers play in supporting our workforce can improve service delivery.

- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs: Fort Collins has a diverse mix of residents who desire meaningful engagement, trust and regular communication with their local government.

Improvements & Efficiencies

- Operations and Maintenance of Citywide Volunteer Database (Engage) prevents the time-intensive updating of multiple spreadsheets and paper copies of forms, and ensures compliance to policies, preventing costly lawsuits.

- Programs without volunteers utilize Engage to: track public registrations, develop LMS courses, host employee engagement programs and coordinate events.

- Acting on Opportunities for Improvement from the Malcom-Baldrige feedback meets City's goals of continuous improvement, and reinforces the value of volunteers.

Offer 5.3: Citywide Volunteer Services Program

- This low-cost workforce of 8,000 volunteers serve as community ambassadors, volunteering for the good of the community and endorsing City programs and initiatives.

- 2017 volunteer hours are equivalent to 73 full time time positions, and if every volunteer hour is worth the Colorado standard set by Independent Sector, the economic impact to the community is $3.8 million.

- Volunteer Recognition becomes uniform across organization, and volunteers have equitable and consistent experiences, illustrating our commitment to the City's values and highlighting the City's brand.

- An enterprise-wide approach to increasing volunteerism in our organization relies on volunteer coordinators.   Convening a team of volunteer coordinators, quarterly, encapsulates business strategies, best practices, program outcomes and organizational metrics. The program provides a platform for collaboration and teamwork with the goal of building and sustaining a strong volunteer workforce.

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

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

- Development opportunities for volunteer coordinators help build personal, managerial and leadership capabilities which increases their effectiveness and abilities to help others be more successful.

Performance Metrics

- HPG 25. Number of Citywide Volunteers
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=362223.html
- HPG 24. Number of Citywide Volunteer Hours
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=362220.html

Personnel Changes

- None

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

Offer 5.3: Citywide Volunteer Services Program

- Not applicable

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

No changes

Offer Profile

Offer Owner: CNorville
Lead Department: Human Resources

5.3: Citywide Volunteer Services Program

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	65,541	67,508	3.0%
512000 - Benefits	21,610	22,728	5.2%
510000 - Personnel Services	**87,151**	**90,236**	**3.5%**
521000 - Professional & Technical	26,000	26,000	- %
520000 - Purchased Prof & Tech Services	**26,000**	**26,000**	**- %**
533000 - Repair & Maintenance Services	31,800	31,800	- %
534000 - Rental Services	100	100	- %
530000 - Purchased Property Services	**31,900**	**31,900**	**- %**
542000 - Communication Services	1,210	1,210	- %
543000 - Internal Admin Services	75	75	- %
544000 - Employee Travel	2,100	2,100	- %
549000 - Other Purchased Services	11,210	11,210	- %
540000 - Other Purchased Services	**14,595**	**14,595**	**- %**
555000 - Office & Related Supplies	350	350	- %
556000 - Health & Safety Supplies	1,000	1,000	- %
559000 - Other Supplies	25,421	25,421	- %
550000 - Supplies	**26,771**	**26,771**	**- %**
Total Expenses	**186,417**	**189,502**	**1.7%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
254-KFCG Fund: Other Community Priorities	Ongoing Restricted	180,185	189,502	5.2%
254-KFCG Fund: Other Community Priorities Reserves	Reserve	6,232	-	- %
Funding Source Total		**186,417**	**189,502**	**1.7%**

Offer 5.4: ENHANCEMENT: 1.0 FTE - Recruiting Specialist

2019: $83,154 and 1.00 FTE, 0.00 Hourly FTE

2020: $94,493 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide Recruiting with 1.0 FTE, which is critical to ensure the City hires competitive and diverse talent to meet the needs of the community now and in the future. Work was done in 2017 establishing a new, centralized recruiting team as well as to provide a completely different applicant and new hire on-boarding experience. Additional recruitment staff will help to alleviate the burden of work on managers, mitigate legal risk and enhance the candidate experience.

With more capacity, staff can make headway on recruiting analytics such as determining which sourcing strategy is best and cost per hire, and qualitative feedback from applicants, hiring managers and new hires. By accurately measuring time-to-fill, recruiters can evaluate the speed of their recruitment processes and determine which recruitment strategies can most quickly produce the needed candidates, therefore significantly reducing the cost of vacancies in jobs by driving down the time it takes to fill a job. Filling jobs faster will increase the success rate of filling positions as it mitigates the risk that candidates will not accept other positions.

In addition to increasing the overall recruiting effectiveness and efficiency, the City is finding it increasingly difficult to attract diverse talent that is currently shaping the next generation of the workforce. Staff needs time to proactively build relationships with local universities and other institutions that will help the City attract a more diverse population. The City also needs to increase its ability and capacity to attract and hire talent in other employment classifications where there is high demand. Using the talent management system to its full potential is necessary to effectively recruit, hire and retain employees, and training and coaching is essential for managers to evaluate candidates and hire the right people. This includes teaching managers behavioral interviewing techniques and evaluating resumes to make good hiring decisions.

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

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

Additional Information

- Processed 20,961 applications in 2017 compared to 21,862 in 2016. The unemployment rate has fallen below 4.5%, therefore the "active candidate" approach, where we hire from an applicant pool applying to a job post, will not always be possible. "Passive recruiting" which requires searching and reaching out to candidates who are currently not looking is needed.

- In 2019, staff is needed to post and manage all the new requisitions which includes any admin conversions and new positions created from BFO, in addition to replacement hiring.

Offer 5.4: ENHANCEMENT: 1.0 FTE - Recruiting Specialist

- In 2017,the City posted 392 positions and hired 477 new employees, compared to 349 positions posted and 398 hires in 2016.This number will continue to climb as the City of Fort Collins grows.

- The City's average time to fill for classified and unclassified management positions in 2017 was 53 days compared to 86 days in 2016, and the benchmark for government is 41 days.

- Results from the 2017 Internal Services Survey show that recruitment scores remain far below the 85% target for Timeliness and Quality (59% and 60% respectively) and comments indicate that hiring managers find it difficult and time consuming to recruit without support from HR.

Impact to Ongoing Expenses

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

  $94,000

Scalability and explanation

Funding an external contractor from a recruiting firm at a cost of $70k will alleviate some of the tasks that take recruiters away from the priority of assisting hiring managers to effectively recruit, hire and onboard new employees. This person would be trained in our talent management system and would help manage requisitions with the hiring managers. HR can also move the anticipated hire date for this position to later in 2019 to save funds for the first year of employment.

Links to Further Details:

- http://citynet.fcgov.com/cmo/files/2017-baldrige-feedback-report.pdf
- http://citynet.fcgov.com/iss/index.php
- https://www.experience.com/advice/professional-development/diversity-and-the-workplace/

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future: Hiring the right talent in a timely and cost effective manner is critical to achieving the City's plans to meet the needs of the community.

Performance Metrics

- HPG 216. Employment Offer Acceptance Rate
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=645452.html
- HPG 6. City Employee Cumulative Turnover Rate
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=91357.html

Explanation of Any Adjustments to Personnel Costs using object 519999

Offer 5.4: ENHANCEMENT: 1.0 FTE - Recruiting Specialist

- Not applicable

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

No changes

Offer Profile

Offer Owner: LWiggins
Lead Department: Human Resources

5.4: ENHANCEMENT: 1.0 FTE - Recruiting Specialist

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	55,843	69,022	23.6%
512000 - Benefits	18,195	22,955	26.2%
510000 - Personnel Services	**74,038**	**91,977**	**24.2%**
542000 - Communication Services	516	516	- %
544000 - Employee Travel	2,000	2,000	- %
540000 - Other Purchased Services	**2,516**	**2,516**	**- %**
555000 - Office & Related Supplies	6,600	-	- %
550000 - Supplies	**6,600**	**-**	**- %**
Total Expenses	**83,154**	**94,493**	**13.6%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	83,154	94,493	13.6%
Funding Source Total		**83,154**	**94,493**	**13.6%**

Offer 5.5: ENHANCEMENT: 1.0 FTE - Administrative Clerk II

2019: $51,719 and 1.00 FTE, 0.00 Hourly FTE

2020: $58,579 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer provides the Human Resources (HR) Department with needed administrative support by adding a 1.0 FTE Administrative Clerk II position.

HR administrative staff provide high quality services to a diverse customer base. Internal customers include City staff, volunteers, employee dependents and retirees. External customers include residents, visitors, applicants, Poudre River Public Library District, Poudre Fire Authority, Metropolitan Planning Organization and the Downtown Development Authority. Services provided include front desk customer support, personnel and benefit records management, employment verification, and managing drug tests and background checks.

Resources are needed to maintain current levels of service, address growing service demands, and manage thousands of personnel and benefits records. HR is working to convert personnel and benefit records to digital files. Record retention laws require HR to maintain these files for 30 years after the employee separates from the organization. These confidential records are not currently backed up and are vulnerable in the event of disaster. Scanning and maintaining the records in accordance with federal, state and municipal regulations requires specific training, strict confidentiality, attention to detail and high accuracy. Due to staffing constraints, HR has had to rely on temporary staff to fill this need, and the turnover of temporary staff and the need to train repeatedly has impeded progress.

Additionally, customers have identified a need to provide a 'one-stop-shop' by ensuring there is always someone to greet walk-in customers and answer phone calls and email requests, disseminating basic HR information and connecting them with the appropriate staff members. Capacity is needed to provide support to the Chief Human Resources Officer (CHRO) who, as a member of ELT, is providing a more strategic and proactive focus and needs support to manage key projects, calendar appointments and executive administrative tasks.

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

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

Additional Information

- Digital personnel and benefits files are more secure due to restricted access, are fully backed up in the event of a disaster, and are instantly accessible. In addition, converting paper files to digital frees up valuable building space.

Offer 5.5: ENHANCEMENT: 1.0 FTE - Administrative Clerk II

- Past Internal Services Survey results demonstrate the need for increased responsiveness and one centralized monitored phone number/email to contact for direction on HR related needs.

- Increased capacity will allow for centralized customer support to more effectively meet needs of all City Service Areas and Departments, leading to improved results and increased customer satisfaction.

- The HR office is open 8:00 am-5:00 pm and there is a constant, steady stream of customers that need to be serviced either in person or on the phone.

Impact to Ongoing Expenses

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

  $58,000

Scalability and explanation

HR could move the potential hire date to later in 2019 to save first year funding dollars.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future: HR provides key services and processes to attract, develop, engage and retain a competent workforce that provides world-class municipal services and businesses.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

No changes

Offer Profile

Offer Owner: RAskeland
Lead Department: Human Resources

5.5: ENHANCEMENT: 1.0 FTE - Administrative Clerk II

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	35,575	39,974	12.4%
512000 - Benefits	16,144	18,605	15.2%
510000 - Personnel Services	**51,719**	**58,579**	**13.3%**
Total Expenses	**51,719**	**58,579**	**13.3%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	51,719	58,579	13.3%
	Funding Source Total	**51,719**	**58,579**	**13.3%**

Offer 5.6: ENHANCEMENT: Leadership Development

2019: $100,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $100,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will allow HR to offer Leading at the City, a key development program, for target audience of approximately 400 City leaders and people-managers.

Leading at the City is designed to build and enhance the leadership capabilities of executives, directors, middle managers and first-level managers. This program was launched in 2017, with four sessions delivered and 94 leaders attended; in 2018, two sessions will be delivered with 38 in attendance currently, and an estimated 40 leaders for the fall session. In total, 46% of the target audience will have attended Leading at the City by year-end. The goal of the program is to reach the remaining backlog of leaders, plus acclimating all newly hired and promoted leaders, estimated at 200, to meet the organization's demands for focused, aligned and consistent leadership competencies for all leaders and people-managers across the organization. The delivery commitment for 2019-2020 will be two sessions in 2019 and two sessions in 2020. Beyond 2020, it is anticipated that all newly hired and promoted leaders will register for a Leading at the City session within six months of hire as a standard practice and funded as a steady expense from the Learning and Development budget.

The issue of focused, aligned and consistent demonstration of leadership competencies has been measured by CORE 34 (the City's employee engagement survey) and quarterly performance alignment conversations (QPA) between employees and leaders. Developing our leaders' capabilities is a necessity for the organization to meet and exceed the stated strategic objectives.

The submission of this enhancement offer serves to drive the development of highly self-aware, agile, focused, and engaged leaders.

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

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

Additional Information

- This offer will cover the cost of one of two sessions each year.

- Over 90% of the participants state Leading at the City provides relevant content and 100% have stated they have applied learnings in their current roles. As of today, 94 leaders have completed this program and 1300 employees report into these managers.

Offer 5.6: ENHANCEMENT: Leadership Development

- This program equips leaders and people-managers with principles, concepts and tools to effectively lead employees to perform at their highest level to deliver results and enlists people-managers and leaders from the City as well as people-managers and leaders from Poudre Fire Authority and Poudre River Public Library District.

- Two new measures will be created in ClearPoint: 1) Leadership Effectiveness that will start in 2018 using Core 34 data and 2) a Measure will be developed using the data from the post-program survey that measures impact and behavioral change.

- Information from post-program survey: 1) In your current role, do you use the content? 100% reported Yes; 2) Did your experience assist you with achieving your results or development goals? 100% Yes; 3) My leadership coach helped me meet my Results and Development Plan goals? 70.6%; 4) Rate your overall experience with your EQ coach? 93.3%

Impact to Ongoing Expenses

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

 $0

Scalability and explanation

This offer enhances the reach of leadership development for City leaders plus other agency's leaders from Poudre Fire Authority and Poudre River Library District. If this enhancement offer is not funded, it impacts the number of leaders being developed as we will only be able to fund one program a year from the core HR LOD budget. It will take us six years to develop the target audience of leaders.

Links to Further Details:

- http://citynet.fcgov.com/humanresources/

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔ HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future: The organization requires focused, aligned, self-aware, agile, and competent leaders to serve and support a workforce that will perform and meet all of the City's strategic objectives.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer 5.6: ENHANCEMENT: Leadership Development

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

Added requested information regarding participant satisfaction and results from taking the class to an Additional Informational field. Also emailed some attachments to the BFO team that may be relevant to their questions.

Offer Profile

Offer Owner: DKemp
Lead Department: Human Resources

5.6: ENHANCEMENT: Leadership Development

Enhancement to Programs and Services

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

Offer 5.7: ENHANCEMENT: Incentive Awards and Recognition Program

2019: $300,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $300,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this Offer will implement a Citywide Incentive Awards and Recognition Program. The program supports the City's Total Rewards strategy to attract, retain, engage, develop and reward a diverse and competitive workforce.

The Incentive Awards and Recognition Program is intended to recognize individual and team achievement of strategic objectives and results, completion of major projects and initiatives, extraordinary effort during times of critical need, and contributions that clearly and significantly impact critical operational goals and deliverables. Awards could include spot bonuses, plaques, gift cards, etc.

Human Resources will design, administer and monitor the program in partnership with Service Area Directors.

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

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

Additional Information

- In the Compensation and Career Path Study, managers expressed a desire to have more flexibility in rewarding their employees and teams beyond annual increases.

- The Incentive Awards and Recognition Program budget is targeted at $300,000 Citywide (~0.25% of salaries). Preliminary cost neutral funding approach is for each Service Area to fund their portion of the program within existing operating budgets.

- Alternative funding option would be the ongoing program cost of $300,000 appropriated across all funds.

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

None

Offer 5.7: ENHANCEMENT: Incentive Awards and Recognition Program

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future: This Offer supports this Strategic Objective by providing Service Area leaders with a flexible and timely mechanism to reward employees and teams.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

No changes

Offer Profile

Offer Owner: JHeckman
Lead Department: Human Resources

5.7: ENHANCEMENT: Incentive Awards and Recognition Program

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	300,000	300,000	- %
510000 - Personnel Services	**300,000**	**300,000**	**- %**
Total Expenses	**300,000**	**300,000**	**- %**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Reserves	Reserve	300,000	300,000	- %
Funding Source Total		**300,000**	**300,000**	**- %**

Offer 5.8: ENHANCEMENT: Licensed & Customized Interview Guides

2019: $25,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $25,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will ensure all hiring managers can efficiently create customized behavioral interview guides for all positions in the organization. The licensed technology interfaces with the City's integrated talent management system's competency library to identify and select behavioral competencies, which generate a guide that serves as a powerful tool for improving the quality of information gained during the interview process.

Behavioral interviewing is a proven, potent technique for improving the quality of information gained during the interview process. This approach produces predictive data, which improves the accuracy and diversity of hiring decisions because compelling questions yield critical predictors of the candidates' capabilities. Subsequently, candidates' capabilities can be assessed and hiring managers have the information to link behaviors to a candidate's success in the position. It is important to make sure hiring managers are following guidelines for structured, behavioral interviewing to ensure they are getting accurate information and doing it in a manner that is legally defensible.

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

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

Additional Information

- Not applicable

Impact to Ongoing Expenses

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

   $25,000

Scalability and explanation

This offer is not scalable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

Offer 5.8: ENHANCEMENT: Licensed & Customized Interview Guides

✓HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future: This integrated and customized approach to hiring will increase our diverse talent pools by using predictive data to accurately match candidate capabilities to the position and retain quality talent

Performance Metrics

- HPG 6. City Employee Cumulative Turnover Rate
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=91357.html
- HPG 216. Employment Offer Acceptance Rate
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6284&object=measure&objectId=645452.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- None

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

No changes

Offer Profile

Offer Owner: DKemp
Lead Department: Human Resources

5.8: ENHANCEMENT: Licensed & Customized Interview Guides

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
549000 - Other Purchased Services	25,000	25,000	- %
540000 - Other Purchased Services	**25,000**	**25,000**	**- %**
Total Expenses	**25,000**	**25,000**	**- %**
Funding Sources			
100-General Fund: Ongoing Ongoing	25,000	25,000	- %
Funding Source Total	**25,000**	**25,000**	**- %**

Offer 10.1: Utilities: Customer Service & Administration - Administration & General Operations

2019: $6,117,786 and 40.00 FTE, 2.12 Hourly FTE

2020: $6,341,469 and 40.00 FTE, 2.12 Hourly FTE

Offer Summary

Funding this offer will sustain the administration and general operations of the Utilities Service Area. This offer provides funding for the Executive Director's Office, Strategic Financial Planning, Asset Management, Environmental Regulatory Affairs, Locating and Meter Operations, Wellness, Utilities Support Services, and Grounds Maintenance, as well as the transfer to the General Fund for administrative services provided to serve the CS&A internal services fund.

- 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.

- Asset Management is implementing a formalized program to optimally use, maintain and replace utility infrastructure.

- Environmental Regulatory Affairs manages the City Environmental Policy achieving compliance with legal and regulatory requirements, pollution prevention and continuous improvement.

- Locating and Meter Operations provides locate services for electric, water, wastewater, and stormwater systems, as well as the City's traffic and fiber optic networks and reading and maintenance of metering infrastructure.

- Wellness provides support and facilitates employee physical and mental well-being through initiatives, programs and education.

- Utilities Support Services and Grounds Maintenance includes a variety of shared services, such as, building maintenance, janitorial and security services, lawn maintenance and snow removal.

- Payments and transfers include those to the General Employees Retirement Plan and Administrative payments to the City's General Fund for shared services such as HR and Accounting.

Offer 10.1: Utilities: Customer Service & Administration - Administration & General Operations

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

✔ HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.5 - Foster a culture of safety and wellbeing across the City organization
- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

Additional Information

- The Executive Director of Utilities business unit ($717K in 2019 and $733K in 2020) provides leadership executing the policies and plans approved by City Council in providing competitively priced, reliable, and environmentally sustainable utility services and programs that meet or exceed customer expectations. Overall customer satisfaction in 2017 achieved 87% residential and 91% commercial.

- Strategic Financial Planning department ($1.31M in 2019 and $1.37M in 2020) ensures expenses and revenues are fiscally sound and aligned with City Finance in funding Utilities services, programs and projects. Asset Management ($310K in 2019 and $318K in 2020) develops and executes plans for achieving targeted levels of services to the community.

- Environmental Regulatory Affairs ($893K in 2019 and $925K in 2020) 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.

- Locating Operations ($792K in 2019 and $819K in 2020) protect utility infrastructure. Metering Operations ($224K in 2019 and $230K in 2020) ensure that utility service charges are being accurately assessed thereby providing the equitable collection of revenues to support utility operations. Support Services ($1.63M in 2019 and $1.66M in 2020) funds the maintenance of both utility buildings.

- Environmental Project ($50K in 2019 and $52K in 2020) and Wellness ($114K in 2019 and $116K in 2020) 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.

Links to Further Details:

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

Linkage to Strategic Objectives

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

✔ HPG 7.1 - Provide world-class municipal services to residents and businesses: By having a centralized general management this offer realizes economies of scale and efficiencies by providing a central administrative group of the four utility enterprise funds.

Offer 10.1: Utilities: Customer Service & Administration - Administration & General Operations

- HPG 7.5 - Foster a culture of safety and wellbeing across the City organization: The Wellness business unit pools resources from each utility to provide a more comprehensive and accessible program for all employees.

- HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: The Asset Management business unit standardizes asset management practices and efforts across the four utilities and leverages best practices across those utilities consistent with ISO 55000 standards.

Improvements & Efficiencies

- Some attorneys were previously paid for directly. This cycle the utility Funds are listed as funding sources. The overall funding to the CAO increased this cycle.

Performance Metrics

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

Personnel Changes

- - $6,000 reduction in software maintenance to offset the mid-cycle repurposing of a Rate Analyst to a Data Scientist ($3,000 in BU 460220 and $3,000 in BU 460221).
  - Two FTEs were moved from Support Services: 1 to Operation Services and 1 to Light & Power.
  - One FTE was moved to Asset Management from Wastewater to provide similar support to all utilities.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Other Personnel Costs is used in this offer to budget for Knowledge Transfer and to maintain levels of service for the hourly conversion effort.

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

added "business unit" to Executive Director bullet

Offer Profile

Offer Owner: KGertig
Lead Department: Utilities Strategic Planning

10.1: Utilities: Customer Service & Administration - Administration & General Operations

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	40.00	40.00	- %
Hourly (FTE)	2.12	2.12	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	2,959,095	3,058,434	3.4%
512000 - Benefits	1,044,341	1,092,524	4.6%
519000 - Other Personnel Costs	(95,944)	(73,472)	-23.4%
510000 - Personnel Services	**3,907,492**	**4,077,486**	**4.4%**
521000 - Professional & Technical	371,395	393,910	6.1%
529000 - Other Prof & Tech Services	9,600	9,600	- %
520000 - Purchased Prof & Tech Services	**380,995**	**403,510**	**5.9%**
531000 - Utility Services	230,129	235,085	2.2%
532000 - Cleaning Services	193,905	199,271	2.8%
533000 - Repair & Maintenance Services	745,017	764,749	2.6%
534000 - Rental Services	86,250	86,250	- %
530000 - Purchased Property Services	**1,255,301**	**1,285,355**	**2.4%**
541000 - Insurance	14,437	14,957	3.6%
542000 - Communication Services	30,732	30,732	- %
543000 - Internal Admin Services	185,565	190,204	2.5%
544000 - Employee Travel	48,900	48,900	- %
549000 - Other Purchased Services	50,170	50,170	- %
540000 - Other Purchased Services	**329,804**	**334,963**	**1.6%**
551000 - Vehicle & Equipment Supplies	47,541	43,662	-8.2%
552000 - Land & Building Maint Supplies	27,800	27,800	- %
554000 - Utility Supplies	3,150	3,150	- %
555000 - Office & Related Supplies	47,570	46,970	-1.3%
556000 - Health & Safety Supplies	10,520	10,020	-4.8%
559000 - Other Supplies	57,025	56,325	-1.2%
550000 - Supplies	**193,606**	**187,927**	**-2.9%**
591000 - Transfers to Funds	50,588	52,228	3.2%
590000 - Transfers Out	**50,588**	**52,228**	**3.2%**
Total Expenses	**6,117,786**	**6,341,469**	**3.7%**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	6,117,786	6,341,469	3.7%
	Funding Source Total	**6,117,786**	**6,341,469**	**3.7%**

Offer 10.2: Utilities: Customer Service & Administration - Customer Connections Programs and Services

2019: $6,710,985 and 61.00 FTE, 0.00 Hourly FTE

2020: $6,839,733 and 61.00 FTE, 0.00 Hourly FTE

<div style="background:blue;color:white">**Offer Summary**</div>

This offer sustains world-class Utilities customer service, outreach and engagement. In 2017, customer satisfaction was the highest ever, up 5% from 2016 with an impressive 5% or less dissatisfaction rating for every service area. The Utilities customer experience ranks higher than both national and Front Range benchmarks.

This offer funds the Utilities' Customer Connections Service Unit staffing and resources, which is responsible for generating nearly 1 million timely and accurate utility bills for more than 71,000 electric and 35,000 water customers, responding to more than 119,000 customer calls per year with of hold time of under two minutes, managing more than $200M in Utility and City revenue, supporting more than 17,000 customers through efficiency programs, and reaching thousands through educational programs and events.

This offer creates strong customer experiences through education, events, creative and diverse communications, and award-winning energy and water efficiency programs. Staff employ a variety of approaches to build relationships and trust with residential, commercial and industrial customers, which is critical as the population and economy grows, evolves and is ever-reliant on Utility services. This offer connects customers to the resources needed to pay and manage bills, manage water and energy use, and thrive at home and in business.

Utilities is a customer service industry now more than ever. Customers demand greater choice, access and convenience. This offer adds value for customers and delivers on Council priorities and regulatory requirements, on top of challenges like physical and cyber security, aging infrastructure, increasing costs, population growth, affordability, an evolving energy grid, climate change, and more. As a municipal utility, the customers are the community and great partners in creating a collective future. Providing an excellent customer experience builds awareness and support, which this only works if customers are provided high-quality service.

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

✓ HPG 7.1 - Provide world-class municipal services to residents and businesses

- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs
- ECON 3.3 - Enhance business engagement to address existing and emerging business needs

<div style="background:blue;color:white">**Additional Information**</div>

Offer 10.2: Utilities: Customer Service & Administration - Customer Connections Programs and Services

- Customer satisfaction in 2017 was 90% for residential and 91% for commercial; commercial satisfaction is the highest ever. These results are attributed to the systematic process improvements and efficiencies in reaching customers based on behavioral segmentation for communications and outreach.

- Management of Utilities achieved the highest score ever of 87% for residential and 89% for commercial. These results are attributed to strong external educational communications about what Utilities provides, the choices customers have in the decision-making process, and leaders taking the time to meet with customers about expectations regarding delivery of services.

- Customer Satisfaction with "accuracy of utility bills" received the highest residential score ever of 96% and commercial received a high score of 88%. Billing accuracy actual is 99%. These results are attributed to systematic process improvements and efficiencies instituted the last three years.

- Utilities Affordability Portfolio collaborates at state and local levels to offer comprehensive portfolio of programs to low-income customers. Through direct and indirect partnerships, Utilities maximizes funding and outreach and participation for 10 assistance programs. Achievements in 2017: funding was increased by 81% and the average number of households served annually increased by 76%.

- Resource Conservation programs are proven and cost-effective tools for supporting customers to manage their energy and water usage and bills: over 17,000 customers participated and benefited in 2017 and overall customer satisfaction has an 82% positive rating, up 11% from 2016. Target is 80%.

Links to Further Details:

- www.fcgov.com/utilities: The power of the individual in conservation makes a big difference in Fort Collins' quality of life and the health of our environment now and for generations to come. By making efficient choices, we all win: the City moves closer to its conservation goals and your home or business will feel more comfortable, perform better, use less energy and water and save you money.
- https://www.fcgov.com/utilities/community-education: Fort Collins Utilities offers classes, programs and events for community members of all ages to gain knowledge and skills on the services we provide. Explore topics ranging from the health of our watershed to making water and energy-efficient choices with local community, to paying your bill or monitoring your use online.
- https://www.fcgov.com/utilities/manage-your-account/payment-options: Manage your utility bills electronically with e-Bill, our easy-to-use, convenient, secure system. Pay bills with Visa, MasterCard or Discover using our 24/7 automated phone system. If your utility service has been disconnected due to non-payment, you may make a full payment by phone to be restored.

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

Offer 10.2: Utilities: Customer Service & Administration - Customer Connections Programs and Services

✓ HPG 7.1 - Provide world-class municipal services to residents and businesses: Customer Connections tracks services and programs based on national benchmarks to ensure metrics and performance goals achieve optimal portfolios to meet the cusomter cycle of service from start to finish. T from core services through value-added utility services that includes award-winning energy efficiency and water conservation programs.

- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs: This is primarily managed through community engagement division consisting of community relations, education, and events for both residents and businesses with Energy Services, Water Conservation, and Sustainability Services to meet the goals of the Energy Policy, Water Efficiency Plan, and the Climate Action Plan.

- ECON 3.3 - Enhance business engagement to address existing and emerging business needs: This is managed through the Customer Accounts Management Plan and the Business Engagement Action Plan, which is a partnership with Economic Health to engage business customers.

Improvements & Efficiencies

- Offer leverages existing funds to improve service quality indicator "Offering useful Technology Tools." Metric has improved since 2013 but continues to be below the 80% target. Along with process improvements the Customer Information System with broadband will improve customer experience with an all-encompassing web-portal experience offering numerous technology options to support both usage.

- Reduced the OnePlanet program within Workforce Culture by $7,000. OnePlanet funding and administration will be managed by Sustainability Services City wide to support the Municipal Sustainability Initiative. The OnePlanet program created in 2008 is an employee incentive program designed to encourage awareness and promote a culture of sustainability.

- Water Conservation programs benefited from program review and improved staffing resources. Program savings in 2017 increased by 72% from 2015 and 23% from 2016. Customer satisfaction results are above 90%, and participation in new landscape transformation programs and events have more than doubled since 2016.

- Program management Office is developing a streamlined intake process to reduce staff hours and resources with programs and projects to create organizational effectiveness and efficiency. PMO will align intended outcomes, and strategic alignment across Utilities service units to achieve a PMO portfolio dashboard that will serve to measure program and portfolio performance.

Offer 10.2: Utilities: Customer Service & Administration - Customer Connections Programs and Services

- Energy Services programs underwent a process and impact evaluation in 2017 by a third-party evaluation consultant. The results of the evaluation showed that verified results were 105% of reported savings with a community benefit cost ratio of 1.8. Recommendations for revisions to the program have been incorporated into 2018 programs, and will be measured as part of the Program Management Office.

- Realign the Customer Satisfaction survey to Customer Accounts to improve survey engagement with residential and commercial customers, including ClimateWise customers. The Customer Satisfaction survey will be redesigned to improve questions, include benchmark data regionally and nationally, as well as collaboration with ongoing City survey processes, such as citizen and business engagement surveys.

- Communications provides support to internal and external customers for all Utilities service areas, including promotion of operations and capital projects, conservation and other customer programs, website and social media management, media support, rates, and 24x7 outage and emergency management communications. Improvements will focus on targeted and segmented communications with tracking.

- Education will focus on balancing our portfolio by service area and by audience type and diversifying our program delivery models under our partner delivered programs. Each Education Coordinator delivers 144 programs each year, the demand has increased by 17% annually and the number of community members reached has increased by 21% annually.

- Improvements implemented by Customer Support include automating online service requests, allowing for remote electric connections and disconnections, reducing costs and increasing efficiency. CCT also assumed responsibility for manual meter reads with no budget increase and implemented new after-hours services which reduced overtime costs. Electronic billing and payment continues to be a priority.

- Integrate with time-of-day communications the Income Qualified Assistance Program to create a robust, organic outreach that reaches low-income customers encouraging enrollment in low-income energy assistance program to also qualify for IQAP. Along with traditional outreach staff will partner with low-income service providers to maximize participation and conservation support.

Performance Metrics

- HPG 32. Utilities - Customer Satisfaction - Overall
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=91497.html
- HPG 35. Utilities - Customer Satisfaction - Contribute to the Community
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=91498.html
- ECON 49. Utilities - Commercial Customer Contacts

Offer 10.2: Utilities: Customer Service & Administration - Customer Connections Programs and Services

https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=499443.html

Personnel Changes

- Managed a $25,873 reduction in Ongoing Offers to support a 2017 optimization, resulted in: adding a .50 classified FTE combined with a vacant 0.50 classified to achieve a 1.0 FTE position; added benefits for two hourly positions converted to FTE status based on vacant FTE positions; created a 1.0 FTE Utilities Program Coordinator Supervisor position with existing position; created a Compliance Coordinator position based on vacancy; repurposed an existing vacant 1.0 FTE classified Publicity/Marketing Technician to a 1.0 FTE classified Utilities Program Coordinator; repurposed an existing hourly position to an Event Coordinator; repurposed an existing vacant 1.0 FTE Utilities Services Coordinator position to a Training Coordinator; repurposed an existing vacant 1.0 FTE Utilities Customer Finance Manager position and created a Business Analyst Supervisor. Correct total compensation for position ID 2062-900 (Classified).

Differences from Prior Budget Cycles

- Offer reflects a 4.2% increase from the 2017 budget, and a 1.7% increase from 2018, primarily based on increases in vendor charges, correcting budget error for banking services, and City growth causing increased services amount. Key stats are; number of households served increased by 1,908 in 2017, and is expected to grow by 2.6% in 2018. Total annual bills increased to 986,755 (3% growth).

- Growth in banking fees has been 5% from 2015 to 2016 and 11.5% from 2016 to 2017. This is in part due to population growth, increasing numbers of credit card payments and associated fees, and fees charged for higher adoption rates for electronic bill view and pay. Moved ClimateWise from Community Engagement to Customer Accounts to better support holistic business engagement with program.

- Audit services for customer identity verification, required by the federal Red Flags Rules, have increased 10% due to growth in the customer base and stronger compliance. The vendor that provides service requested cost increase from $1.15 to $1.35 per verification. This service may be included in the new replaced CIS system and potentially could be phased out.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Employee gift cards (Downtown Bucks) to recognize outstanding employee performance, retirements, and resignations. Other Personnel costs was also used during Round 2 to maintain levels of service for the hourly conversion effort.

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

Offer 10.2: Utilities: Customer Service & Administration - Customer Connections Programs and Services

Added - Reduced the OnePlanet program within Workforce Culture by $7,000

Removed - Utilities employee engagement resulted in Core 34 first year participation of over 76%, and a 78% favorability rating; target is 80%. This was managed on the heels of the 2016 Culture Values Assessment transition where Utilities achieved a 20% entropy rating target. Employee engagement will ensure employee participation improvement, while targeting gaps in the 2nd and 3rd year of Core 34 results

Offer Profile

Offer Owner: lrosintoski

Lead Department: Utilities Strategic Planning

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

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	61.00	61.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	3,514,228	3,648,214	3.8%
512000 - Benefits	1,260,353	1,332,326	5.7%
519000 - Other Personnel Costs	(68,225)	(72,628)	6.5%
510000 - Personnel Services	**4,706,356**	**4,907,912**	**4.3%**
521000 - Professional & Technical	645,083	638,917	-1.0%
529000 - Other Prof & Tech Services	30,750	30,750	- %
520000 - Purchased Prof & Tech Services	**675,833**	**669,667**	**-0.9%**
533000 - Repair & Maintenance Services	574,537	528,826	-8.0%
534000 - Rental Services	7,500	7,500	- %
530000 - Purchased Property Services	**582,037**	**536,326**	**-7.9%**
542000 - Communication Services	20,430	20,430	- %
544000 - Employee Travel	45,900	45,900	- %
549000 - Other Purchased Services	514,080	494,080	-3.9%
540000 - Other Purchased Services	**580,410**	**560,410**	**-3.4%**
551000 - Vehicle & Equipment Supplies	6,249	6,818	9.1%
555000 - Office & Related Supplies	43,150	42,400	-1.7%
556000 - Health & Safety Supplies	800	800	- %
559000 - Other Supplies	108,150	107,400	-0.7%
550000 - Supplies	**158,349**	**157,418**	**-0.6%**
574000 - Grants	8,000	8,000	- %
570000 - Other	**8,000**	**8,000**	**- %**
Total Expenses	**6,710,985**	**6,839,733**	**1.9%**

Funding Sources

100-General Fund: Ongoing	Ongoing	50,744	50,868	0.2%
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	6,660,241	6,788,865	1.9%
	Funding Source Total	**6,710,985**	**6,839,733**	**1.9%**

Offer 10.3: Utilities: Customer Service & Administration - Information Technology Services

2019: $5,007,131 and 13.20 FTE, 0.75 Hourly FTE

2020: $4,888,420 and 13.20 FTE, 0.75 Hourly FTE

Offer Summary

This offer includes the Utilities' portion of the IT Department's allocation for Enterprise applications, Infrastructure and Administration offers in this budget process. Metrics associated with the Enterprise IT allocation reside in Information Technology offers in the Data & Communications Fund 603. These amounts are not additive to the IT Department offers, but represent the funding mechanism for the Utilities portion of the IT offers. This offer includes the ongoing support and development work of the Application Services - Utilities Dept. More than 100 applications used by Utilities employees are supported, enhanced, and developed by this organization. Over the past eight years Utilities has moved to more modern business applications.

Some of the more enterprise-level systems deployed, being developed and supported by the IT Applications team for Utilities include:
- Maximo - Computerized Maintenance Management system. This fully functional system is deployed to both water plants and to wastewater operations. The application will be further deployed to remaining water departments and to Light & Power. Some portions of Maximo will be used by the Broadband deployment.
- Utility/Broadband Billing system - Working closely with Broadband team to select and deploy comprehensive solution including new Broadband Billing system.
- Advanced Metering Systems - Reads meters remotely through a wireless mesh network. The back-end business applications that support this system collect 15-minute intervals for electric meter reads and 60-minute intervals for water meter reads, cleanse the data and supply billing determinants to the Utility Billing system.
- ESRI mapping for all Utilities - Will be moving all Utilities mapping to more Enterprise and standard solution, ESRI
- Cyber Security Governance - Working with consultant to develop governance for cyber security throughout Utilities and beyond.
- Time of Day (TOU) - complex rates to be deployed leveraging Advanced Metering capabilities of interval meter reads.

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

✔HPG 7.1 - Provide world-class municipal services to residents and businesses
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

Offer 10.3: Utilities: Customer Service & Administration - Information Technology Services

Additional Information

- Application Services (Utilities) portion of this offer amounts to $3,423,547.00 in 2019 and $3,252,750.00 in 2020. Balance of offer is comprised of the Utilities' portion of the Enterprise IT (Citywide) costs for Enterprise infrastructure, applications, and administration. On-going offer would be flat except for incremental software maintenance previously paid by DOE grant. (see next section)

- Incremental software maintenance is included previously paid by Light & Power thru DOE Grant ($386.5K in 2019 and $157K in 2020). Major efforts underway are prioritized & approved by the Utilities Senior Staff (IT Steering Committee for Utilities) which includes Utilities Executive Director. An IT Strategic Plan for Utilities is published as a result of this prioritization and approval process.

- Maximo is deployed to both water plants and also to waste water field operations. Maximo will be deployed to the remaining water departments and Light & Power. All Utilities assets will be put on regular maintenance schedules. Maximo manages all the associated work orders & will eventually be used to forecast maintenance costs proactively helping smooth any needed rate increases over time.

- The Apps team supports, integrates, and enhances over 100 business applications used by Utilities' business processes. These applications are necessary for conducting daily operations and strategic planning as well as multiple key projects currently underway (Utility/Broadband Billing System, Maximo deployment, Cyber Security Governance, and ESRI mapping for all of Utilities.

- Application Services has accomplished a steady, consistent migration off of older, locally developed systems to newer, more resilient Enterprise level systems. Several Enterprise-level projects underway include continued deployment of Maximo, the Broadband/Utility Billing System project, the cyber security maturation effort, and the replacement of mapping with ESRI mapping.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.1 - Provide world-class municipal services to residents and businesses: By keeping Utilities infrastructure & applications 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 efficiently solve problems & creatively pursue opportunities.

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates: Keeping the IT services that support electric utility systems on current versions and safe from intrusion is a key contributor to keeping the process that support distribution of electric services efficient and stable.

Offer 10.3: Utilities: Customer Service & Administration - Information Technology Services

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals: Achieve Climate Action Plan 2020 goals & continue progress toward the 2030 goals: The Advanced Meter systems have substantially reduced the number of truck rolls required to turn on and turn off Utility services or to read meters. Most electric & water meters are now read over the mesh network and Tropos wireless network, avoiding truck rolls and helping reduce traffic.

Improvements & Efficiencies

- Utilities continues to leverage software solutions to do so much more than in prior years. Capitalizing on improved technology, communication methods and using labor saving automation has improved the productivity of the workforce so that even more innovative services can be offered to customers. One example is automation of turning on service. This reduces wait time of new customers by 2 days.

- Maximo/DataSplice solutions enable field crews to see their work orders in the field as well as refer to their new ESRI maps. Crews have expressed great satisfaction with the new ESRI maps showing Utilities' assets. The Waste Water crews are now fully utilizing this solution and it will roll out to other water departments and Light & Power over the next years.

- Through the Advanced Meter systems, the Customer Service Department is able to perform "on demand" reads of meters from their desk preventing the need for truck rolls to get the reads. This capability supports the goals of the Climate Action Plan in reducing green house gases. It also improves the productivity of the staff.

- A Commercial & Industrial Web Portal was made available to Utilities' larger customers. This solution was recently upgraded to the newest versions available in both hardware and software. The solution is being utilized by key accounts customers to view their electric and water consumption data in the form of intervals. This solution has the potential to change consumption behavior.

- Utilities is now completely deployed on Office 365 which provides more sophisticated communications via Skype for Business. This collaboration tools improves meeting efficiency allowing remote participants to see each other (if desired), sharing of presentations and other materials so that all participants can see. It also provides a point of presence so you can see who is available for a chat.

- During 2018, Time of Day (TOD) rates for residential customers will go into effect. Because residential users can see their consumption data on the Customer Web Portal, they will be able to see peaks and valleys in their electric & water usage. The goal is for this to influence their behavior and maybe reduce consumption. Complex rates such as TOD are enabled by Advanced Meter back-end systems.

Offer 10.3: Utilities: Customer Service & Administration - Information Technology Services

- The Advanced Meter program & DOE grant necessitated creation of a cyber security plan for the Advanced Meter Systems. As a spin-off from that App. Services for Utilities has taken a harder look at cyber security needs for the IT systems that support the Utilities. Vulnerability studies have been conducted on several critical systems and mitigations are underway now as a result.

- The need for cyber security maturation is growing. Several areas for improvement have been identified. Addressing these areas will improve the cyber security position of the Utilities systems. For example, during 2017, it was identified that an operational technology cyber security specialist is necessary to ensure the security of the electric and water industrial control systems.

- The move to ESRI (standard) mapping solutions is a huge efficiency improvement area for the Utilities. Utilities has depended on a homegrown "legacy" autocad system for years which unfortunately is not expandable, extensible, nor sustainable. The Waste Water group is now fully up on ESRI mapping and their managers and crew have given very positive comments about the quality of the new mapping.

- We continue to investigate best solutions for data mining. A multi-dimensional data cube created by a 3rd party continues to be used by data analysts in Utilities. Utilities now leases this Cloud-based cube on a month to month basis. It is expected that some improvements will be made to this cube to improve performance of extracting data for analysis and modeling.

Performance Metrics

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

Personnel Changes

- One full- time hourly will be reduced to part-time hourly beginning in 2019 to meet City's new guidance on hourlies.

Differences from Prior Budget Cycles

- Software maintenance for the Advanced Meter Headend system (Energy Axis), the Tropos communications network, and the Paleon data cube will now be paid out of this budget. In prior years, this amount of ~ $400K was paid by the DOE grant through Light & Power. This makes sense, since the solution is live and in production to have the on-going software maintenance costs to come out CS&A funds.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer 10.3: Utilities: Customer Service & Administration - Information Technology Services

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

*Application Services offer amounts (excluding cost transfers from Enterprise IT) were filled in for 2019/2020 in the Additional Information section.
*Wording of personnel changes made more concise per results team request.
*Added Software Annual Maintenance/Support for Oracle Data Base Appliance (2019 - $10,255.85 , 2020 - $10,768.65)
* Added Software Annual Maintenance/Support for Oracle Partitioning software for Oracle Database appliance from Mythics (2019 - $3,043.59 , 2020 - $3,195.77)
* Sent email to Tyler Marr explaining that the OPower reports are completely separate from Time of Day rates. OPower is managed by a different Utilities' Department.

Offer Profile

Offer Owner: MEvans
Lead Department: Utilities Strategic Planning

10.3: Utilities: Customer Service & Administration - Information Technology Services

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	13.20	13.20	- %
Hourly (FTE)	0.75	0.75	- %

Expenses

511000 - Salaries & Wages	1,315,014	1,354,144	3.0%
512000 - Benefits	351,565	368,274	4.8%
519000 - Other Personnel Costs	(33,453)	(34,521)	3.2%
510000 - Personnel Services	**1,633,126**	**1,687,897**	**3.4%**
521000 - Professional & Technical	71,000	45,000	-36.6%
529000 - Other Prof & Tech Services	200,000	200,000	- %
520000 - Purchased Prof & Tech Services	**271,000**	**245,000**	**-9.6%**
533000 - Repair & Maintenance Services	1,131,172	929,766	-17.8%
530000 - Purchased Property Services	**1,131,172**	**929,766**	**-17.8%**
542000 - Communication Services	261,900	264,900	1.1%
543000 - Internal Admin Services	7,748	7,883	1.7%
544000 - Employee Travel	44,560	46,560	4.5%
549000 - Other Purchased Services	10,590	10,590	- %
540000 - Other Purchased Services	**324,798**	**329,933**	**1.6%**
555000 - Office & Related Supplies	63,750	63,750	- %
559000 - Other Supplies	920	920	- %
550000 - Supplies	**64,670**	**64,670**	**- %**
591000 - Transfers to Funds	1,582,365	1,631,154	3.1%
590000 - Transfers Out	**1,582,365**	**1,631,154**	**3.1%**
Total Expenses	**5,007,131**	**4,888,420**	**-2.4%**

Funding Sources

605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	5,007,131	4,888,420	-2.4%
Funding Source Total		**5,007,131**	**4,888,420**	**-2.4%**

Offer 10.4: CAPITAL REPLACEMENT - Utilities: Customer Service & Administration - Information Technology Minor Capital

2019: $366,800 and 0.00 FTE, 0.00 Hourly FTE

2020: $322,180 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

In order to keep the Utility network secure, periodic upgrades/replacements of network equipment are required. The dollars in the 2019 minor cap are to replace networking equipment at Wood Street. The dollars in the 2020 minor cap are to replace switches and routers at the Drake substation location for Utilities. Keeping the Utility network updated and current is a key deterrent to cyber security intrusions/threats. Utilities' servers in City Hall will also be replaced as needed with dollars funded by this offer to keep them current with cyber security best practices.

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

✔HPG 7.1 - Provide world-class municipal services to residents and businesses

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.1 - Provide world-class municipal services to residents and businesses: Keeping network equipment updated and current is a business fundamental in preventing intrusion and malicious attacks. In today's highly connected world, this is a business basic that if neglected could have dire impacts on the Utilities and City networks and assets as well as Utilities customers.

Improvements & Efficiencies

- Keeping network equipment updated and current is a business fundamental that can not be neglected. The Utilities and the City wishes to guard its assets, it's customer information, and its intellectual property from malicious intent and intrusion.

Performance Metrics

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

Offer 10.4: CAPITAL REPLACEMENT - Utilities: Customer Service & Administration - Information Technology Minor Capital

Personnel Changes

- Not Applicable

Differences from Prior Budget Cycles

- In the 2017/2018 budget, we also had networking upgrades included. Some of those have already been performed and some are pending. The network for Utilities is expansive and the amounts included in 2019/2020 are for network replacements that have not been performed to date. In general, the networking equipment should be upgraded ~ every 5 years.

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: Utilities Strategic Planning

10.4: CAPITAL REPLACEMENT - Utilities: Customer Service & Administration - Information Technology Minor Capital

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
565000 - Vehicles & Equipment	37,000	37,000	- %
560000 - Capital Outlay	**37,000**	**37,000**	**- %**
591000 - Transfers to Funds	329,800	285,180	-13.5%
590000 - Transfers Out	**329,800**	**285,180**	**-13.5%**
Total Expenses	**366,800**	**322,180**	**-12.2%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	366,800	322,180	-12.2%
	Funding Source Total	**366,800**	**322,180**	**-12.2%**

Offer 10.5: CAPITAL REPLACEMENT - Utilities: Customer Service & Administration - Minor Capital

2019: $112,500 and 0.00 FTE, 0.00 Hourly FTE

2020: $50,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide four replacement vehicles, and replacement of grounds maintenance and locate equipment at a total cost of $167,500. The breakdown of requested vehicles are:

- Two vehicles support regular customer visits and business meetings of the Customer Connections service unit (CCSU). Current vehicles are well past the replacement cycle terms. An internal review was performed to determine of the five shared vehicles currently on-hand in CCSU how many should be replaced. The analysis determined only three vehicles should be replaced based on use and the option to check out pool fleet vehicles. One vehicle was purchased in 2018, with two remaining for 2019.

- One vehicle supports facility and ground maintenance services for all Utilities facility locations.

- One vehicle supports CCSU's Credit and Collections personnel meter reading services for Option 3 customers, who elected not to allow transmitting of interval data from their smart meter.

Replacement vehicles will be purchased in collaboration with Operation Services and Purchasing standards to align with the Municipal Energy Efficiency initiative related to the vehicles being electric or hybrid.

Key costs identified in this offer are:

- 2019 purchase of one mower $15,000
- 2019 CCSU purchases one vehicle totaling $30,000 with ongoing maintenance
- 2019 CCSU purchases one vehicle to support Option 3 meter reading totaling $30,000, with ongoing maintenance
- 2019 ground maintenance truck replacement totaling $30,000, with ongoing maintenance
- 2019 locates equipment replacement totaling $7,500
- 2020 purchase of one mower $15,000
- 2020 CCSU purchases one vehicle totaling $35,000 with ongoing maintenance
- 2020 locates equipment replacement totaling $5,000

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

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

Additional Information

Offer 10.5: CAPITAL REPLACEMENT - Utilities: Customer Service & Administration - Minor Capital

- Vehicles are used for customer-interfacing work, including business and residential customers, in order to resolve service or outage issues, as well as engage customers in Utilities' programs and services.

- Vehicle replacements follow Operations Services replacement guidelines, that includes the criteria for determining an electric or hybrid vehicle in alignment with Municipal Energy Efficiency initiative.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: This strategic objective will be achieved based on purchasing equipment that meets Purchasing efficiency standards and improves reliability of vehicle fleet.

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals: Tertiary Level: Municipal Energy Efficiency initiative is driver towards purchase of electric or hybrid vehicle. Also aligns with transportation goals.

Improvements & Efficiencies

- Electric vehicles are purchased whenever practical, reducing emissions and supporting the Climate Action Plan.

- 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.

Performance Metrics

- ENV 39. Total Fleet Green House Gas Emissions 2020 CAP Goal vs Actual
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=313950.html

Personnel Changes

- Not Applicable

Differences from Prior Budget Cycles

- This ongoing minor capital offer replaces three vehicles, building maintenance to 700 Wood St facility. This offer is separate from the ongoing offer for Customer Service and Administration funds.

Offer 10.5: CAPITAL REPLACEMENT - Utilities: Customer Service & Administration - Minor Capital

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: lrosintoski
Lead Department: Utilities Strategic Planning

10.5: CAPITAL REPLACEMENT - Utilities: Customer Service & Administration - Minor Capital

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
565000 - Vehicles & Equipment	112,500	50,000	-55.6%
560000 - Capital Outlay	**112,500**	**50,000**	**-55.6%**
Total Expenses	**112,500**	**50,000**	**-55.6%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	112,500	50,000	-55.6%
Funding Source Total		**112,500**	**50,000**	**-55.6%**

Offer 10.10: ENHANCEMENT: Utilities: Customer Service & Administration - Commercial Data Portal

2019: $0 and 0.00 FTE, 0.00 Hourly FTE

2020: $400,000 and 0.00 FTE, 0.00 Hourly FTE

<div style="background-color:green; color:white; font-weight:bold;">Offer Summary</div>

Funding this offer will upgrade commercial customers' data access portal into one accessible, robust and effective system.

This commercial utility portal will enable commercial and industrial customers to monitor their utility use and connect to relevant conservation opportunities. The system will be a web-based platform for customers to view, export and visualize data, as well as leverage current utility programs to increase electric and water efficiency. This system would include features that are currently not available to customers such as viewing data from multiple meters in a single location, month-to-date cost estimates, and usage alerts. In addition to providing customers access to their utility data, this new portal will also serve as an engagement platform for Utilities' programs. As energy policy and Climate Action Plan goals increase, Utilities' programs will need greater participation from business customers. This platform will create a link between the information businesses currently seek out (utility use and cost) and programs that could provide direct benefit to those businesses. Increased education and engagement will lead to increasing uptake in efficiency projects, including installation and building performance measures.

Commercial customers use approximately two-thirds of the community energy and water while only comprising approximately 10% of the total number of utility accounts. This provides a greater opportunity, per account, to deliver results. Access to data that helps commercial and industrial customers better understand their utility consumption is the first step for businesses to make informed utility management decisions.

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

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- ✔HPG 7.1 - Provide world-class municipal services to residents and businesses

<div style="background-color:green; color:white; font-weight:bold;">Additional Information</div>

- RFI: An RFI was conducted in February 2018 to investigate available commercial portal technologies. Multiple vendors responded to this RFI and interviews were held with select responders of varying solutions. Information obtained from this RFI has provided direction for this offer, validated that solutions exist, and provided estimates on potential costs of implementation.

Offer 10.10: ENHANCEMENT: Utilities: Customer Service & Administration - Commercial Data Portal

- Survey data: Results from the recent customer satisfaction survey show that business customers are looking for more technology and data solutions, such as web portals, to improve how they manage their energy and water use.

- Selection process: the selection team will consist of Utilities' Customer Connections and IT staff. While customer requirements have been defined, program and IT requirements have not. These requirements will inform an RFP process to the best candidate solution.

- One time costs: Based on results from the RFI, there will be an estimated $400,000 in one-time costs associated with commissioning the system. Additional Utilities staff hours should be expected for the product selection and implementation process as well.

- On-going costs: Based on results from the RFI, on-going license and maintenance costs are estimated at $200,000 per year.

Impact to Ongoing Expenses

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

  $200,000

Scalability and explanation

Cloud-based solutions can be extended to serve a variety of customers (i.e. all sizes of commercial and residential or limiting to only Key Accounts). Pricing structures are also variable based on the number of accounts hosted on the platform, allowing for scaling of number of customers served based on available budget. This allows for variation in on-going costs, but one-time implementation costs are not as flexible.

Links to Further Details:

- fcgov.com/business

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: A gap analysis shows Fort Collins Utilities performance in technological tools falls below customer expectations. These expectations have increased over previous years of analysis. This offer would attempt to close this gap.

✔HPG 7.1 - Provide world-class municipal services to residents and businesses: This portal will serve to meet commercial Fort Collins Utilities customers increasing demands for accurate and insightful data.

Performance Metrics

Offer 10.10: ENHANCEMENT: Utilities: Customer Service & Administration - Commercial Data Portal

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CPIO edits

Offer Profile

Offer Owner: lrosintoski
Lead Department: Utilities Strategic Planning

10.10: ENHANCEMENT: Utilities: Customer Service & Administration - Commercial Data Portal

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
533000 - Repair & Maintenance Services	-	400,000	- %
530000 - Purchased Property Services	**-**	**400,000**	**- %**
Total Expenses	**-**	**400,000**	**- %**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	-	400,000	- %
Funding Source Total		**-**	**400,000**	**- %**

Offer 10.13: ENHANCEMENT: 1.0 FTE Utilities: Customer Service & Administration - Information Technology Services - Analyst to replace PRPA resources

2019: $0 and 0.00 FTE, 0.00 Hourly FTE

2020: $118,257 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer provides 1.0 IT FTE for the Utilities billing system. Eventually, there will be no incremental costs because Utilities will no longer pay Platte River Power Authority for hosting services. Utilities paid PRPA ~$419K in 2017 to host the billing system (included two Database analysts at PRPA). Utilities formally notified PRPA that a new billing system would be deployed in the City's data center.

Internal hosting costs less. By moving the billing system in-house and supporting it completely internally, Utilities will eventually no longer incur the $250-419K annual hosting cost. The eventual ongoing savings funds this position with no incremental ongoing costs beginning in late 2020 or early 2021.

The position will provide critically needed back-up support to a primary software engineer who delivers deep support to the billing system and its ~80 interfaces to other systems, including the City's ERP system, JD Edwards. This support includes complex rates offered by Utilities including Time-of-Day rates, Income Qualified rates and solar net metering. Having only one individual who deeply understands the billing system is a serious risk for a system that generates ~$200M in revenue annually. The position will also provide critical IT technical support to the new eBill (on-line bill pay) solution that replaces a system that was supported by a third party (Kubra) as well as the new Operational Support System used for managing telecom hardware components provisioned to new Utilities customers that subscribe.

This offer replaces paying PRPA for hosting services and their two analysts beginning in late 2020/early 2021. By way of comparison, the City's JDE financial/procurement system is supported by ~5 technical resources. Without this position, Billing would have only two technical support resources. The Utility Billing system is as mission-critical for Utilities and the City as JDE. Need for an additional technical FTE may surface as staff learns more about the new billing system over time.

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

✓HPG 7.1 - Provide world-class municipal services to residents and businesses

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

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

Offer 10.13: ENHANCEMENT: 1.0 FTE Utilities: Customer Service & Administration - Information Technology Services - Analyst to replace PRPA resources

Additional Information

- The Utilities Billing system is a hub within the existing Utilities suite of applications. Out of necessity, the Billing system interfaces to many other critical Utilities systems. There are ~ 80 interfaces to other Utilities applications written & supported by one individual. As the new billing system is implemented, having a depth of bench to support this mission critical system is necessary.

- Complex rate structures have been enabled by the addition of AMI systems that provide 15 min. intervals for electric usage and 60 min. intervals for water usage. Complex rates are constructed & programmed by the single technical resource supporting the Utilities Billing system. As the Utilities offers more complex rate types including net metering for solar, the Billing system complexity grows.

- As the City moves to offering Income Qualified Rates, rate structures become more complex. Up to 12 additional rate structures will be required. The IQRs have to be set up & programmed by the current single individual who also provides deep technical support to the CIS Billing system. Having the new resources on board as the new Billing system is implemented enhances learning & efficiencies.

- As more Utilities customers add solar to their energy pool, their specialized "net metering" rates need to be calculated and taken into consideration with the Billing algorithms in order to create a correct bill for solar customers. Increased offerings and complexity requires more technical resource time to set up and provide on-going support.

- Time of Day (TOD) rates will roll out in fall 2018 & will be programmed and supported. The Opt. 3 meters (manually read) will be capable of providing TOD reads. Having the new resource on board during implementation will help them understand all the complex rates and they can improve the efficiency of the go-live of the new Billing System (instead of single threading work through 1 resource).

Impact to Ongoing Expenses

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

 $115,000

Scalability and explanation

Failure to approve this offer will reduce the service level for the Utility Billing system by 30% once we no longer have the 2 resources from PRPA supporting the Billing system. Because PRPA has been providing 2 FTEs to support the billing system, these positions must be replaced with City FTE(s). Not having to pay the annual hosting fee to PRPA (between $250K - $419K) will eventually cover the on-going cost of this FTE plus more. The transition is expected to occur late 2020 - early 2021.

Offer 10.13: ENHANCEMENT: 1.0 FTE Utilities: Customer Service & Administration - Information Technology Services - Analyst to replace PRPA resources

Links to Further Details:

- www.fcgov.com/utilities/img/site_specific/uploads/2016-it-strategic-plan.pdf
- www.fcgov.com/utilities/img/site_specific/uploads/it-app.-services-utilities-projects-2017.pdf
- http://www.fcgov.com/utilities/img/site_specific/uploads/fcu_sa_diagrams_mdm_sys_context.pdf   - Shows interfaces to the CIS Billing system.

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services to residents and businesses: The accuracy of the Utility bill is critical. Relying on a single individual to understand the deep technical complexities of the Billing system isn't prudent. A single point of failure for the Utility Billing system is not sustainable for the long term & puts this critical function at risk. This offer begins replacement of 2 PRPA FTE that currently support the Utility Billing system.

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates: The many rate structures that the Utilities now offers customers adds to the behind the scenes complexity of the Utility Billing system. To meet Council requirements we will be deploying Time of Day rates and Income Qualified Rates. Approving this deep technical resource for Utilities IT staff will allow the Utilities to continue to provide exceptional service to its customers.

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness: Replacing the PRPA "hosted" model with internal hosting gives the City more control over the cyber security aspects of the Billing System. The City can now apply the cyber security controls more directly and for less cost than what we have experienced through hosting the Billing system off-site.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not Applicable

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

Only change was correction of typo in Offer Summary (serious).

Offer Profile

Offer 10.13: ENHANCEMENT: 1.0 FTE Utilities: Customer Service & Administration - Information Technology Services - Analyst to replace PRPA resources

Offer Owner: MEvans
Lead Department: Utilities Strategic Planning

10.13: ENHANCEMENT: 1.0 FTE Utilities: Customer Service & Administration - Information Technology Services - Analyst to replace PRPA resources

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	1.00	- %
Hourly (FTE)	-	-	- %
Expenses			
511000 - Salaries & Wages	-	87,532	- %
512000 - Benefits	-	25,725	- %
510000 - Personnel Services	**-**	**113,257**	**- %**
559000 - Other Supplies	-	5,000	- %
550000 - Supplies	**-**	**5,000**	**- %**
Total Expenses	**-**	**118,257**	**- %**
Funding Sources			
605-Utility Customer Srv & Admin Fund: Ongoing Revenue Ongoing Restricted	-	118,257	- %
Funding Source Total	**-**	**118,257**	**- %**

Offer 10.15: ENHANCEMENT: 0.0 Net FTE Utilities (Repurpose): Customer Service & Administration - Data Enhancement

2019: $-28,464 and 0.00 FTE, 0.00 Hourly FTE

2020: $21,617 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will allow Utilities to continue the momentum of being a data-driven organization that enhances how Utilities and its customers use granular data toward investment solutions. This will be accomplished by acquiring a data warehousing solution with the staffing resources needed to be able to extract the interval values.

This offer is requesting an Integrated Solutions Architect 1.0 FTE position. Through collaboration with Utilities business units, resources have been committed that provide complete funding for the data warehouse (Offer 9.80), partial funding for an FTE, and resources that enable the cost of this offer to remain minimal while creating value.

Data is one of Utilities' maturing assets, and this offer will begin to enable greater use and advanced analytics. A few examples of expected deliverables from this offer include:
- Asset Replacement Models: This type of modeling enables Utilities to create sophisticated replacement plans that both save money for Utilities and ensure high levels of reliability. Through initial efforts, Light & Power expects to be able to pull $40M out of its 10-year capital plan for cable replacement.
- Customer Tools: Customer-facing tools are critical for both customer satisfaction and CAP goals, but often come at a high cost and provide inflexible solutions. Annual savings of $200,000 are expected from Home Energy reports and more than $500,000 can be avoided for planned customer-facing portals.
- Revenue protection: Power theft in the US alone is estimated at $6 billion annually. Theft and other losses will be discovered and prevented by detecting anomalies in consumption data.

Ultimately, this offer is anticipated, with metrics, to result in an increase of customer satisfaction, a more agile and future-proof Utilities with customer interactions, and the ability to reduce and avoid future costs that exceed the cost of funding this offer (i.e., return on investment). This offer also allows greater opportunity for university partnerships.

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

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates

Additional Information

Offer 10.15: ENHANCEMENT: 0.0 Net FTE Utilities (Repurpose): Customer Service & Administration - Data Enhancement

- The Integrated Solution Architect will be responsible for design of data policies and procedures, implementation of big data technologies, coordination of collaboration efforts between groups, and building a prioritized backlog of data oriented use cases of stakeholders. Salary range: $90-$115k per year. Roughly $85,000 has been funded through repurposing an existing FTE position.

- A data warehouse will act as a central repository for data across all utilities. Centralization of Utilities data will enable staff to utilize data more effectively in decision making, reduce time spent searching for and cleaning data, and provide easier access to data for customers. Cost has been funded in full through on-going budget offer 9.80 ($75,000).

- In the future, the addition of Full-Stack Web developers will accelerate the development of both the data warehouse and other customer facing technological tools. McKinsey & Co. estimates that "advanced analytics can boost profitability by 5 to 10 percent, while increasing satisfaction for customers and improving health and safety for employees".

- Position will not be filled until the end of first quarter 2019. Position will serve as the centralized point of the integration and integrity of the data that serves the data warehouse. The position will also be the lead towards ensuring optimal internal communications and ongoing maintenance as the data supports operational decision making and customer interactions.

Impact to Ongoing Expenses

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

  $21,000

Scalability and explanation

The Integrated Solutions Architect will be responsible for building a foundation that can be scaled up using technology and internal resources to transform Fort Collins Utilities into a data-driven organization.

Links to Further Details:

- https://www.mckinsey.com/industries/electric-power-and-natural-gas/our-insights/fueling-utility-innovation-through-analytics?cid=eml-web

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: Through the requested resources, Fort Collins Utilities will create significantly more value from available data for all Utilities stakeholders. This produces better decision making and ultimately better services for our customers.

Offer 10.15: ENHANCEMENT: 0.0 Net FTE Utilities (Repurpose): Customer Service & Administration - Data Enhancement

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates: Utilization of analytics will give Utilities the ability to create advanced asset replacement models to keep costs low and service reliability high.

Performance Metrics

- HPG 51. Utilities - Customer Satisfaction - Providing Good Value
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=91503.html
- HPG 32. Utilities - Customer Satisfaction - Overall
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=91497.html
- HPG 208. Utilities - Customer Satisfaction - Opportunity to participate in conserve programs
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=503999.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable.

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

Added - Position will not be filled until end of first quarter 2019, and outlined positions deliverables including communications.

Offer Profile

Offer Owner: lrosintoski
Lead Department: Utilities Strategic Planning

10.15: ENHANCEMENT: 0.0 Net FTE Utilities (Repurpose): Customer Service & Administration - Data Enhancement

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	(24,589)	18,803	-176.5%
512000 - Benefits	(8,595)	2,814	-132.7%
510000 - Personnel Services	**(33,184)**	**21,617**	**-165.1%**
559000 - Other Supplies	4,720	-	- %
550000 - Supplies	**4,720**	**-**	**- %**
Total Expenses	**(28,464)**	**21,617**	**-175.9%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	(109,032)	(112,773)	3.4%
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	80,568	134,390	66.8%
Funding Source Total		**(28,464)**	**21,617**	**-175.9%**

Offer 10.16: ENHANCEMENT: 1.0 FTE (Repurpose) Utilities: Customer Service & Administration - Environmental Regulatory Affairs MS4 Program Re-organization

2019: $29,160 and 0.00 FTE, 0.00 Hourly FTE

2020: $29,602 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund the reorganization of the Environmental Regulatory Affairs (ERA) Division to improve the efficacy of the existing stormwater regulatory program. The City of Fort Collins has operated under a Phase 2 Municipal Separate Storm Sewer System (MS4) Permit since 2003. As the city's population has increased, the demands on MS4 Permit implementation have also increased significantly, aligning more with larger, more complex Phase 1 programs such as Denver and Aurora. The required program, and its associated tasks and duties, already exist as part of the ERA mission; no new services are being added, only a change in the business practices to more effectively provide world class services to residents and businesses while meeting MS4 Permit regulatory requirements.

Funding this offer will repurpose an existing Environmental Regulatory Specialist who currently advises on MS4 program implementation and create a new position entitled MS4 Permit Administrator. HR has approved the position to level with the Sciences and Engineering Function, as an M2 within the Managerial Career Group. The MS4 Permit Administrator will have direct input, control, and influence into implementing the five MS4 Permit-required programs including Construction Site Runoff Control, Post-Construction Stormwater Management and Illicit Discharge Detection and Elimination, which currently report to the ERA Division Manager.

Funding this offer will also repurpose an existing Environmental Regulatory Specialist, who currently implements the Construction Site Runoff Control Program and advises two Construction Inspectors. The repurposed position will supervise the two Construction Inspectors. In discussion with HR, this position will remain a P2 in Job Architecture, but be compensated accordingly for added supervisory responsibilities. In the current Job Architecture, no move to the Managerial Group can be made for staff that supervise two people or fewer.

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

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

- ENV 4.7 - Continually improve environmental regulatory performance
- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed

Additional Information

Offer 10.16: ENHANCEMENT: 1.0 FTE (Repurpose) Utilities: Customer Service & Administration - Environmental Regulatory Affairs MS4 Program Re-organization

- This request aligns with system-wide process improvement and organizational success efforts as described in the City recent Malcolm Baldrige National Quality Award Application (Section P.2c) and has been reviewed by Utilities Finance, the Utilities Human Resources Partner, and the City Chief Financial Officer.

- This request also aligns with our internal philosophy of lowering fences, providing staff opportunities at leadership and development, without adding to organization size and FTE count.

Impact to Ongoing Expenses

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

  $25,000

Scalability and explanation

This offer is not scalable. The requested reorganization is FTE neutral and has an estimated cost of $25,000. This budget increase will impact on-going costs in the ERA Purchased Professional and Technical Services budget. In 2017, the ERA division, along with all of Utilities, engaged in a budget right-sizing effort; the impact is that there is no available buffering capacity within the ERA (Customer Service and Administration) budget to make this offer both FTE-neutral and cost-neutral.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: Currently, 5 of the ERA Division team provided 75% or more of their time and resources to implementing the MS4 Permit-required programs. These positions all report directly to the ERA Manager. By creating a structure within a program area, and reporting to an MS4 Permit Administrator, alignment, clarity of mission, and business efficiency will be improved.

- ENV 4.7 - Continually improve environmental regulatory performance: The MS4 Permit includes five Minimum Control Measure programs, legal obligations for proper implementation of the permit. These include programs such as Pollution Prevention/Good Housekeeping for Municipal Operations and adherence to these programs ensures we are meeting or exceeding legal requirements.

- ENV 4.9 - Sustain and improve the health of the Cache la Poudre River and its watershed: Along with Pollution Prevention/Good Housekeeping for Municipal Operations, programs for Construction Site Runoff Control (Erosion and Sediment Control), Illicit Discharge Detection and Elimination, and Public Education and Outreach ensure the City is taking active steps to sustain and improve our local watershed.

Offer 10.16: ENHANCEMENT: 1.0 FTE (Repurpose) Utilities: Customer Service & Administration - Environmental Regulatory Affairs MS4 Program Re-organization

Performance Metrics

- ENV 33. Stormwater Quality: # of erosion control inspections/total active construction sites (Regulatory and Governmental Affairs)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6339&object=measure&objectId=109726.html
- ENV 128. Number of New Recorded Environmental Compliance Violations
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6339&object=measure&objectId=523858.html
- ENV 100. Number of permanent stormwater facility inspections
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6339&object=measure&objectId=115499.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- The amount in Other Personnel Costs is an estimate of what the job realignment (see Additional Information - third paragraph) will cost.

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

No significant changes in content were made to this offer between Round 1 and Round 2. The offer narrative and additional information sections were revised to make the content more readable and succinct, based on feedback from the Results Team

Offer Profile

Offer Owner: CWebb
Lead Department: Utilities Strategic Planning

10.16: ENHANCEMENT: 1.0 FTE (Repurpose) Utilities: Customer Service & Administration - Environmental Regulatory Affairs MS4 Program Re-organization

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
511000 - Salaries & Wages	13,916	14,333	3.0%
512000 - Benefits	244	269	10.2%
519000 - Other Personnel Costs	9,000	9,000	- %
510000 - Personnel Services	**23,160**	**23,602**	**1.9%**
521000 - Professional & Technical	6,000	6,000	- %
520000 - Purchased Prof & Tech Services	**6,000**	**6,000**	**- %**
Total Expenses	**29,160**	**29,602**	**1.5%**

Funding Sources				
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	29,160	29,602	1.5%
Funding Source Total		**29,160**	**29,602**	**1.5%**

Offer 10.19: ENHANCEMENT: CAPITAL - Utilities: Asset Register and Work Order Management System

2019: $1,352,750 and 0.00 FTE, 0.00 Hourly FTE

2020: $720,250 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

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

Asset Management:
More than $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 pro-actively manage, operate and maintain those assets to help ensure that quality and reliable services are provided. As part of its Asset Management Program, Utilities determines its capital project priorities through established levels of service for sustainability, product quality, product availability, regulatory compliance, customer satisfaction, reliability, efficiency and safety. Performance and targets for established levels of service as well as organizational objectives drive the priorities of the Utilities Capital Improvement Plan.

Work Management:
Managing, scheduling and tracking maintenance and repair work done by multiple crews is critical to providing all Utility services. This system not only supports scheduling and planning of that work, it also integrates and records that work with critical asset status records.

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 and Data Collection:
Moving toward a data-driven organization requires the ability to capture both the institutional knowledge and the historical data against assets. This system provides a means for accomplishing that kind of data collection so that in can be analyzed accordingly to aid in key decisionmaking.

Offer 10.19: ENHANCEMENT: CAPITAL - Utilities: Asset Register and Work Order Management System

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

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

Additional Information

- The City faces the challenge of replacing this aging infrastructure in a timely and cost-effective manner. As portions of this infrastructure approaches a century old, concerns over performance and reliability
have developed. Accurate and timely maintenance and or replacement of this infrastructure is critical for sustainable
systems.

- Asset Management includes Conditions Assessment, Analysis, recommendations for specific improvement/ replacement projects, high level cost estimation, and project prioritizing. Ongoing costs are associated with the ongoing licensing fees and system support.

- The system will enable enterprise level reporting of system data for work orders, inspections, scheduling, inventory management and repair/ replacement cost analysis. It will provide clear visibility at all times to current asset value, life-cycle status and related repair costs.
Funding this Offer will allow for the implementation to be completed in Water, Wastewater and Storm water.

- This offer includes funding the early transition of four Light & Power file-based databases into the Enterprise Asset Management (EAM) system. Migrating these key databases ahead of schedule will save considerable effort and resources as we avoid creating temporary integrations, work flows and processes between these individual databases and GIS.

- -

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 this offer is not scalable. Project has been phased to balance personnel resource availability and operational readiness.

Offer 10.19: ENHANCEMENT: CAPITAL - Utilities: Asset Register and Work Order Management System

Links to Further Details:

- https://www.fcgov.com/utilities/
- http://wss.fcgov.com/ut/cfp/ot/Shared Documents/LPO GIS_Strategic_Technology_Roadmap v3.0.pdf

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: A well maintained system ensures the highest quality of water, power and associated services 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 safety/ regulatory, quality, capacity, reliability, efficiency and customer satisfaction.

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness: The system enables and supports the utilities' ability to more accurately and pro-actively manage, operate and maintain greater than $2 billion in assets that are used to provide utility services for the City of Fort Collins.

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: This is an enterprise system that will allow utilities to establish better asset data quality through standardized data architecture, attributes and real time mobile technologies . Operations metrics can be formulated to consume a high quality of asset data to help proactively prioritize repair and replacement strategies. Several legacy systems will be retired as a result of this implementation.

Performance Metrics

- NLSH 1. Voluntary Code Compliance
https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=91249.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Added the word Maximo to the Offer narrative and explained that this Offer will complete implementation in the wet utilities.
Explained the need for ongoing funding due to licensing.

Offer Profile

Offer Owner: CAlthoff

Lead Department: Utilities Strategic Planning

10.19: ENHANCEMENT: CAPITAL - Utilities: Asset Register and Work Order Management System

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
579000 - Other		1,352,750	720,250	-46.8%
	570000 - Other	**1,352,750**	**720,250**	**-46.8%**
	Total Expenses	**1,352,750**	**720,250**	**-46.8%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	435,000	-	- %
502-Water Fund: Ongoing Revenue	Ongoing Restricted	653,250	346,750	-46.9%
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	253,500	221,500	-12.6%
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	11,000	152,000	1,281.8%
	Funding Source Total	**1,352,750**	**720,250**	**-46.8%**

Offer 10.20: ENHANCEMENT: Utilities: Water/Wastewater/Stormwater - Scanning As-built Plans

2019: $45,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund the conversion of hard copy plans for existing water, wastewater and stormwater infrastructure to electronic plans.

The "as-built" plans for Utilities infrastructure become the document of record for the Utility once a project is constructed. These plans contain valuable information related to the location, size, and materials for water, wastewater and stormwater assets. It is estimated that more than 10,000 hard copy sheets exist of these plans. This project would scan and organize these plans into electronic files that will be permanently archived in a searchable format.

Utilities has undertaken a records management project to develop a strategy to effectively manage critical information. This scanning project was identified as a priority due to the critical nature of the asset information contained on these plans.

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

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

Additional Information

- Not applicable

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

This offer could be scaled back and phased over multiple years to accomplish the work.

Links to Further Details:

- Not applicable

Offer 10.20: ENHANCEMENT: Utilities: Water/Wastewater/Stormwater - Scanning As-built Plans

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: UPDATE REQUIRED - NO LINKAGE PROVIDED

- SAFE 5.5 - Address water, wastewater and stormwater infrastructure needs for the protection of people, property and the environment: UPDATE REQUIRED - NO LINKAGE PROVIDED

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: UPDATE REQUIRED - NO LINKAGE PROVIDED

Performance Metrics

- NLSH 1. Voluntary Code Compliance
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6276&object=measure&objectId=91249.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CPIO edits

Offer Profile

Offer Owner: TConnor
Lead Department: Utilities Strategic Planning

10.20: ENHANCEMENT: Utilities: Water/Wastewater/Stormwater - Scanning As-built Plans

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
521000 - Professional & Technical	45,000	-	- %
520000 - Purchased Prof & Tech Services	**45,000**	**-**	**- %**
Total Expenses	**45,000**	**-**	**- %**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
502-Water Fund: Ongoing Revenue	Ongoing Restricted	15,000	-	- %
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	15,000	-	- %
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	15,000	-	- %
Funding Source Total		**45,000**	**-**	**- %**

Offer 10.23: ENHANCEMENT: CAPITAL - Utilities: 700 Wood St. Building/Facilities

2019: $320,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $240,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will allow major maintenance and building code updates to be performed on the 700 Wood St. Utilities Service Center.

This offer includes front entry design and construction to bring the area into ADA compliance, fire sprinkler system installation within the warehouse area, roofing repairs on the main building and roof replacement on building "C."

700 Wood St. has been identified as needing ADA-related upgrades to certain slopes, parking spaces and slabs. The warehouse has been identified as needing a fire sprinkler system, whic will bring the facility up to code for the storage of certain hazardous materials. The main building is in need of various "patch" roof replacements where the current roof is beyond its useful life. Building "C" has been identified as needing an entire roof replacement as it is also beyond its useful life.

2019 - 700 Wood St. Roofing Repairs ($170,000 split by fund (L&P 50%, Water 25%, Wastewater 12.5% and Stormwater 12.5%)

2019 - 700 Wood St. Warehouse Fire Sprinkler (L&P 50%, Water 25%, Wastewater 12.5% and Stormwater 12.5%)

2019 Total: $320,000

2020 - 700 Wood St. Building "C" Roof Replacement $100,000 split by fund (L&P 100%)

2020 - 700 Wood St. Front Entry (Design & Construction) $140,000 split by fund (L&P 50%, Water 25%, Wastewater 12.5% and Stormwater 12.5%)

2020 Total: $240,000

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

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

Additional Information

- Not applicable

Offer 10.23: ENHANCEMENT: CAPITAL - Utilities: 700 Wood St. Building/Facilities

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

This offer could be scaled by project, however all are needed to avoid property damage from roof leaks and bringing the facility up to current building code standards.

Links to Further Details:

- https://arcg.is/11iT81

Linkage to Strategic Objectives

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

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: UPDATE

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CPIO edits

Offer Profile

Offer Owner: CAlthoff
Lead Department: Utilities Strategic Planning

10.23: ENHANCEMENT: CAPITAL - Utilities: 700 Wood St. Building/Facilities

Enhancement to Programs and Services

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Hourly (FTE)		-	-	- %
Expenses				
579000 - Other		320,000	240,000	-25.0%
	570000 - Other	**320,000**	**240,000**	**-25.0%**
	Total Expenses	**320,000**	**240,000**	**-25.0%**
Funding Sources				
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	160,000	170,000	6.3%
502-Water Fund: Ongoing Revenue	Ongoing Restricted	80,000	35,000	-56.3%
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	40,000	17,500	-56.3%
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	40,000	17,500	-56.3%
	Funding Source Total	**320,000**	**240,000**	**-25.0%**

Offer 10.24: ENHANCEMENT: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates Enhanced Staffing

2019: $306,292 and 2.00 FTE, 0.00 Hourly FTE

2020: $214,576 and 2.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds 2.0 contractual FTE Utility Facility Locators, and their associated trucks and equipment for the 2019-2020 budget cycle. Utility Facility Locators mark underground lines any time excavation occurs. This can be anything from a major intersection rebuild to a homeowner installing a fence. The current staff of locators mark City water, wastewater, stormwater, electric, traffic signal loops, and IT/fiber. Current staffing levels are efficient, but the creation of the City Broadband utility and its construction will significantly increase the workload of this group. The construction will start in 2018 and carry into the end of 2020 or beginning of 2021. Preliminary estimates call for 7-10 lane miles per week of construction activity, and will eventually pass every residence and business in City Limits. Current staffing runs with a full schedule daily, so in order to take on this additional work, more resources will be needed. Accurate and timely locates are essential to prevent injury to construction workers and damage to Utility and City infrastructure.

It is anticipated that the two contractual positions may sunset after the completion of the installation project, which will span three years into 2021. The contracts will be reviewed on an annual basis, with the expectation that the contracts will be requested for the first year of the 2021-2022 budget cycle.. The trucks and equipment from the two sun-setted employees can be used in lieu of future replacements, which would save approximately $100,000 in minor capital expenditures in upcoming budget cycles.

The funding for the Locates group comes from the CS&A fund, as they do work for all four Utilities. They also bill other City departments for locates they perform for them.

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

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates
✔ HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness

Additional Information

- 2019 costs - $150,424 + personnel costs.
  $40,000 additional UNCC fees from per ticket charges, $3,470 fuel, $375 vehicle parts, $2,800 computer docs and misc tools, $5,919 vehicle repair services, $360 safety shoes, $2,500 clothing supplies (FR), $60,000 (2 vehicles @$30K each), $35,000 locating machines/fault finding machines.

Offer 10.24: ENHANCEMENT: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates Enhanced Staffing

- 2020 costs - $52,624 + personnel costs.
  $40,000 additional UNCC fees from per ticket charges, $5,919 vehicle repairs, $3,470 fuel, $375 parts, $1,000 misc tools, $360 safety shoes, $1,500 clothing (FR).

Impact to Ongoing Expenses

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

  $215,000

Scalability and explanation

This offer has been scaled by 50%, but could result in lower service levels that could negate the savings by having more utility damages and possible injury.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

- ECON 3.5 - Maintain utility systems, services, infrastructure and predictable rates: Approving this offer adds to and continues the level of service expected by electric customers. If the locates section is understaffed and accuracy rates drop, there is an increased probability of unplanned outages and damage to the electric system.

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: Approving this offer ensures adequate staffing for timely and accurate locates, reducing the probability of lifecycle cost increases from employee injury and system damage.

- SAFE 5.6 - Optimize the use of data and technology to improve service, protect mission-critical infrastructure and enhance cybersecurity effectiveness: Funding this offer provides the employee resources to facilitate the installation of the broadband infrastructure.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html
- HPG 5. City Employee Safety - Days Away Restricted or Transferred (DART) Rate YTD
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91471.html
- HPG 26. Internet availability
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6291&object=measure&objectId=91415.html

Offer 10.24: ENHANCEMENT: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates Enhanced 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

Reduced to 2.0 FTE

Offer Profile

Offer Owner: tmccollough
Lead Department: Utilities Strategic Planning

10.24: ENHANCEMENT: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates Enhanced Staffing

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	100,468	103,484	3.0%
512000 - Benefits	55,400	58,468	5.5%
510000 - Personnel Services	**155,868**	**161,952**	**3.9%**
521000 - Professional & Technical	40,000	40,000	- %
520000 - Purchased Prof & Tech Services	**40,000**	**40,000**	**- %**
533000 - Repair & Maintenance Services	5,919	5,919	- %
530000 - Purchased Property Services	**5,919**	**5,919**	**- %**
551000 - Vehicle & Equipment Supplies	6,645	4,845	-27.1%
556000 - Health & Safety Supplies	360	360	- %
559000 - Other Supplies	2,500	1,500	-40.0%
550000 - Supplies	**9,505**	**6,705**	**-29.5%**
565000 - Vehicles & Equipment	95,000	-	- %
560000 - Capital Outlay	**95,000**	**-**	**- %**
Total Expenses	**306,292**	**214,576**	**-29.9%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	5,492	50,805	825.1%
605-Utility Customer Srv & Admin Fund: Reserves	Reserve	300,800	163,771	-45.6%
Funding Source Total		**306,292**	**214,576**	**-29.9%**

Offer 10.26: REDUCTION: Utilities: Peer-to-Peer Recognition Program

2019: $-4,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $-4,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Not funding this offer will reduce ongoing expenses by $4,000 each year from the seven-year internal employee engagement program created as part of the Utility for the 21st Century Initiative (U21C). The majority of the funds support gift cards and copy and reproduction services.

Utilities began the Peer-to-Peer Recognition Program as part of U21C in 2011. The purpose of the program is to encourage Utilities employees to nominate their peers for outstanding work that exemplifies the organization's values of stewardship, innovation, teamwork, safety, collaboration, customer service and integrity.

The Peer-to-Peer Recognition Program has been a valuable contributor to employee engagement among Utilities colleagues. However, with the Human Resources Citywide annual Public Service Employee Recognition week managing the same approach, continuing the program at Utilities with non-HR personnel on a volunteer basis is not optimal and duplicative.

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

✔Strategic Objective not needed for Reduction Offers

Additional Information

- Created the Public Service Employee Recognition week in 2016. Meets the same intent as the Peer-to-Peer recognition program with optimally being suppported in Human Resource.

Impact to Ongoing Expenses

 - No ongoing expense associated with this Offer.

Scalability and explanation

Not applicable.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔Strategic Objective not needed for Reduction Offers: N/A

Improvements & Efficiencies

Offer 10.26: REDUCTION: Utilities: Peer-to-Peer Recognition Program

- Not applicable

Performance Metrics

- HPG 34. Utilities - Core 34 Results
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=105086&object=measure&objectId=91479.html

Personnel Changes

- Not applicable as employees are volunteers.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Funding for this was primarily associated with employee gift cards (Downtown Bucks).

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

CPIO edits

Offer Profile

Offer Owner: lrosintoski
Lead Department: Utilities Strategic Planning

10.26: REDUCTION: Utilities: Peer-to-Peer Recognition Program

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
519000 - Other Personnel Costs	(4,000)	(4,000)	- %
510000 - Personnel Services	**(4,000)**	**(4,000)**	**- %**
Total Expenses	**(4,000)**	**(4,000)**	**- %**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	(4,000)	(4,000)	- %
Funding Source Total		**(4,000)**	**(4,000)**	**- %**

Offer 10.27: REDUCTION: Utilities: Collections Services

2019: $-30,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $-30,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Not funding this offer will reduce third-party collections services on past-due utility accounts. Supporting collections is not the optimal use of funds due to the perpetual lien ordinance.

Per City Code, past-due utility accounts represent a perpetual lien on the property to which services were delivered. As a result, when the property is sold, past-due amounts are collected at title transfer. Since property sale could take months or potentially years, property owners and managers in this university community have relied on Utilities to collect tenants' past-due amounts prior to sale. However, this bad debt is less than .001% of Utilities' annual revenue, representing a negligible amount of bad debt versus the cost to administer and collect on past-due accounts, knowing those funds will be paid as part of the property sale.

Changing the existing process will reduce revenue collected between the time the account becomes delinquent and when the property is sold. However, based on the revenue received and cost of the vendor and staff time there is sufficient support to reduce this ongoing expense. For example, in 2017, Utilities sent 1,728 delinquent accounts totaling $374,641 to the collection agency. They collected $106,924 and the agency was paid $38,662; associated staff time is estimated to be approximately 25% of an FTE salary of ~$50,000, which is $12,500. Thus, the return on investment is about 9%. The 2017 summary represents a typical collection year scenario. In comparison, Utilities received $84,302,701 in revenue from the various payment methods including 2,191 from title payments totaling $498,208, thus demonstrating the revenue is received.

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

✔ Strategic Objective not needed for Reduction Offers

Additional Information

- In 2017, the Customer Care & Technology contact center assisted 119,110 customers by phone (via all Utilities phone queues and the City switchboard), with a call handle ratio of 91.6 percent, and an abandonment rate of 8.4 percent and average speed of answer of 1:11.

- Customer Care & Technology managed customer inquiries via phone, email and in-person about service requests, bills, seasonal, tiered, time-of-day and medical assistance rates; conservation, home audit and rebate programs; and home energy and water reports. The team worked with residential and small commercial customers to resolve high-bill inquiries, crossed meters and other issues.

Offer 10.27: REDUCTION: Utilities: Collections Services

- In 2017, Customer Care & Technology processed 25,902 in-person payments at the counter and 8,741 email inquiries. Another 2,500 customers were served at the counter with identity verification and other requests.

- The Customer Care & Technology directed customers to several organizations to seek payment assistance. Using funding from Energy Outreach Colorado, Utilities provided assistance totaling $124,384 to 493 customers. CCT experiences a 40% increase in call and bill volume during summer months, primarily to support CSU and community housing transitions.

- Staff recognizes improvements can be made to the existing delinquency process that can enhance collections without paying an agency. In 2018 Customer Care and Technology staff will explore a revised approach, that includes working with rental owners on collecting the funds.

Impact to Ongoing Expenses

- No ongoing expense associated with this Offer.

Scalability and explanation

Not applicable

Links to Further Details:

- www.fcgov.com/utilities - CCT manages service requests (online, phone and in person), electronic bill view and payment and Monitor My Use, a web portal for customers to monitor electric and water use.
- file:///R:/CUSTOMER%20SERVICE%20DIVISION/Cycle%20of%20Service/Cycle_of_Service_6arrows.pdf - CCT manages the cycle of service that supports the transactions that must occur for customers to receive essential and value-added electric, water, wastewater and stormwater services.
- https://www.fcgov.com/communitysurvey/ Customer Satisfaction with accuracy of utility bills received highest residential score ever of 96%. Commercial received a high score of 88%. Billing accuracy actual is 99%. These results are attributed to systematic process improvements and efficiencies instituted the last three years.

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔Strategic Objective not needed for Reduction Offers: N/A

Improvements & Efficiencies

- Not applicable

Performance Metrics

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

Offer 10.27: REDUCTION: Utilities: Collections Services

Personnel Changes

- Customer Care & Technology manages the collections process with, on average, 25% of an FTE annually costing ~$12,500. The amount will be reduced if the collections process is optimized as part of the delinquency process.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

- Updated language in "Offer Summary" to respond to BFO team question regarding financial data supporting reduction, with optimial outcome of collecting revenue through perpetual lien.
- Added language to the "Additional Information" section
- Updated the "Personnel Changes" section

Offer Profile

Offer Owner: lrosintoski
Lead Department: Utilities Strategic Planning

10.27: REDUCTION: Utilities: Collections Services

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
521000 - Professional & Technical	(30,000)	(30,000)	- %
520000 - Purchased Prof & Tech Services	**(30,000)**	**(30,000)**	**- %**
Total Expenses	**(30,000)**	**(30,000)**	**- %**
Funding Sources			
605-Utility Customer Srv & Admin Fund: Ongoing Revenue Ongoing Restricted	(30,000)	(30,000)	- %
Funding Source Total	**(30,000)**	**(30,000)**	**- %**

Offer 13.1: City Clerk Services

2019: $807,436 and 7.00 FTE, 0.00 Hourly FTE

2020: $832,150 and 7.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will maintain the mission-critical organizational support provided by the City Clerk's Office 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:
- City Council agenda production and related planning and management documents
- Election management (FTE staffing only; temporary election workers, overtime and non-personal services are included in Offer 13.2)
- Boards and Commissions coordination
- Licensing (liquor, medical marijuana, retail marijuana)
- Passport services (on behalf of, and controlled by, the U.S. Dept. 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 and marijuana licensing, legal notices).

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

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

✓HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs
- HPG 7.9 - Proactively influence policy and legislative development at all levels

Additional Information

- Staff works with all levels of City management and staff, as well as Council, to compose and create summary and planning documents (Preliminary and Summary Agendas, Council Work Session Agendas, voting results, meeting minutes, six-month agenda planning calendar, agenda item summaries for second reading items, and public hearing and meeting notices. Managing/meeting related deadlines is critical.

- This Office maintains the official public record for all Council related actions and coordinates and fulfills public records requests. Staff works with the official codifier to ensure all Council-approved amendments are included in the City Code, Land Use Code, and Traffic Code.

Offer 13.1: City Clerk Services

- All aspects of local municipal elections are administered by this office. Staff works to guide individuals through citizen initiative, referendum and recall processes. They work with candidates who wish to run for public office and with citizens who wish to form political or issue committees, guiding them through related processes and complex schedules to ensure legal requirements are met.

- Recruitment, appointment and training of members for all 27 Council-appointed boards & commissions provides direct support to the City Council. Support is provided to staff liaisons, guiding them through required processes/procedures as well as problem-solving issues. Staff collaborates with the Volunteer Coordinator on system implementation, process improvements, and data collection/reporting.

- Working with a variety of City departments, State entities, and business owners, staff ensures all liquor and marijuana licensing rules and regulations are followed and violations are prosecuted. This offer includes a contractual Licensing Coordinator, approved during the 2016 Budget Revision process. A request to move this position to classified is included in a Enhancement Offer 14.1.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.1 - Provide world-class municipal services to residents and businesses: This office produces the agenda materials Council needs each week to make informed decisions. Staff trains agenda authors to ensure they can use the agenda software and understand the necessary elements to include in materials. Staff attends training throughout the year on multiple topics to ensure a sharp and varied skill set. Online passport appointments provide predictability for customers.

- HPG 7.3 - Broaden methods of community engagement with 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 office coordinates and facilitates "Super Issue" meetings, where all B&C members are invited to attend a meeting and provide feedback on issues that will be coming before Council (such as Strategic Plan, outdoor burning, and Triple Bottom Line).

- HPG 7.9 - Proactively influence policy and legislative development at all levels: 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 City Code to align with new legislation, industry best practices, and changing technology.

Improvements & Efficiencies

Offer 13.1: City Clerk Services

- Council Agenda:
  (1) 6-Month Calendar improvements to identify Council priorities and ensure thorough purpose statements and links to the Strategic Plan.

- Boards & Commissions:
  (1) Super-Issue meetings were added.
  (2) Youth Advisory Board Members were sent to the National League of Cities Conference (2 in 2017; 4 in 2018).
  (3) Technology to track board member information, training, terms, etc., was selected.
  (4) Training materials were improved.
  (5) Best practice research was done on absentee policies.

- Liquor and Marijuana Licensing-LEAN:
  (1) LEAN process improvement methodology was used for two items: Violation intake, and licensee disciplinary processes. In both cases, significant improvements were identified and implemented which have resulted in increased efficiency and timeliness. A third LEAN process is underway for Modification of Premise activities.

- Liquor Licensing:
  A collaborative effort was started with multiple municipalities, the Colorado Municipal Clerk's Association, and the State Liquor Licensing Authority to build relationships and resolve issues related to the processing of liquor license applications. Things continue to progress in a positive manner which will result in more timely response for local applicants.

- Passports:
  (1) Changed how far in advance appointments can be scheduled to reduce confusion and prevent people from showing up on the wrong date.
  (2) Recently changed available appointments from 30-minute slots to 15-minute slots to provide more flexibility/opportunities in scheduling.

- Cross-Training:
  Staff has recently implemented a new cross-training effort that will result in three employees being fully cross-trained in Council agenda, liquor licensing and marijuana licensing activities. Ultimately, the goal is to have each employee spending 1/3 of their year with each program to ensure full cross-training and transfer of knowledge.

Performance Metrics

- HPG 99. City Clerk's Average Response Time of Cases Submitted to Access Fort Collins
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=111439.html
- HPG 98. % of Passport revenue to support the service
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=111438.html

Offer 13.1: City Clerk Services

- HPG 217. City Clerk Internal Service Survey
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=645807.html

Personnel Changes

- None. However, see Offer 14.1 for conversion of contractual Licensing Coordinator position to regular FTE. It should be noted that the incumbent's co-worker who does the same work for liquor licensing is a classified employee.

Differences from Prior Budget Cycles

- Offer includes significant increase in conference and travel due to need to provide adequate training to new City Clerk, relatively new Licensing Coordinator in a constantly changing legislative environment, and desire to have Publicity and Marketing Technician complete the last year of a 3-year training/certification program as a City Clerk employee.

- In 2017, all board and commission members were given a small token of appreciation in conjunction with the annual appreciation dinner. The gesture was so appreciated by board members, that the practice will be continued, although it is currently not funded. Funding has been included to continue the practice in 2019/2020.

- In April 2018, staff began taking passport appointments every 15 minutes, rather than every 1/2 hour. The increase in applications processed will result in higher postage costs, and the need for additional photo paper (office supplies). In addition, funds are included for equipment replacement (camera in 2019, one photo printer in 2020). Equipment has not been replaced for several years.

Explanation of Any Adjustments to Personnel Costs using object 519999

- NA

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

As requested by the High Performing Government Results Team, the wording of the Additional Information bullets has been amended.

Offer Profile

Offer Owner: RKnoll
Lead Department: City Clerk's Office

13.1: City Clerk Services

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	7.00	7.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	459,004	472,474	2.9%
512000 - Benefits	150,894	158,705	5.2%
519000 - Other Personnel Costs	(12,143)	(12,543)	3.3%
510000 - Personnel Services	**597,755**	**618,636**	**3.5%**
521000 - Professional & Technical	54,600	54,600	- %
529000 - Other Prof & Tech Services	14,500	15,500	6.9%
520000 - Purchased Prof & Tech Services	**69,100**	**70,100**	**1.4%**
533000 - Repair & Maintenance Services	1,400	1,500	7.1%
530000 - Purchased Property Services	**1,400**	**1,500**	**7.1%**
542000 - Communication Services	7,580	7,680	1.3%
543000 - Internal Admin Services	521	530	1.7%
544000 - Employee Travel	14,800	15,400	4.1%
549000 - Other Purchased Services	49,600	50,500	1.8%
540000 - Other Purchased Services	**72,501**	**74,110**	**2.2%**
555000 - Office & Related Supplies	56,180	57,204	1.8%
559000 - Other Supplies	10,500	10,600	1.0%
550000 - Supplies	**66,680**	**67,804**	**1.7%**
Total Expenses	**807,436**	**832,150**	**3.1%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	807,436	832,150	3.1%
Funding Source Total		**807,436**	**832,150**	**3.1%**

High Performing Government

Offer 13.2: Elections

2019: $318,744 and 0.00 FTE, 0.72 Hourly FTE

2020: $25,300 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund the 2019 regular municipal election. By Charter, regular elections are held in April of odd-numbered years. In addition, any number of initiatives or referendums could be generated by the Council or by citizens.

The April 2019 election will be conducted by mail ballot.   As was first done in 2013, the City will pay postage for all voted ballots returned by mail. For the first time, full-scale signature verification will be implemented, and election activities will continue for the eight days after election day to allow for verification/reconciliation of discrepant/missing signatures.

Funding is also included for a special election in November of each year. November elections, coordinated with Larimer County, provide the City with an additional opportunity to place ballot measures before the voters. November is the only time, other than at the regular election in April, that TABOR questions can be considered by voters.

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

✓HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services to residents and businesses: Efforts will continue to make participation in municipal elections easier and more convenient (example: A 24-hour outdoor ballot box is planned at City Hall).

Offer 13.2: Elections

- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency: Work on fine-tuning an Election Manual addressing all aspects of conducting an election will continue. The process for signature verification (a new requirement being implemented in 2019) will be outlined based on information gathering and observation of implementation in other jurisdictions. The process will be refined and documented during implementation in 2019.

- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs: A marketing campaign will be used again in 2019, with planning efforts to include consideration of reaching hard-to-engage populations and increasing voter turnout.

Improvements & Efficiencies

- Since the April 2017 election, City Clerk and IT staff have met with the software developer for our electronic pollbook to identify changes to improve efficiency and reduce the possibility of user mistakes.

- A technology solution for signature verification is under investigation. Automated signature verification will qualify approximately 50% of the voted ballots received. The remaining 50% will undergo manual certification through individual lookup using the statewide voter registration system.   City Clerk will partner with IT to borrow computer equipment needed for signature verification.

- The use of a new tabulation system will substantially reduce the amount of time required to tabulate ballots.

- Various process improvements were implemented in 2017, including:
  (1) New (larger) location to conduct election activities.
  (2) Addition of election workers.
  (3) Addition of ballot lifecycle staging equipment.

Performance Metrics

- HPG 97. Cost per mailed ballot package
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7819&object=measure&objectId=111437.html
- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109927.html

Offer 13.2: Elections

Personnel Changes

- Funding for additional temporary workers has been added due to new requirement for signature verification.

Differences from Prior Budget Cycles

- $200,000 is budgeted each year for a possible special election in November.   The cost to participate in a November election can vary widely depending on the type of election (the Presidential election is the most expensive) and the number of entities participating in the election. Costs are shared by all participating entities based on the number of eligible electors in the jurisdiction.

- Cost to produce a TABOR notice (estimated $35,000) has been added as renewal of the KFCG tax is anticipated in this budget cycle.

- All other costs have been adjusted for anticipated increases in eligible voters/costs. New expenses have been added for implementation of new processes (signature verification) reengineered processes, and equipment/software (new tabulation equipment and signature verification technology).

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CPIO edits
Oct 2018 Per Council guidance: reduce offer by $200k in each year

Offer Profile

Offer Owner: RKnoll
Lead Department: City Clerk's Office

13.2: Elections

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	0.72	-	- %
Expenses			
511000 - Salaries & Wages	26,000	-	- %
512000 - Benefits	2,284	-	- %
510000 - Personnel Services	**28,284**	**-**	**- %**
521000 - Professional & Technical	7,000	2,000	-71.4%
529000 - Other Prof & Tech Services	157,500	-	- %
520000 - Purchased Prof & Tech Services	**164,500**	**2,000**	**-98.8%**
533000 - Repair & Maintenance Services	11,500	11,500	- %
530000 - Purchased Property Services	**11,500**	**11,500**	**- %**
542000 - Communication Services	750	100	-86.7%
544000 - Employee Travel	400	200	-50.0%
549000 - Other Purchased Services	104,710	11,500	-89.0%
540000 - Other Purchased Services	**105,860**	**11,800**	**-88.9%**
555000 - Office & Related Supplies	4,000	-	- %
559000 - Other Supplies	4,600	-	- %
550000 - Supplies	**8,600**	**-**	**- %**
Total Expenses	**318,744**	**25,300**	**-92.1%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: One-time Revenue	One-Time Restricted	318,744	25,300	-92.1%
	Funding Source Total	**318,744**	**25,300**	**-92.1%**

Offer 13.3: ENHANCEMENT: Full Attendance of Youth Advisory Board at NLC Conference

2019: $14,500 and 0.00 FTE, 0.00 Hourly FTE

2020: $15,600 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will allow all nine members of the Youth Advisory Board (YAB), accompanied by two adult chaperones, to attend the National League of Cities Conference in Washington, D.C. This offer provides funding for the remaining 7 YAB members and 1 additional chaperone. Funding was previously established in 2017 for 2 YAB members and 1 chaperone.

In 2017, Council approved funding for two members of the Youth Advisory Board, along with one adult chaperone, to attend the National League of Cities Conference in Washington, D.C. After attendance in 2017, the two attending members and their chaperone reported to Council on their experiences at the Conference. Council expressed a desire to have more members attend in 2018, and four YAB members and one adult chaperone attended. The cost for sending additional attendees exceeded the budget for 2018.

The youth delegation was exposed to skills, tools, and resources to advocate, lobby, and create grassroots efforts in local politics. Networking with other youth delegates from across the nation provides the Fort Collins delegation with a better understanding of common issues and fosters new ideas. Youths attending this conference have expressed a newfound interest in political science as a career choice. Attendees typically have the opportunity to meet and collaborate with the Mayor and City Council in an intimate setting and meet with local legislators to discuss key issues.

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

✓HPG 7.9 - Proactively influence policy and legislative development at all levels

Additional Information

- This enhancement offer, added to the ongoing funds already in the budget, allocates $2,000 per person attending in 2019, and $2,100 per person attending in 2020.

Impact to Ongoing Expenses

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

  $3,000

Scalability and explanation

This Offer is scalable based on the number of Youth Advisory Board members and any additional required chaperones sent to NLC.

Offer 13.3: ENHANCEMENT: Full Attendance of Youth Advisory Board at NLC Conference

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.9 - Proactively influence policy and legislative development at all levels: The opportunity to interact with Council, local legislators, and other youth delegations broadens the attendees' understanding of the process for policy and legislative development. It also fosters new interests and a new level of confidence in one's own ability to have influence.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

At the request of the High Performing Government Results Team, this offer, which originally included additional funding to enable attendance of all nine members of the Youth Advisory Board, plus two adult chaperones, at the National League of Cities Conference, has been amended to provide funding for only four members of the Board and one adult chaperone. The additional funds needed in 2020 is $3000, added to existing ongoing funding of $7500.

The original request to fund all nine members, plus two adult chaperones, was $15,600 in 2020.

Offer Profile

Offer Owner: RKnoll
 Lead Department: City Clerk's Office

13.3: ENHANCEMENT: Full Attendance of Youth Advisory Board at NLC Conference

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
544000 - Employee Travel	14,500	15,600	7.6%
540000 - Other Purchased Services	**14,500**	**15,600**	**7.6%**
Total Expenses	**14,500**	**15,600**	**7.6%**
Funding Sources			
100-General Fund: Ongoing Ongoing	14,500	15,600	7.6%
Funding Source Total	**14,500**	**15,600**	**7.6%**

Offer 13.4: ENHANCEMENT: Purchase Election Tabulation System

2019: $92,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $13,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer would allow the City Clerk's Office to purchase an election tabulation system, rather than rent it for each election.

Currently, election tabulation equipment is rented from Dominion Election Solutions with an estimated rental cost of $18,000 for the April 2019 election. This is the same equipment used by Larimer County, and is one of only two systems approved by the Secretary of State for use in Colorado. The City is unable to rent or borrow equipment from Larimer County due to extensive chain-of-custody regulations placed on County elections.

Outright purchase of the equipment has been quoted at just under $80,000, with an annual maintenance agreement of $12,000 in 2019 and $13,000 in 2020.

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

- HPG 7.1 - Provide world-class municipal services to residents and businesses

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

Additional Information

- The City may be able to recoup a portion of the purchase price and share the annual maintenance cost by partnering with another municipality. Estes Park has expressed interest in this, and it would be logistically possible since Estes Park holds its regular municipal election in April of even-numbered years. Fort Collins holds its regular election in April of odd-numbered years.

- An estimate for the April 2019 election includes $7000 for equipment rental and $8448 for services and onsite support. It is possible that the onsite support costs could be reduced as staff becomes more familiar with the system.

Impact to Ongoing Expenses

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

  $13,000

Scalability and explanation

Offer 13.4: ENHANCEMENT: Purchase Election Tabulation System

This offer is not scalable. The concept of partnering with another municipality cannot be adequately explored in time to scale this offer to reflect only Fort Collins' share of the purchase.   Purchase of the equipment would not occur until after the April 2019 election; therefore this enhancement offer would not affect Offer 13.2 which includes rental of this equipment for April 2019. However, the April 2021 budget would not need to include rental of equipment.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

- HPG 7.1 - Provide world-class municipal services to residents and businesses: The conduct of an election to choose the City's governing body is one of the most basic services provided to our citizens. Elections need to be transparent, efficient, ethical, and above reproach. This equipment helps in this regard.

✔ HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: The use of technology is imperative in a jurisdiction of this size. The new tabulation system is state-of-the art, with faster scanning of ballots, ballot image capture, and online adjudication of ballots that must be reviewed for voter intent (examples: overvotes, undervotes, write-in candidates). This will produce more timely, accurate and reliable election results at potentially less cost.

Performance Metrics

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109927.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

This offer has been amended to provide additional clarification of purchase price vs, rental cost of equipment. It also explains why equipment cannot be borrowed or rented from Larimer County.

Offer Profile

Offer Owner: RKnoll
Lead Department: City Clerk's Office

13.4: ENHANCEMENT: Purchase Election Tabulation System

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
533000 - Repair & Maintenance Services	12,000	13,000	8.3%
530000 - Purchased Property Services	**12,000**	**13,000**	**8.3%**
555000 - Office & Related Supplies	80,000	-	- %
550000 - Supplies	**80,000**	**-**	**- %**
Total Expenses	**92,000**	**13,000**	**-85.9%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: One-time Revenue	One-Time Restricted	80,000	-	- %
100-General Fund: Ongoing	Ongoing	12,000	13,000	8.3%
Funding Source Total		**92,000**	**13,000**	**-85.9%**

Offer 13.5: ENHANCEMENT: 1.0 FTE - Records Manager

2019: $122,542 and 1.00 FTE, 0.00 Hourly FTE

2020: $104,663 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will improve records management activities across the City by developing organization-wide policy, oversight and common approaches for managing records and simplifying retrieval efforts. This is expected to increase service efficiency and transparency for the public, minimize duplicative efforts from staff, and help avoid the risks and consequences of State law compliance issues. Specifically, this offer adds a 1.0 FTE Certified Records Manager in the City Clerk's Office, together with technology to facilitate public record requests.

Currently, there are multiple disparate approaches to records throughout the City organization. Many departments use a common document management system to store images, most available to the public through CityDocs; however, with no organization-wide policy, oversight or common approach there are areas of significant concern that need to be addressed, including:
- Saving documents in multiple locations making retrieval complicated and time consuming
- No standard policies for contract records and data management
- No centralized storage of important originals such as contracts
- Lack of version control or using the wrong version of documents
- Having duplicate documents saved in various locations with no assurance that what is being provided is the final, approved document
- No overall records retention policy to guide storage, destruction and archiving efforts
- An outdated retention schedule

These issues can result in:
- Inefficiencies and delays in filling records requests
- Confusion on the part of staff and citizens
- Poor perception of City processes
- Added costs to the City and citizens
- Exposure to legal risks
- Potential security exposures

This offer provides Increased emphasis on transparency, streamlined/standardized processes and training Citywide to increase knowledge, efficiency and reduce costs expected by City Leaders, staff and citizens. It also aligns with the City's Baldrige efforts and best practices.

Offer 13.5: ENHANCEMENT: 1.0 FTE - Records Manager

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

✓HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

Additional Information

- A recent assessment identified concerns with city-wide documentation and information. One of the recommendations included adopting a standardized documentation control policy that outlines documentation structure for programs, policies and procedures. Consistency in approval process design, schemes, library locations and communication processes were also mentioned.

- There is legal and practical risk to the City if improvements are not developed and implemented. The position proposed in this offer would be dedicated to this effort and required qualifications will include professional document management certification and experience, in order to enable immediate progress.

- The current decentralized records approach has resulted in inconsistent policies/practices from one department to another, independent retention schedules, and lack of clarity on who owns and is responsible for existing records. There is also a lack of clarity on what records exist and in what form they exist. This has proved problematic as employees have left without transfer of this knowledge.

- There is a need for city-wide training on general records management, open records requests and the legal consequences for not adhering to prescribed rules and regulations. This offer will help address the items mentioned above.

- There is a continuous push for more transparency in government. The efforts continue to find success in the courts, including penalties assessed for organizations who cannot provide records in a timely fashion. An additional performance metric anticipated for this offer is the average response time for filling public records requests.

Impact to Ongoing Expenses

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

  $105,000

Scalability and explanation

None.

Links to Further Details:

- Not applicable

Offer 13.5: ENHANCEMENT: 1.0 FTE - Records Manager

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency: This offer is intended to improve records management activities across the City, as well as increase the number and types of documents that are available for customers to readily access. Having organization-wide policies, oversight and common approaches for managing documents should increase staff efficiency and result in standardized, consistent processes that provide better service/transparency.

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: A key component of this offer is to implement technologies to enhance service delivery. It is anticipated that the technologies utilized will help track records requests and enable quick searches across departments and disparate systems to facilitate more timely response for fulfilling records requests.

Performance Metrics

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109927.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Summary information was changed to ensure it was understood that this offer provides services City-wide. The new incumbent would work with all City Departments to develop a City-wide approach to records management. As far as CORA data, in 2017 there were 80 CORA requests that were coordinated from the City Clerk's office; the ones we coordinate involve multi City departments. We gave out 1,438 documents (more than 6,500 pages). This number is a small representation of the number of CORA requests received by the City as a whole. Many departments get their own requests and, if there is no need to coordinate with other departments, they simply fulfill the requests. This offer would put in place a system that would track all of the records requests received so City-wide activity could be tracked. This again emphasizes the need to have a City-wide approach to records to ensure that employees fulfilling these requests are trained and understand the legal parameters that exist.

Offer Profile

Offer Owner: DEColdiron
Lead Department: City Clerk's Office

13.5: ENHANCEMENT: 1.0 FTE - Records Manager

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	54,847	61,627	12.4%
512000 - Benefits	19,030	21,846	14.8%
510000 - Personnel Services	**73,877**	**83,473**	**13.0%**
529000 - Other Prof & Tech Services	15,000	-	- %
520000 - Purchased Prof & Tech Services	**15,000**	**-**	**- %**
542000 - Communication Services	1,272	1,272	- %
543000 - Internal Admin Services	75	75	- %
544000 - Employee Travel	3,200	3,200	- %
549000 - Other Purchased Services	800	800	- %
540000 - Other Purchased Services	**5,347**	**5,347**	**- %**
555000 - Office & Related Supplies	27,518	15,043	-45.3%
559000 - Other Supplies	800	800	- %
550000 - Supplies	**28,318**	**15,843**	**-44.1%**
Total Expenses	**122,542**	**104,663**	**-14.6%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: One-time Revenue	One-Time Restricted	27,500	-	- %
100-General Fund: Ongoing	Ongoing	95,042	104,663	10.1%
Funding Source Total		**122,542**	**104,663**	**-14.6%**

Offer 13.6: ENHANCEMENT: Redistricting Study

2019: $0 and 0.00 FTE, 0.00 Hourly FTE

2020: $79,200 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide an improved process for addressing redistricting when new population data is obtained from the 2020 census.

Pursuant to City Code Section 7-87, when a deviation in population numbers exceeds 10% between Council Districts, the City Clerk is required to make recommendations to City Council on boundary adjustments and possible redistricting options that, to the extent possible, equalize the population in each district.   The City Clerk must review the population numbers any time the County amends its precinct boundaries (which the City must match) and within 18 months after the US decennial census is published. The City Clerk must do another review at least once every six years after making a recommendation following the decennial census.

As development patterns have evolved, the need has grown for new and more systematic methods for evaluating possible district boundary changes and identifying the related effects. It is anticipated that this problem will continue as development concentrates in areas where vacant land is available. Increased focus on the process for analyzing the district boundaries will result in better information for Council in evaluating proposed changes.

Using census data as an initial population data point makes sense, and the Charter requires that district boundaries be drawn to equalize district population and result in contiguous, undivided districts. With the next census in 2020, the timing is right to move forward with an effort to examine our method of establishing and recalibrating Council Districts. This funding is intended to lead to an updated approach for revising Council Districts based on 2020 census data prior to the 2021 election.

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

✓HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- HPG 7.9 - Proactively influence policy and legislative development at all levels

Additional Information

- Although staff has performed this work in the past, these processes are complicated and can be highly controversial as citizens are affected by district boundary changes. Community discussions on this topic are often highly charged, and using a consultant who can offer a fresh perspective and alternative methods for consideration, without perception of bias, is recommended.

Offer 13.6: ENHANCEMENT: Redistricting Study

- The scope of this project will include an analysis of population deviation of existing Council districts, development of multiple redistricting options for consideration, significant public engagement efforts, development of final options for Council consideration, and assistance with implementation.

- Proposed timeline:
  2020:
  Jan. – Start RFP process and work with CPIO to develop a Public Engagement Plan
  Feb. – Review RFPs submitted
  March – Interview and select consultant
  April-May – Enter into contract and start to finalize work plan
  June—Advertise public participation opportunities; possibly interview Councilmembers individually for input/ideas

- July – Outreach/public meetings (one in each Council District plus other engagement efforts)
  Aug. – Work Session with Council
  Aug.-Sept. – Develop final methodology options based on community input and Council feedback
  Sept. – Finalize public engagement – open house(s) to garner input on final options
  October/November – Council consideration of Code amendments

- Nov. – Election on Charter amendments (if needed)
  Q1 2021 – Receive census results
  April 2021—Sept. 2021 – Analyze population data from census and develop options for redistricting. Finalize district boundary amendments no less than 180 days prior to April 2023 election

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

None.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency: Having an outside consultant assist with this study will help ensure there is no perceived bias by citizens, Council incumbents or candidates. The project will require significant community engagement which is intended to increase public trust and transparency.

Offer 13.6: ENHANCEMENT: Redistricting Study

- HPG 7.9 - Proactively influence policy and legislative development at all levels: The results of this study will result in changes to the existing Council Districts as well as provide a fresh perspective and perhaps a new methodology on how Council Districts should be modified in future years as needed and/or prescribed by Code.

Performance Metrics

- HPG 115. Number of residents attended public forums, open houses events, etc.
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=105087&object=measure&objectId=260367.html
- HPG 66. % of residents responding very good/good to the City's performance in - Welcoming resident involvement
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109924.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Oct 2018 Per Council guidance: Fund offer

Offer Profile

Offer Owner: DEColdiron
 Lead Department: City Clerk's Office

13.6: ENHANCEMENT: Redistricting Study

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
521000 - Professional & Technical	-	75,000	- %
520000 - Purchased Prof & Tech Services	**-**	**75,000**	**- %**
549000 - Other Purchased Services	-	2,700	- %
540000 - Other Purchased Services	**-**	**2,700**	**- %**
555000 - Office & Related Supplies	-	500	- %
559000 - Other Supplies	-	1,000	- %
550000 - Supplies	**-**	**1,500**	**- %**
Total Expenses	**-**	**79,200**	**- %**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: One-time Revenue	One-Time Restricted	-	79,200	- %
Funding Source Total		**-**	**79,200**	**- %**

Offer 13.7: ENHANCEMENT: 1.0 FTE - Elections Coordinator - Election Improvements and Oversight

2019: $145,647 and 1.00 FTE, 0.00 Hourly FTE

2020: $120,533 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will result in timely and ongoing process improvements related to elections, increased transparency and oversight during elections, and a path forward for succession planning as long-term employees ready for retirement.

Recently, citizens have approached the Election Code Committee (ECC) and City Clerk staff requesting increased oversight and enforcement of campaign spending and disclosure requirements. A variety of mistakes and lapses can and do occur, because local elections tend to be the training ground for people entering politics and because City elections are starting to attract outside interests unfamiliar with local regulations. Although the primary objective of the campaign finance disclosure system is transparency to the public, some desire a process where committee information is actively checked for accuracy and truthfulness, where financial report submissions are thoroughly reviewed and verified, and where quick resolution to problems is initiated through securing corrections or invoking penalties.

Local elections have grown more time consuming and complicated. There has been a 49% increase in eligible electors over the past 20 years. There have been new requirements and processes established such as signature verification, special accommodations for military/overseas voters, marketing campaigns, web page development/maintenance, remote ballot drop-off locations and the management/training of a growing number of temporary election workers. A full-time Election Coordinator who can focus exclusively on election matters would ensure all essential duties and responsibilities related to elections are given the appropriate time and consideration. This position would also provide the capacity needed to address new expectations associated with campaign finance oversight, offer training/orientation for those who want to participate in the election process and provide an opportunity for succession planning.

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

✔HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency

Additional Information

- Should the Clerk's office receive the additional resource requested, quick resolution to items such as incomplete filings and financial report errors can be accomplished. Comprehensive election oversight requiring more thorough investigations and possible penalties would require a contractual investigator and prosecutor. This offer, fully funded, provides oversight at the comprehensive level.

Offer 13.7: ENHANCEMENT: 1.0 FTE - Elections Coordinator - Election Improvements and Oversight

- Comprehensive election oversight would include investigative services by a qualified attorney (estimated at $4,000/case) and additional prosecution services (estimated at $1000/case). We have included a budget for 6 complaints for a total of $30,000. Additional legal services may be needed if oversight results in increased demand for legal interpretation/review; amount is uncertain.

- Other duties of Election Coord. include: Serving as staff liaison to the Election Code Committee, developing training/orientation classes, developing marketing campaigns to inform voters and increase voter turnout, managing campaign finance filings, maintaining election-specific web pages, creating new procedures/guidelines, monitoring related legislation, and election planning and participation

- The City of Fort Collins is known for being progressive, innovative and performing at the highest levels. Citizens are requesting that we provide additional leadership in this area and become the example for others to follow with regard to transparency and election oversight.

- Integrity and fairness are of utmost importance in an election process. Citizens have also provided feedback that making the process more transparent and doing what's possible to keep things fair instills confidence in voters and increases their willingness to participate.

Impact to Ongoing Expenses

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

   $121,000

Scalability and explanation

Eliminate the comprehensive election oversight which would reduce investigations and penalty prosecution/assessment to current levels. This would reduce the offer by $30,000.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency: The purpose of this offer is to make improvements to City election processes/procedures and to provide additional oversight that will increase transparency, consistency, fairness and maintain the integrity of local elections.

Performance Metrics

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services

Offer 13.7: ENHANCEMENT: 1.0 FTE - Elections Coordinator - Election Improvements and Oversight

https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109927.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

New offer based on direction from City leadership.

Offer Profile

Offer Owner: DEColdiron
 Lead Department: City Clerk's Office

13.7: ENHANCEMENT: 1.0 FTE - Elections Coordinator - Election Improvements and Oversight

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %

Expenses

511000 - Salaries & Wages	59,832	61,627	3.0%
512000 - Benefits	20,755	21,846	5.3%
510000 - Personnel Services	**80,587**	**83,473**	**3.6%**
521000 - Professional & Technical	30,000	30,000	- %
529000 - Other Prof & Tech Services	25,000	-	- %
520000 - Purchased Prof & Tech Services	**55,000**	**30,000**	**-45.5%**
542000 - Communication Services	510	510	- %
543000 - Internal Admin Services	50	50	- %
544000 - Employee Travel	2,200	2,200	- %
549000 - Other Purchased Services	1,000	1,000	- %
540000 - Other Purchased Services	**3,760**	**3,760**	**- %**
555000 - Office & Related Supplies	5,500	2,500	-54.5%
559000 - Other Supplies	800	800	- %
550000 - Supplies	**6,300**	**3,300**	**-47.6%**
Total Expenses	**145,647**	**120,533**	**-17.2%**

Funding Sources

100-General Fund: One-time Revenue	One-Time Restricted	27,000	-	- %
100-General Fund: Ongoing	Ongoing	118,647	120,533	1.6%
	Funding Source Total	**145,647**	**120,533**	**-17.2%**

Offer 15.1: Communications and Public Involvement (CPIO)

2019: $1,848,005 and 15.30 FTE, 0.47 Hourly FTE

2020: $1,898,522 and 15.30 FTE, 0.47 Hourly FTE

Offer Summary

This offer enables fundamental services from the Communications and Public Involvement Office (CPIO), including FCTV video production/cable access and graphics services. It includes management, development and implementation of a variety of communication and public engagement programs 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, the OurCity online engagement platform, 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 allows the City to inform the public about and cablecast or live stream public meetings, communicate City policy discussions and decisions, produce a variety of video programs of community interest, and facilitate distribution of emergency information for the community.

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 to create a variety of print, video and online products and collateral materials
 - Creative services and media production support for community and 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 among the City and Larimer County partners funded through Intergovernmental Agreements.

Offer 15.1: Communications and Public Involvement (CPIO)

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

✔HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe

Additional Information

- This offer enables the City's most essential communications public relations, outreach and public engagement efforts and delivers programs such as CityWorks 101, the annual Community 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.

- Enables basic FCTV content, including live stream/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." CityView episodes, that are shared on the City's Intranet site, Twitter, and Facebook, reached a combined audience of 62,561.

- CPIO performs video production and graphic services for all City departments, live online video streaming, video on demand services, and the City's YouTube presence. The average quarterly views on YouTube in 2017 was 73,237, and 2018 first quarter total YouTube views were 85,038.

- Through the City's non-exclusive cable franchise, a small Public, Education and Governmental (PEG) access fee is charged to all local subscribers and distributed to the City, Poudre School District, Colorado State University, and the Fort Collins Public Access Network . This offer reflects $225,000 of PEG funds, which, according to FCC regulations, can only be used for equipment.

- This offer includes approximately $84,559 in annual KFCG funds to support community and Council priorities and to promote public engagement within the community.

Links to Further Details:

- www.fcgov.com/CPIO
- www.fcgov.com/fctv
- https://ourcity.fcgov.com/

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

Offer 15.1: Communications and Public Involvement (CPIO)

✓ HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs: This offers supports the City's fundamental communication and public outreach capabilities, equips staff to plan and implement programs and projects that inform and engage the community, and provides transparency of municipal operations to the public.

- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency: The communication and public involvement services funded through this offer provide awareness and transparency of government operations to the public. This is fundamental to earning and maintaining the public trust.

- SAFE 5.1 - Improve community involvement, education and regional partnerships to increase the level of public trust and keep our community safe: 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 2017 and 2018, a process for recording incoming communication, graphic and video requests was reviewed, refined 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 anticipate increased level of effort.

- In 2018, the audio system in the City Council Chambers and CIC room was upgraded to improve sound quality and set up requirements with the use of wireless microphones. An estimated 300 hours per year will be saved in set up time using the new equipment.

- In 2017 and 2018, a LEAN exercise was conducted to map internal and external processes and identify opportunities to reduce waste. As a result, the team expanded use of a project management platform to better track progress/deadlines and allow for more efficient cross-team collaboration.

- Expanded use of a video archival and data logging system allows every FCTV 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 collaboration among team members allowing them to easily share footage and graphics for a variety of projects.

- In 2017, CPIO launched the OurCity online engagement platform. The platform features eight dynamic online feedback tools that mirror in-person engagement strategies. The site has received over 20,000 visitors and has over 2,000 registered participants.

- According to the 2017 Community Survey, 63% of respondents indicated that they frequently use Social Media as a source for information regarding City issues, services and programs (a 19% increase since 2012). The City's cumulative social media audience is over 138,000 across 40+ sites.

Offer 15.1: Communications and Public Involvement (CPIO)

Performance Metrics

- HPG 66. % of residents responding very good/good to the City's performance in - Welcoming resident involvement
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109924.html
- HPG 155. Social Media Combined Audience
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=542627.html
- HPG 156. Monthly Active Users (fcgov.com)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6283&object=measure&objectId=542628.html

Personnel Changes

- na

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Updated Additional Information section to include some viewership data from 2017 and 2018.
CityNews reduced in expense 504200.559040 by $26k each year
Oct 2018 Per Council guidance: reduce Consulting by $40k in each year 504200.529999

Offer Profile

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

15.1: Communications and Public Involvement (CPIO)

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	15.30	15.30	- %
Hourly (FTE)	0.47	0.47	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	993,573	1,027,563	3.4%
512000 - Benefits	336,496	354,666	5.4%
519000 - Other Personnel Costs	(28,092)	(29,112)	3.6%
510000 - Personnel Services	**1,301,977**	**1,353,117**	**3.9%**
521000 - Professional & Technical	46,930	46,289	-1.4%
529000 - Other Prof & Tech Services	45,800	45,800	- %
520000 - Purchased Prof & Tech Services	**92,730**	**92,089**	**-0.7%**
533000 - Repair & Maintenance Services	27,700	27,700	- %
530000 - Purchased Property Services	**27,700**	**27,700**	**- %**
542000 - Communication Services	16,390	16,390	- %
543000 - Internal Admin Services	1,045	1,063	1.7%
544000 - Employee Travel	15,300	15,300	- %
549000 - Other Purchased Services	83,850	83,850	- %
540000 - Other Purchased Services	**116,585**	**116,603**	**- %**
551000 - Vehicle & Equipment Supplies	225	225	- %
555000 - Office & Related Supplies	30,250	30,250	- %
559000 - Other Supplies	51,288	51,288	- %
550000 - Supplies	**81,763**	**81,763**	**- %**
565000 - Vehicles & Equipment	225,000	225,000	- %
560000 - Capital Outlay	**225,000**	**225,000**	**- %**
574000 - Grants	2,250	2,250	- %
570000 - Other	**2,250**	**2,250**	**- %**
Total Expenses	**1,848,005**	**1,898,522**	**2.7%**

Funding Sources

100-General Fund: Cable PEG Fees	Ongoing Restricted	225,000	225,000	- %
100-General Fund: Ongoing	Ongoing	1,538,559	1,589,021	3.3%
254-KFCG Fund: Other Community Priorities	Ongoing Restricted	84,446	84,501	0.1%
Funding Source Total		**1,848,005**	**1,898,522**	**2.7%**

Offer 15.3: ENHANCEMENT: Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media)

2019: $15,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $15,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer provides support to Fort Collins Public Access Network (FCPAN - 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 residents and non-profit organizations 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 use FCPAN's video services, as they operate with small budgets and would benefit greatly from matching funds for production services.

Located at the Carnegie Center for Creativity, 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. 2017-2018 BFO funds enabled FCPAN to produce 20+ programs for and offer production services to more than 15 non-profits in Fort Collins. This offer would help to expand FCPAN's ability to financially assist and partner with the non-profit segment of the community.

Strategic objectives for the 2019/2020 period include:
- Provide no fewer than 18 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 10%.
- Live stream performances, programming and content to citizens without cable service.

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

✔ HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs

- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City

- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations

Additional Information

Offer 15.3: ENHANCEMENT: Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media)

- Culture and Recreation: non-profit organization, Carnegie Center for Creativity, 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

- This enhancement offer was funded in both the 2015/2016 and 2017/2018 budgets.

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

None

Links to Further Details:

- Programs/Involvement: www.fcpublicmedia.org/calendar.html
- Non profit Production Examples: www.fcpublicmedia.org/examples.html

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs: FC Public Media 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.

- CR 2.3 - Provide enhanced opportunities for arts and culture throughout the City: FC Public Media is the local public access provider for the city of Fort Collins and broadcasts on channel 97 Comcast. They collaborate with local organizations to cover events that showcase the arts and culture of the area. They continue to record and air events like FoCoMX, Sustainable Living Fair, IKOF Odyssiad Festival, Zombie Crawl, Cemetery Stroll, and many others.

- NLSH 1.3 - Improve accessibility to City and community programs and services to low and moderate income populations: At the Carnegie Center for Creativity, 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. They teach camera operation, lighting, shooting techniques, audio recording, editing and overall video production year round.

Offer 15.3: ENHANCEMENT: Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media)

Performance Metrics

- HPG 66. % of residents responding very good/good to the City's performance in - Welcoming resident involvement
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109924.html
- CR 63. % of residents responding very good/good - Quality of arts and cultural opportunities in Fort Collins
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6278&object=measure&objectId=109880.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Oct 2018 Per Council guidance: unfund offer
Council 1st Reading: Fund offer at lower amount (was $30k, reduce to $15k)

Offer Profile

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

15.3: ENHANCEMENT: Video Production Assistance Programs - Fort Collins Public Access Network (FC Public Media)

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
574000 - Grants	15,000	15,000	- %
570000 - Other	**15,000**	**15,000**	**- %**
Total Expenses	**15,000**	**15,000**	**- %**
Funding Sources			
100-General Fund: Reserves Reserve	15,000	15,000	- %
Funding Source Total	**15,000**	**15,000**	**- %**

Offer 15.4: REDUCTION: Stop Doing - City News Newsletter

2019: $-26,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $-26,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer would cease the printed distribution of City News, a monthly newsletter that is mailed to all City of Fort Collins Utilities customers who receive a paper bill. For 2018, 49,000 copies of the newsletter were printed and mailed each month. In the 2017 Community Survey, 65% of respondents indicated they get their information from City News.

If this Stop Doing Offer is purchased, the City would move the newsletter to a digital-only format. The current digital version averages about 1,400 recipients per month.

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

✔ Strategic Objective not needed for Reduction Offers

Additional Information

- Not applicable

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

N/A

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

✔ Strategic Objective not needed for Reduction Offers: Reduction Offer

Improvements & Efficiencies

- Not applicable

Performance Metrics

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

Offer 15.4: REDUCTION: Stop Doing - City News Newsletter

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

Reduction offer

Offer Profile

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

15.4: REDUCTION: Stop Doing - City News Newsletter

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
549000 - Other Purchased Services	(26,000)	(26,000)	- %
540000 - Other Purchased Services	**(26,000)**	**(26,000)**	**- %**
Total Expenses	**(26,000)**	**(26,000)**	**- %**
Funding Sources			
100-General Fund: Ongoing Ongoing	(26,000)	(26,000)	- %
Funding Source Total	**(26,000)**	**(26,000)**	**- %**

Offer 39.1: City Council

2019: $177,290 and 0.00 FTE, 7.00 Hourly FTE

2020: $179,736 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. The Councilmembers and Mayor receive a small monthly stipend and work to conduct business in accordance with the City Charter and Municipal Code and ensure a well-managed City that is aligned with community values, expectations, needs and priorities.

City Councilmembers fulfill their duties through a wide range of 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, gatherings and at the state and federal level. As active Councilmembers they also conduct regular "Listening Sessions" where they engage with constituents.

The City Council participates in and benefits from professional development, networking and speaking opportunities both locally and nationally. Major conferences for Council include National League of Cities, which occurs twice a year and the Colorado Municipal League, which occurs annually.

Primary duties of the City Council include:
- Providing guidance and direction for the administration of all City services and ensuring the City is delivering results that citizens want at a price they are willing to pay
- Analyzing and enacting policies
- Adopting the City budget
- Acting as the hiring authority and performance review body for the City Manager, City Attorney and Municipal Judge
- Authorizing the issuance of bonds and other debt financing mechanisms
- Engaging 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 *(the primary objective is marked with a ✔)*:

✔HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- HPG 7.9 - Proactively influence policy and legislative development at all levels

Offer 39.1: 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 such as I-25 improvements, train horn noise, and water resiliency.

- The Mayor participates on the national Drone Advisory Committee and is president of the Colorado Municipal League. Mayor Pro-Tem, Gerry Horak, participates on the National League of Cities Energy, Environment and Natural Resources committee, the Regional Air Quality Commission and multiple transportation committees.

- Councilmembers Ray Martinez and Bob Overbeck also serve on advisory groups and committees for National League of Cities.

Links to Further Details:

- www.fcgov.com/cityleadership

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.1 - Provide world-class municipal services to residents and businesses: *

- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency: *

- HPG 7.9 - Proactively influence policy and legislative development at all levels: *

Improvements & Efficiencies

- All Councilmembers participate in local "coffee talks" with citizens.

- Four councilmembers have office space to meet with citizens within their districts.

Performance Metrics

- HPG 71. % of residents responding very good/good to the City's performance in - Overall direction of the City
https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109929.html

- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109927.html

- HPG 68. % of residents responding very good/good to the City's performance in - Managing and planning for growth
https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109926.html

Offer 39.1: City Council

Personnel Changes

- n/a

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CPIO edits

Offer Profile

Offer Owner: WBricher
Lead Department: City Manager's Office

39.1: City Council

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	7.00	7.00	- %
Expenses			
511000 - Salaries & Wages	75,714	77,986	3.0%
512000 - Benefits	5,892	6,066	3.0%
510000 - Personnel Services	**81,606**	**84,052**	**3.0%**
529000 - Other Prof & Tech Services	2,340	2,340	- %
520000 - Purchased Prof & Tech Services	**2,340**	**2,340**	**- %**
533000 - Repair & Maintenance Services	434	434	- %
530000 - Purchased Property Services	**434**	**434**	**- %**
542000 - Communication Services	10,961	10,961	- %
544000 - Employee Travel	30,175	30,175	- %
549000 - Other Purchased Services	1,050	1,050	- %
540000 - Other Purchased Services	**42,186**	**42,186**	**- %**
555000 - Office & Related Supplies	3,800	3,800	- %
559000 - Other Supplies	46,924	46,924	- %
550000 - Supplies	**50,724**	**50,724**	**- %**
Total Expenses	**177,290**	**179,736**	**1.4%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	161,290	163,736	1.5%
254-KFCG Fund: Other Community Priorities	Ongoing Restricted	16,000	16,000	- %
Funding Source Total		**177,290**	**179,736**	**1.4%**

Offer 39.2: City Manager's Office

2019: $2,303,336 and 15.00 FTE, 0.00 Hourly FTE

2020: $2,365,139 and 15.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer provides senior executive management and support of the organization through the work of the City Manager and staff. The City Manager and Assistant City Managers provide 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 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 and/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 four senior executives. Support includes coordinating Council materials, complex calendaring and travel arrangements, tracking and coordinating more than 700 service requests per year, and daily staffing for walk-in and telephone contacts.

This offer includes Policy and Performance Excellence staff, a Graduate Management Assistant, Equal Opportunity & Compliance Manager, and a Financial Coordinator who oversees five departmental budgets. None of these staff have administrative support.

Policy and Project Managers support a variety of policy projects and the Legislative Program. Projects and are often cross-departmental and/or Council priorities.

The Performance Excellence program uses continuous improvement processes and focus teams to build organizational capacity.

The Graduate Management Program is designed to attract and develop talented individuals with an interest in a local government management career and results in mutual benefit to both the Assistant and the organization.

The Equal Opportunity & Compliance Manager oversees and manages equal opportunity employment efforts, City ADA, and Title VI Programs.

Offer 39.2: City Manager's Office

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

✓HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency

Additional Information

- The Graduate Management Assistant position has proven successful 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 plan depending on the cycle.

- The Legislative Program has been instrumental in coordinating regional I-25 improvements and in assisting Council in their desire to influence policy at both the state and national level.

- The City received the Malcolm Baldrige award in 2017 and is seeing the benefit of implementing system improvements organization-wide.

- Senior management serve on numerous national association boards and continue to be sought out for speaking engagements and conference participation regarding best practices.

Links to Further Details:

- http://www.fcgov.com/citymanager/
- http://www.fcgov.com/citymanager/legislative-activities.php
- http://www.fcgov.com/citymanager/internship.php

Linkage to Strategic Objectives
(the primary objective is marked with a ✓*)*

✓HPG 7.1 - Provide world-class municipal services to residents and businesses: The City Manager's Office and its Executives set a tone and direction to the organization serving as a communication conduit between Council and all levels of the organization. Supporting and ensuring that the City organization is functioning at a high level and providing expected levels of service is paramount to the Manager's Office.

- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency: The City Manager and the City Manager Executives provide direction and guidance to the organization as a whole in the development of organizational values that reflect a high performing and trustworthy organization. These values and behaviors are role-modelled, discussed, expected, and encouraged throughout the organization with support from the Manager's Office.

Improvements & Efficiencies

- Administrative staff continues to cross train in all functions.

Offer 39.2: City Manager's Office

Performance Metrics

- HPG 71. % of residents responding very good/good to the City's performance in - Overall direction of the City
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109929.html
- HPG 69. % of residents responding very good/good to the City's performance in - Efficient operation of programs and services
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109927.html
- HPG 68. % of residents responding very good/good to the City's performance in - Managing and planning for growth
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109926.html

Personnel Changes

- Since the last BFO cycle, two positions were converted either per the office requirements or the Job Architecture process. These included the Compliance Coordinator to an Equal Opportunity & Compliance Manager and an Assistant City Manager to a Sr. Assistant City Manager.

Differences from Prior Budget Cycles

- The Human Relations Commission oversight was shifted to the City Manager's Office along with a budget of 5,900 for board expenses.

- The Women's Commission oversight was shifted to the City Manager's Office along with a budget of 1,000 for food expenses.

- The cost of the Core 34 survey will increase in 2019 & 2020, thus we have added 20,000 each year accordingly.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

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

Offer Profile

Offer Owner: WBricher
Lead Department: City Manager's Office

39.2: City Manager's Office

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	15.00	15.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	1,489,488	1,533,680	3.0%
512000 - Benefits	426,867	445,763	4.4%
519000 - Other Personnel Costs	(39,138)	(40,423)	3.3%
510000 - Personnel Services	**1,877,217**	**1,939,020**	**3.3%**
521000 - Professional & Technical	29,750	29,750	- %
529000 - Other Prof & Tech Services	95,369	95,369	- %
520000 - Purchased Prof & Tech Services	**125,119**	**125,119**	**- %**
533000 - Repair & Maintenance Services	15,360	15,360	- %
534000 - Rental Services	1,800	1,800	- %
530000 - Purchased Property Services	**17,160**	**17,160**	**- %**
542000 - Communication Services	22,281	22,281	- %
543000 - Internal Admin Services	1,138	1,138	- %
544000 - Employee Travel	66,156	66,156	- %
549000 - Other Purchased Services	117,088	117,088	- %
540000 - Other Purchased Services	**206,663**	**206,663**	**- %**
555000 - Office & Related Supplies	13,155	13,155	- %
559000 - Other Supplies	55,522	55,522	- %
550000 - Supplies	**68,677**	**68,677**	**- %**
574000 - Grants	8,500	8,500	- %
570000 - Other	**8,500**	**8,500**	**- %**
Total Expenses	**2,303,336**	**2,365,139**	**2.7%**

Funding Sources

100-General Fund: One-time Revenue	One-Time Restricted	18,000	18,000	- %
100-General Fund: Ongoing	Ongoing	2,123,118	2,180,054	2.7%
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	108,145	111,390	3.0%
502-Water Fund: Ongoing Revenue	Ongoing Restricted	54,073	55,695	3.0%
Funding Source Total		**2,303,336**	**2,365,139**	**2.7%**

Offer 39.3: ENHANCEMENT: State Government Advocacy

2019: $45,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $45,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer is to continue funding the contract with Bowditch and Cassell Public Affairs, the City's contract lobbyist who has helped elevate Fort Collins' legislative success at the state level. Proactive legislative advocacy requires a constant presence in the Capitol and sustained relationships with a broad range of legislators and staff.

This offer continues to fund an outsourced contract advocate for the City to work at the Colorado General Assembly. The City's contract lobbyist works with the Policy and Project Managers and Legislative Review Committee (LRC-Councilmembers) to serve the City's state legislative needs year-round.

Having this contract lobbyist has helped improve the City's legislative process and secure efficiencies in communicating and getting feedback on the City's legislative priorities. The lobbyists' expertise helps the City take more informed positions on various bills and enables the City to better prioritize when to use things like staff testimony to help pass or kill specific bills. This expertise has resulted in a legislative success related to a Council priority of addressing rolling coal, and in killing bills the City has opposed.

Bowditch and Cassell are based full-time in Denver and function as the City's representative at the Capitol and among state agencies. City staff still coordinate and direct day-to-day advocacy activities and staff the LRC. Having a full-time presence in Denver allows staff to spend more time in Fort Collins, focusing on other policy and project priorities, including federal legislative activities. Staff believes continuing the relationship with Bowditch and Cassell will only further increase the City's legislative effectiveness.

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

✔HPG 7.9 - Proactively influence policy and legislative development at all levels

Additional Information

- In 2017 and 2018, our contract lobbyist helped pass a City initiated rolling coal bill in a bipartisan fashion

- A contract lobbyist is able to work closely with our other partner organizations, including the Colorado Municipal League, Colorado Communities for Climate Action, Colorado Municipal Utilities Association, and others.

Offer 39.3: ENHANCEMENT: State Government Advocacy

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

fcgov.com/citymanager/legislative.php

Links to Further Details:

- fcgov.com/citymanager/legislative.php

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.9 - Proactively influence policy and legislative development at all levels: A contract lobbyist can help the City proactively influence state legislative activities by maintaining relationships, expanding our sphere of influence to other legislators across the state, and by working with state agency contacts to deliver favorable outcomes.

Performance Metrics

- HPG 117. Percent of Colorado General Assembly aligning with City position
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6296&object=measure&objectId=111434.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CPIO edits
Oct 2018 Per Council guidance: unfund offer

Offer Profile

Offer Owner: WBricher
Lead Department: City Manager's Office

39.3: ENHANCEMENT: State Government Advocacy

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
521000 - Professional & Technical	45,000	45,000	- %
520000 - Purchased Prof & Tech Services	**45,000**	**45,000**	**- %**
Total Expenses	**45,000**	**45,000**	**- %**
Funding Sources			
100-General Fund: One-time Revenue One-Time Restricted	45,000	45,000	- %
Funding Source Total	**45,000**	**45,000**	**- %**

Offer 44.1: Sustainability Services Admin

2019: $501,633 and 3.50 FTE, 0.00 Hourly FTE

2020: $515,038 and 3.50 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund Sustainability Services Area (SSA) leadership. It includes the staff to analyze, plan, implement and direct policies and programs 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 and optimize outcomes within the organization and the community. SSA is the sole lead on nine Council priorities, and joint lead on four.

This offer:
- Establishes strategic direction and operations for SSA
- Oversees effective implementation of sustainability initiatives, programs and policies of the City
- Ensures financial analysis of programs, budget development, compliance and Service Area management
- Assists in developing and managing Sustainability performance metrics
- 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 for sustainability issues and programs including marketing, web development, social media, Council presentations, other presentations and Service Area Requests
- Leads process improvement and talent attraction, retention and development across SSA
- Assists in developing, implementing and promoting Executive Lead Team programs and policies

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.

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

✓ HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

Additional Information

- Partnership Building: Work with other Service Areas, higher education institutions, private sector, local and national organizations and others to create and execute innovative municipality-focused & community-wide sustainability programs and policies.

Offer 44.1: Sustainability Services Admin

- Interdepartmental Coordination/Cross-Functional Leadership: Executive sponsorship for council priorities such as Business Engagement, Affordable Housing Task Force, Community Trust, and Climate Action Plan (CAP).

- 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 for optimization opportunities. Oversees analysis of all initiatives linked to CAP for community investment and benefits.

- Integration/Triple Bottom Line (TBL): Manages the integration of Environmental, Economic, and Social Sustainability through collaborative initiatives and community development projects that consider and benefit TBL, including TBL scan implementation. Provides sustainability leadership, organizational excellence and best practice development, professional memberships, and conferences.

- Community Priorities: SSA consistently ranks in the top 3 service areas for requests (SARs) for both quantity and staff time. SSA leads or partners on over 40% of council identified priorities and is the sole owner on 29%. The Core34 survey of all City staff reveled SSA is a leader in employee engagement and link to the City's mission and value, with a 100% favorable response rate.

Links to Further Details:

- fcgov.com/sustainability

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services to residents and businesses: SSA delivers on the City's commitment to Triple Bottom Line as part of a world class approach. SSA has been recognized as a best practice by Urban Sustainability Directors Network for innovative governance.

- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs: SSA's work is uniquely engagement and partnership focused, with special attention on diverse resident and business populations. The level of engagement is reflected in demand metrics- SSA is the 2nd largest customer to CPIO (Communications and Public Involvement Office).

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: SSA directly supports this objective by engaging a data driven path to sustainability. Efforts to approach Climate Action Plan, Affordable Housing, and Business satisfaction goals through metrics and benchmarks have resulted in being able to quantify progress and associated costs to promote transparency and foster more informed decision making.

Improvements & Efficiencies

Offer 44.1: Sustainability Services Admin

- CAP: Developed and implemented standard evaluation tool to quantify financial impacts of all direct CAP initiatives, by the City and total community investment. Using standard variables, staff is now able to consistently evaluate CAP offers on Benefit:Cost ratio and $/Greenhouse Gas avoided. This was highlighted has best practice at national finance (GFOA) and sustainability (USDN) conferences.

- SSA Integration: Established a cross-departmental team that promotes full systems thinking and jointly addresses common issues across departments in the service area. This team has fostered peer learning opportunities using existing staff resources, enhanced direction on internal sustainability leadership programs, and reduced time spent on the Quarterly Performance Alignment (QPA) process.

- Process Improvements: Ongoing commitment to continuous improvement was demonstrated by added analysis in Foothills Mall projections, time savings from Industry Cluster funding, partnership with FC Lean team to reduce time and improve outcomes for CAP BFO, Affordable Housing Fee Waivers, and Innovate Fort Collins Challenge processes. SSA was the first Program Performance & Evaluation participant.

- Cross-functional Leadership: SSA frequently assumed the leadership role for issues spanning multiple services areas within the City, including outreach on the Community Trust Ordinance, coordination and strategy of municipal climate action efforts, leading business engagement, improvement and execution of process for seasonal overflow, and enhancements to Quarterly Service Area Reviews (QSARs).

- Personnel Development/Retention: New Core 34 data revealed that SSA had the highest flight risk across the City. Follow-up interviews and analysis indicated that the root of the problem was a perceived lack of opportunity for development and advancement due to small size of the service area. SSA created and is piloting a new growth matrix which highlights a diverse range of options and pathways.

Performance Metrics

- NLSH 61. % of residents responding very good/good - Fort Collins as a place of community acceptance of all people
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6343&object=measure&objectId=109861.html
- ENV 9. Percent decrease in community Greenhouse Gas (GHG) emissions from 2005 baseline
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6282&object=measure&objectId=91345.html
- HPG 70. % of residents responding very good/good to the City's performance in - Encouraging sustainability in the community
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109928.html

Offer 44.1: Sustainability Services Admin

Personnel Changes

- The Senior Financial Analyst is now funded 100% by SSA, previously funded 50% by the Utilities Light and Power Fund. No impact to ongoing FTE counts, just a funding source change.

Differences from Prior Budget Cycles

- Funding for the full 1.0 FTE of Financial Analyst position is included in SSA. Previously was 0.5 funded by Utilities. Change driven by growth in the scope of the position, which spent 50% of time on CAP for the 2017/2018 cycle, but focuses on more TBL efforts now that CAP models have been established.

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 context to two acronyms in the CAP Improvement and Efficiency bullet. USDN - Urban Sustainability Directors Network and GFOA Government Finance Officers Association.
Removed CC4CA membership and made changes to funding source (from General Fund to KFCG)
Oct 2018 Per Council guidance: reduce Offer by $8k in each year for Replicon Time Keeping System

Offer Profile

Offer Owner: WBricher
Lead Department: Sustainability Services Admin

44.1: Sustainability Services Admin

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	3.50	3.50	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	312,106	321,471	3.0%
512000 - Benefits	96,183	100,453	4.4%
519000 - Other Personnel Costs	(6,773)	(7,003)	3.4%
510000 - Personnel Services	**401,516**	**414,921**	**3.3%**
521000 - Professional & Technical	10,500	10,500	- %
529000 - Other Prof & Tech Services	25,916	25,916	- %
520000 - Purchased Prof & Tech Services	**36,416**	**36,416**	**- %**
533000 - Repair & Maintenance Services	8,893	8,893	- %
530000 - Purchased Property Services	**8,893**	**8,893**	**- %**
542000 - Communication Services	6,000	6,000	- %
543000 - Internal Admin Services	227	227	- %
544000 - Employee Travel	6,797	6,797	- %
549000 - Other Purchased Services	10,034	10,034	- %
540000 - Other Purchased Services	**23,058**	**23,058**	**- %**
555000 - Office & Related Supplies	8,100	8,100	- %
559000 - Other Supplies	3,650	3,650	- %
550000 - Supplies	**11,750**	**11,750**	**- %**
574000 - Grants	20,000	20,000	- %
570000 - Other	**20,000**	**20,000**	**- %**
Total Expenses	**501,633**	**515,038**	**2.7%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	439,133	452,538	3.1%
254-KFCG Fund: Other Community Priorities	Ongoing Restricted	62,500	62,500	- %
	Funding Source Total	**501,633**	**515,038**	**2.7%**

Offer 44.2: ENHANCEMENT: 1.0 FTE - Triple Bottom Line Analyst

2019: $95,322 and 1.00 FTE, 0.00 Hourly FTE

2020: $98,457 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds a single contact for the City's new Triple Bottom Line Scan (TBLS). They will be a subject matter expert, trainer, facilitator and evaluator, who will work with program/project leads across the City to correctly complete a scan and evaluate risks, trade-offs, impacts and outcomes before starting a project. This FTE brings the technical skills to ensure analysis is thorough, consistent and supported.

The scan includes 33 questions about economic, social and environmental impacts. Completing the scan, a requirement for major programs and projects, allows project leads to proactively identify potential outcomes and provide connections to help avoid, mitigate or clearly communicate trade-offs. If implemented effectively, the scan can improve transparency and drive results that are more strongly aligned with the City's value of TBL stewardship. Even if outcomes don't change, conducting the TBLS upholds the City's commitment to considering all aspects of a proposal.

This staffing would:
- Increase Citywide ability to perform strategic evaluations at the beginning of a program/project/policy
- Facilitate support to all service areas to help increase the scan's effectiveness
- Bridge to existing staff resources with expertise that may help improve project outcomes
- Document assumptions and anticipated impacts at project initiation, providing a valuable baseline of early metrics to be leveraged in later analysis. No standardized process exists today to document these assumptions.
- Ensure consistent metrics are available for TBL, which plays a critical role in telling the story of how the City's TBL approach improves the community's overall well-being and sense of place

To fully integrate TBL into core operations and services, the scan must provide immediate value to diverse sets of stakeholders. Resourcing staff to help perform, interpret and act on scan output ensures accuracy and consistency, encourages transparency and improves outcomes, while reinforcing commitment to Sustainability goals.

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

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs
- HPG 7.1 - Provide world-class municipal services to residents and businesses

Offer 44.2: ENHANCEMENT: 1.0 FTE - Triple Bottom Line Analyst

Additional Information

- This is the third iteration of a tool designed to help quantify Sustainability impacts and outcomes to programs/projects across the City. Previous tools failed to gain traction across the organization due to perceived complexity, time and resource demands, and lack of clear output and recommendations. The first iteration began 10 years ago and remains an Executive Lead team priority.

- A survey of Leadership Link (City Executive Leadership and Directors) attendees revealed that over half of respondents had a project in the next 12 months that would benefit or improve from conducting a TBL scan. 15% indicated they did not have a pending project that would benefit. In the same survey, when asked what support would be most helpful, 63% chose "Help in conducting the assessment."

- Based on pilot feedback, the estimated time for a participant to fill out a TBL scan is about 1 hour. Suggesting the scan itself does not present a challenge to existing staff resources, but a lack of connection to resources that make the results meaningful and actionable. This step is where additional resources and support are needed and can be fulfilled by this role.

- The City's draft 2018 Strategic Plan highlights Economic, Environmental, and Social Factors as a priority. Per the plan, sustainability assessment "creates a "healthy tension" and balance to City decisions, ensures one aspect of the triple bottom line does not dominate the decision-making process and reduces impacts when trade-offs are unavoidable."

- Efforts have been established to provide support for all service areas for ongoing process improvement (2.0 FTE in FC Lean) and after-project review (2.0 FTE in Program Performance/Evaluation). Currently there is not a dedicated Citywide resource to support projects before launch. This role would coordinate with these existing resources and establish an interdepartmental team for support.

Impact to Ongoing Expenses

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

  $95,403

Scalability and explanation

FTE could be on-boarded in March of 2019; reducing first year costs.

Links to Further Details:

- City of Fort Collins Sustainability Services: http://www.fcgov.com/sustainability/

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

Offer 44.2: ENHANCEMENT: 1.0 FTE - Triple Bottom Line Analyst

✓ HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: This offer directly supports this objective by documenting metrics, benchmarks, and assumptions used at the initial stages of project, program, or policy work. This establishes a baseline from which to analyze results and measure progress for TBL outcomes.

- HPG 7.3 - Broaden methods of community engagement with additional consideration to diverse backgrounds, languages and needs: By providing clear, consistent consideration and messaging of evaluated impacts to different stakeholder groups, this offer directly supports additional consideration for diverse populations, including social, economic and environmental stakeholders.

- HPG 7.1 - Provide world-class municipal services to residents and businesses: Triple Bottom Line is part of our value of stewardship, brand, and commitment to advancing environmental, social and Econ outcomes for community. This offer directly supports this outcome by providing resources to lead by example as a municipality.

Performance Metrics

- HPG 70. % of residents responding very good/good to the City's performance in - Encouraging sustainability in the community
https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109928.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Added information regarding the outcome of an effectively implemented TBL-S

Offer Profile

Offer Owner: WBricher

Lead Department: Sustainability Services Admin

44.2: ENHANCEMENT: 1.0 FTE - Triple Bottom Line Analyst

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %
Expenses			
511000 - Salaries & Wages	67,011	69,022	3.0%
512000 - Benefits	21,831	22,955	5.1%
510000 - Personnel Services	**88,842**	**91,977**	**3.5%**
542000 - Communication Services	1,320	1,320	- %
543000 - Internal Admin Services	60	60	- %
544000 - Employee Travel	1,800	1,800	- %
549000 - Other Purchased Services	200	200	- %
540000 - Other Purchased Services	**3,380**	**3,380**	**- %**
555000 - Office & Related Supplies	3,100	3,100	- %
550000 - Supplies	**3,100**	**3,100**	**- %**
Total Expenses	**95,322**	**98,457**	**3.3%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	95,322	98,457	3.3%
Funding Source Total		**95,322**	**98,457**	**3.3%**

Offer 50.1: Fleet Maintenance, Fueling, and Rentals

2019: $13,356,422 and 35.85 FTE, 8.59 Hourly FTE

2020: $13,310,754 and 35.85 FTE, 8.59 Hourly FTE

Offer Summary

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

Fleet maintenance includes repairs, preventative maintenance, DOT inspections, parts inventory, after-hours call-outs, bus cleaning, and remote service calls for the City's fleet.

Fueling involves the purchase of fuel, operation and environmental compliance of various internal and external fuel sites, and a mobile fuel truck. This offer also supports the City's alternative fuels program and associated infrastructure.

Fleet Rentals provides rental services for departments to check out a vehicle from the City's vehicle pool program or facilitate the rental of equipment from outside vendors on an as-needed basis.

Administration includes purchasing, accounting, management, data collection and reporting, and license plates/titles.

This offer is fully funded by departments that use these services.

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

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

Additional Information

- Includes fleet maintenance activities at four shops.
  - Fueling activities for 14 internal sites, one fuel truck, and multiple outside fuel vendors.
  - Three parts locations and one warehouse.
  - Fleet rental and pool vehicle programs.
  - Transfort - open 24 hours, 365 days a year

Links to Further Details:

- http://citynet.fcgov.com/opserv/

Offer 50.1: Fleet Maintenance, Fueling, and Rentals

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: By maintaining our fleet properly, reliability will improve while repair costs will be minimized.

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals: This offer has a direct positive impact on the Climate Action Plan goals because well-maintained vehicles get better fuel economy and have fewer emissions. Also, included in this offer are alternative fuels and electric vehicle charging infrastructure.

Improvements & Efficiencies

- Supports the operation of two new compressed natural gas (CNG) fueling sites and fourteen fleet electric vehicle charging stations. This offer also includes shop facility upgrades required for maintaining CNG vehicles.

  Supports Transfort's 365-day service.

  Includes internal portal enhancements for scheduling efficiencies.

- Compressed Natural Gas fuel costs are lower than 2018.

- More data is available to better project departmental fuel usage.

Performance Metrics

- HPG 7. Percent of preventive maintenance work orders for Fleet Maintenance completed within 30 days of assignment
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91400.html
- HPG 8. Fuel site uptime
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91401.html

Personnel Changes

- Two hourly maintenance workers converted to FTE's.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer 50.1: Fleet Maintenance, Fueling, and Rentals

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

Ignore

Offer Profile

Offer Owner: TOchsner
 Lead Department: Operation Services

50.1: Fleet Maintenance, Fueling, and Rentals

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	35.85	35.85	- %
Hourly (FTE)	8.59	8.59	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	2,566,613	2,646,535	3.1%
512000 - Benefits	866,423	907,885	4.8%
519000 - Other Personnel Costs	(60,357)	(62,427)	3.4%
510000 - Personnel Services	**3,372,679**	**3,491,993**	**3.5%**
521000 - Professional & Technical	25,100	25,100	- %
529000 - Other Prof & Tech Services	28,600	28,600	- %
520000 - Purchased Prof & Tech Services	**53,700**	**53,700**	**- %**
531000 - Utility Services	467,164	507,698	8.7%
532000 - Cleaning Services	31,576	31,998	1.3%
533000 - Repair & Maintenance Services	1,422,500	1,463,771	2.9%
534000 - Rental Services	402,100	427,100	6.2%
530000 - Purchased Property Services	**2,323,340**	**2,430,567**	**4.6%**
541000 - Insurance	14,751	15,315	3.8%
542000 - Communication Services	21,160	21,260	0.5%
543000 - Internal Admin Services	2,633	2,647	0.5%
544000 - Employee Travel	12,500	12,500	- %
549000 - Other Purchased Services	16,900	16,900	- %
540000 - Other Purchased Services	**67,944**	**68,622**	**1.0%**
551000 - Vehicle & Equipment Supplies	4,314,086	4,732,909	9.7%
552000 - Land & Building Maint Supplies	1,000	1,000	- %
555000 - Office & Related Supplies	9,900	9,900	- %
556000 - Health & Safety Supplies	6,150	6,150	- %
559000 - Other Supplies	5,900	5,900	- %
550000 - Supplies	**4,337,036**	**4,755,859**	**9.7%**
565000 - Vehicles & Equipment	255,000	255,000	- %
560000 - Capital Outlay	**255,000**	**255,000**	**- %**
571000 - Depreciation	-	(27,123)	- %
570000 - Other	**-**	**(27,123)**	**- %**

581000 - Debt Service	2,885,336	2,219,298	-23.1%
580000 - Debt & Other Uses	**2,885,336**	**2,219,298**	**-23.1%**
591000 - Transfers to Funds	61,387	62,838	2.4%
590000 - Transfers Out	**61,387**	**62,838**	**2.4%**
Total Expenses	**13,356,422**	**13,310,754**	**-0.3%**

Funding Sources

601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	13,356,422	13,310,754	-0.3%
Funding Source Total		**13,356,422**	**13,310,754**	**-0.3%**

Offer 50.2: Facilities Operations

2019: $9,639,547 and 43.65 FTE, 0.00 Hourly FTE

2020: $9,784,726 and 43.65 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will provide building maintenance, safe swimming pools, custodial services, project management, utilities, real estate and mail services for general governmental City facilities. Non-General Fund facilities, alterations, renovations, project management and real estate services are all charged back to the departments who use or request that service.

2019:
This offer requests $9.83 million while $3 million is recouped through chargebacks.
The financial breakdown of this offer is:

    Facility Maintenance $8,027,633
    Utilities $451,094
    Project Management Services $571,642
    Real Estate Services $554,863
    Mail Services $221,500

2020:
This offer requests $10 million while $3.1 million is recouped through chargebacks.
The financial breakdown of this offer is:

    Facility Maintenance $8,142,568
    Utilities $466,085
    Project Management Services $589,400
    Real Estate Services $571,982
    Mail Services $221,500

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

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

- HPG 7.1 - Provide world-class municipal services to residents and businesses
- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

Additional Information

- Includes maintenance and custodial at the 700 Wood Street Campus and 222 Laporte Ave. , but is charged back to Utilities.

- Includes maintenance, but not custodial nor utilities (offer 49.1) at the new Gardens Great Lawn and Visitor Center.

Offer 50.2: Facilities Operations

- Includes maintenance, but not custodial nor utilities (offer 51.1) at the new Loveland / Fort Collins Shooting Range.

- Mail service is contracted to a private vendor.

- This Offer includes one contractual Aquatics Maintenance Technician that was converted from hourly in March 2017.   This position is necessary for 24/7 coverage.   In addition, all pool chemical, maintenance, and State Health Department regulation functions are an integral part of this position.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: This offer includes facility maintenance for 99 buildings with over nearly 2 million square feet. With a building portfolio of that size, it is important to have a high level of maintenance.

- HPG 7.1 - Provide world-class municipal services to residents and businesses: By providing clean, safe, and well maintained City facilities, departments are able to offer world-class services.

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals: This offer includes energy management, Green Building (LEED) practices, energy efficient practices (Energy Star), and sustainable maintenance strategies to reduce our carbon footprint.

Improvements & Efficiencies

- New internal customer portal allows for custodial, maintenance, and key and access requests.

- The electricity at Police Services and Transfort Fuel Site is renewable energy.

- The FC Lean team analyzed our facility maintenance workflow process and we have not received formal feedback.

Performance Metrics

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

- HPG 15. Percent of preventive maintenance work orders for HVAC and Controls Maintenance completed within 30 days of assignment
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91406.html

Offer 50.2: Facilities Operations

Personnel Changes

- Conversion of one hourly Facility Maintenance Worker to classified status.

One contractual construction Project Manager is included and is necessary due to the volume of capital projects scheduled (6-12 projects assigned at any given time) .

One current classified Project Manager position is upgraded to a Lead Project Manager.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Correct total compensation for position ID 97124-274.

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

This offer now includes the site maintenance for the Timberline Recycling Facility @ $42,500 each year.
Expense 510102.533999 reduced $72k in 2019 & $36k in 2020

Offer Profile

Offer Owner: TOchsner
Lead Department: Operation Services

50.2: Facilities Operations

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	43.65	43.65	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	2,868,331	2,961,435	3.2%
512000 - Benefits	964,054	1,013,982	5.2%
519000 - Other Personnel Costs	(227,494)	(226,173)	-0.6%
510000 - Personnel Services	**3,604,891**	**3,749,244**	**4.0%**
521000 - Professional & Technical	335,500	335,500	- %
529000 - Other Prof & Tech Services	229,500	229,500	- %
520000 - Purchased Prof & Tech Services	**565,000**	**565,000**	**- %**
531000 - Utility Services	331,183	342,354	3.4%
532000 - Cleaning Services	963,268	989,856	2.8%
533000 - Repair & Maintenance Services	2,049,041	2,045,842	-0.2%
534000 - Rental Services	135,259	125,573	-7.2%
535000 - Construction Services	795,000	795,000	- %
539000 - Other Property Services	18,500	18,500	- %
530000 - Purchased Property Services	**4,292,251**	**4,317,125**	**0.6%**
542000 - Communication Services	45,280	45,280	- %
543000 - Internal Admin Services	2,610	2,610	- %
544000 - Employee Travel	16,750	16,750	- %
549000 - Other Purchased Services	162,250	162,250	- %
540000 - Other Purchased Services	**226,890**	**226,890**	**- %**
551000 - Vehicle & Equipment Supplies	76,665	79,740	4.0%
552000 - Land & Building Maint Supplies	597,500	597,500	- %
555000 - Office & Related Supplies	74,100	74,100	- %
556000 - Health & Safety Supplies	17,300	17,300	- %
558000 - Chemical Supplies	151,000	151,000	- %
559000 - Other Supplies	33,950	33,950	- %
550000 - Supplies	**950,515**	**953,590**	**0.3%**
565000 - Vehicles & Equipment	-	(27,123)	- %
560000 - Capital Outlay	**-**	**(27,123)**	**- %**

High Performing Government

	Total Expenses	**9,639,547**	**9,784,726**	**1.5%**

Funding Sources

100-General Fund: Facilities Work for Others	Ongoing Restricted	2,979,118	3,055,196	2.6%
100-General Fund: Ongoing	Ongoing	6,547,112	6,640,530	1.4%
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	113,317	89,000	-21.5%
	Funding Source Total	**9,639,547**	**9,784,726**	**1.5%**

Offer 50.3: ENHANCEMENT: Facility Major Maintenance

2019: $400,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $347,648 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 City Park Pool re-plastering, replacing EPIC main electrical components, Operation Services mechanical heating system (HVAC) and elevator replacement, and replace portions of the EPIC ice rink plumbing, Streets Facility exterior brick work, and parking lot maintenance at various General Fund facilities (City Hall, EPIC, Northside Atzlan Center, and 215 N. Mason St.).

Highlights:
- City Park Pool shell is 20 years old and is due for re-plastering.
- A catastrophic failure to the EPIC Motor Control Center (MCC) is a safety concern and would shut the entire facility down.
- Operation Services elevator is undependable, obsolete, and parts can no longer be purchased. The HVAC system is more than 30 years old and piping is past its useful life.
- EPIC ice rink header is leaking and beyond its useful life.
- The Streets Facility exterior brick is crumbling and failing, which compromises the building envelope. It is also a safety hazard if the bricks fall.
- Proper parking lot maintenance will save money by extending the life of those lots.

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

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

Additional Information

- City Park Pool $100,000, EPIC MCC $150,000, Operation Services' HVAC $150,000, EPIC ice rink header $95,000, Streets brick work $20,000, Operation Services' elevator $133,000, and parking lot maintenance $300,000.

Impact to Ongoing Expenses

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

$0

Scalability and explanation

This offer could be scaled by project, yet all are needed and delaying would result in additional costs and possible program interruptions.

Links to Further Details:

- Not applicable

Offer 50.3: ENHANCEMENT: Facility Major Maintenance

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: Replacing these major maintenance items are necessary and will extend the life of these facilities.

Performance Metrics

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

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 $100k in each year

Oct 2018 Per Council guidance: Reduce offer further by $100k in each year

Offer Profile

Offer Owner: TOchsner
 Lead Department: Operation Services

50.3: ENHANCEMENT: Facility Major Maintenance

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses			
521000 - Professional & Technical	75,000	65,000	-13.3%
520000 - Purchased Prof & Tech Services	**75,000**	**65,000**	**-13.3%**
533000 - Repair & Maintenance Services	325,000	282,648	-13.0%
530000 - Purchased Property Services	**325,000**	**282,648**	**-13.0%**
Total Expenses	**400,000**	**347,648**	**-13.1%**

Funding Sources				
100-General Fund: One-time Revenue	One-Time Restricted	385,060	163,684	-57.5%
100-General Fund: Reserves	Reserve	14,940	183,964	1,131.4%
	Funding Source Total	**400,000**	**347,648**	**-13.1%**

Offer 50.4: Required Building Modifications

2019: $600,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $600,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund City facility modifications that are necessary to increase the City's compliance with legal requirements. In 2016, the City went through a comprehensive process to identify those facilities that require accessibility modifications or improvements. Through this process, the City determined that various modifications at 46 existing facilities are necessary. These modifications were prioritized in the plan and the first two years have been completed.   The remaining cost of these modifications is $5.7 million.

In 2019, modifications are planned for the Lincoln Center, Streets Facility, 117 N. Mason St. and Collindale Clubhouse. In 2020, modifications include EPIC and Lee Martinez Farm.

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

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

Additional Information

- This is year three and four on a fifteen-year plan. The total cost of all of the modifications are $6.9 million.

- In 2017 and 2018, the following major projects were completed.   City Hall elevator and restrooms, Senior Center showers, reception counters at City Clerk's Office, 281 North College, Nix Farm, and slope issues at Museum of Discovery, Northside Aztlan, and Downtown Transit Center.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: Making these modifications and improvements to City facilities improves accessibility.

Improvements & Efficiencies

- Currently an in-house space planner and a project manager dedicates a significant amount of their time to these modifications.

Performance Metrics

- HPG 14. Major building maintenance and repair

Offer 50.4: Required Building Modifications

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91405.html

Personnel Changes

- n/a

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

All the 2017 and 2018 planned modifications will be completed by the end of this year.

Offer Profile

Offer Owner: TOchsner
Lead Department: Operation Services

50.4: Required Building Modifications

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
521000 - Professional & Technical	80,000	80,000	- %
520000 - Purchased Prof & Tech Services	**80,000**	**80,000**	**- %**
535000 - Construction Services	520,000	520,000	- %
530000 - Purchased Property Services	**520,000**	**520,000**	**- %**
Total Expenses	**600,000**	**600,000**	**- %**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: One-time Revenue	One-Time Restricted	600,000	-	- %
100-General Fund: Reserves	Reserve	-	600,000	- %
	Funding Source Total	**600,000**	**600,000**	**- %**

Offer 50.7: ENHANCEMENT: Transfort Fuel Site Upgrades

2019: $350,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will replace a compressed natural gas (CNG) compressor at the Transfort fueling site. The Transfort site currently has two compressors, one of which is 30 years old and has reached the end of its useful life. This compressor is inefficient, under-sized and unable to keep up with bus fueling in a timely fashion. When the other compressor is out of service (maintenance, repair, etc), this compressor does not have the capacity to fuel the entire fleet of buses before they need to go back into service. In addition, as the remaining diesel buses are replaced in the next two to three years, additional compression will be required. Currently, 78% of the transit buses run on natural gas. This site is also used by other departments.

The new compressor will have the ability to fuel buses faster which could ultimately reduce labor costs.   It will also include connectivity so that it can be remotely monitored.

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

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

Additional Information

- At the present time, 40 of 51 buses run on natural gas.   This site is also used by other departments with natural gas vehicles.

- The 2017 compressed natural gas fuel usage at the Transfort site was 452,000 gallons.

Impact to Ongoing Expenses

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

   $0

Scalability and explanation

This offer can not be scaled.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility:
   Replacing this compressor will reduce maintenance costs and improve reliability.

Offer 50.7: ENHANCEMENT: Transfort Fuel Site Upgrades

Performance Metrics

- HPG 8. Fuel site uptime
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91401.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Additional information from our maintenance contractor suggests that this project could cost $350,000.   This an increase of $65,000.

Offer Profile

Offer Owner: TOchsner
 Lead Department: Operation Services

50.7: ENHANCEMENT: Transfort Fuel Site Upgrades

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
521000 - Professional & Technical	28,500	-	- %
520000 - Purchased Prof & Tech Services	**28,500**	**-**	**- %**
569000 - Other Capital Outlay	321,500	-	- %
560000 - Capital Outlay	**321,500**	**-**	**- %**
Total Expenses	**350,000**	**-**	**- %**
Funding Sources			
601-Equipment Fund: Reserves Reserve	350,000	-	- %
Funding Source Total	**350,000**	**-**	**- %**

Offer 50.8: ENHANCEMENT: Fleet Vehicle and Equipment Replacements

2019: $664,943 and 0.00 FTE, 0.00 Hourly FTE

2020: $1,913,829 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 2019 and 2020 in accordance to the City's replacement policy. Funding for this offer comes from various departments requesting the replacements in the form of rental payments. The following departments are included:
- Police Services
- Parks Maintenance
- Forestry
- Facilities
- Streets
- Traffic

The following replacements have been identified:

2019:
Police: 24 sport utility vehicles, 2 pickups, 4 "outright" purchases
Parks Maintenance: 6 pickups, 4 mowers, 5 utility trucksters, 4 trailers, 1 backhoe, 2 skidsteer loaders, 1 sweeper, 1 dump truck
Facilities: 2 compact vans
Streets: 1 dump truck, 1 traffic control truck, 2 pickups, 1 plow, 1 spreader
Traffic: 2 flatbed trucks, 1 pickup

2020:
Police: 11 sport utility vehicles, 2 pickups, 1 hybrid sedan, 4 "outright" purchases
Parks Maintenance: 5 pickups, 2 mowers, 4 utility trucksters, 2 trailers, 1 loader, 1 skid steer
Facilities: 1 compact van
Streets: 2 tractors (semi), 2 trucks, 1 plow, 1 spreader
Traffic: 1 bucket truck, 2 pickups

There are four vehicles for both 2019 and 2020 included in this offer for the Northern Colorado Drug Task Force. These vehicles have a replacement cycle of every two years. These vehicles are traded in for low-mileage replacements. The replacement vehicles are not lease-purchased, but rather purchased "outright." The cost of replacing these vehicles is $75,000 in 2019 and $75,000 in 2020.

Offer 50.8: ENHANCEMENT: Fleet Vehicle and Equipment Replacements

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

✓HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals

Additional Information

- Replacement Policy:

  Cars/Pickups/Vans /SUVs –95,000 miles (Police 90,000)
  Drug Task Force – 2 years
  Large Mowers – 4,000 hours
  Small Mowers – 2,000 hours
  Utility Trucksters – 4,000 hours
  Small Dump Trucks – 150,000 miles
  Tandem Dump Trucks – 150,000 miles
  Bucket/ Flusher/ Vactor trucks – 8,000 hours
  Backhoes/Loaders – 8,000 hours
  Trailers – 10 years
  Other equipment – case by case basis

- Physical condition and maintenance costs are also factored into the replacement formula.

Impact to Ongoing Expenses

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

   $73,691

Scalability and explanation

Fewer vehicles could be purchased, but all these units currently meet the City's replacement criteria policy. Delaying replacement will only increase maintenance costs and decrease reliability.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

✓HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: These vehicles have reached the end of their useful life and replacements are necessary.

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals: The replacement vehicles will be more fuel efficient or alternative-fueled.

Offer 50.8: ENHANCEMENT: Fleet Vehicle and Equipment Replacements

Performance Metrics

- ENV 39. Total Fleet Green House Gas Emissions 2020 CAP Goal vs Actual
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=313950.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

ignore

Offer Profile

Offer Owner: TOchsner
 Lead Department: Operation Services

50.8: ENHANCEMENT: Fleet Vehicle and Equipment Replacements

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
534000 - Rental Services	294,971	919,414	211.7%
530000 - Purchased Property Services	**294,971**	**919,414**	**211.7%**
565000 - Vehicles & Equipment	75,000	75,000	- %
560000 - Capital Outlay	**75,000**	**75,000**	**- %**
581000 - Debt Service	294,972	919,415	211.7%
580000 - Debt & Other Uses	**294,972**	**919,415**	**211.7%**
Total Expenses	**664,943**	**1,913,829**	**187.8%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: One-time Revenue	One-Time Restricted	-	50,159	- %
100-General Fund: Reserves	Reserve	206,648	534,423	158.6%
254-KFCG Fund: Other Transportation	Ongoing Restricted	3,185	35,709	1,021.2%
254-KFCG Fund: Police	Ongoing Restricted	9,310	18,621	100.0%
292-Transportation Services Fund: Ongoing Revenue	Ongoing Restricted	75,828	280,502	269.9%
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	369,972	994,415	168.8%
Funding Source Total		**664,943**	**1,913,829**	**187.8%**

Offer 50.10: ENHANCEMENT: New City Hall Design

2019: $0 and 0.00 FTE, 0.00 Hourly FTE

2020: $2,200,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds the design portion of a new City Hall that is master-planned for Block 32. The new City Hall is anticipated to be a three-story, approximately 120,000-square-foot facility, and would be ready to build in approximately five years if funding were available. Space planning will confirm the actual size of the facility needed and desired layout. Once a design is completed, then a detailed cost estimate will be calculated.

The following departments or functions are planned to be housed in the new City Hall:
- Council Chambers
- City Attorney
- City Clerk
- City Manager
- Communications and Public Involvement
- Community Services
- Finance
- Purchasing
- Human Resources
- Information Technology
- Sustainability Services
- Safety, Security and Risk Management

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

✓HPG 7.1 - Provide world-class municipal services to residents and businesses

Additional Information

- This offer will be funded by General Governmental Capital Expansion Fund.

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

This offer cannot be scaled

Links to Further Details:

Offer 50.10: ENHANCEMENT: New City Hall Design

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.1 - Provide world-class municipal services to residents and businesses: A new City Hall will house 11 different City departments and a Council Chambers to provide many functions and services.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

In order to meet the City Manager's expectation for funding options, the design is required to obtain a good budgetary estimate.

Offer Profile

Offer Owner: TOchsner
Lead Department: Operation Services

High Performing Government

50.10: ENHANCEMENT: New City Hall Design

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
521000 - Professional & Technical	-	2,200,000	- %
520000 - Purchased Prof & Tech Services	**-**	**2,200,000**	**- %**
Total Expenses	**-**	**2,200,000**	**- %**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
250-Capital Expansion Fund: General Government	Ongoing Restricted	-	2,200,000	- %
Funding Source Total		**-**	**2,200,000**	**- %**

Offer 50.14: ENHANCEMENT: 0.0 Net FTE Contractual to Classified Conversion - Facilities Construction Project Manager

2019: $7,621 and 0.00 FTE, 0.00 Hourly FTE

2020: $7,821 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will convert a contractual Project Management position to full-time classified position. This contractual position was created in 2016 because the workload warranted another project manager. It is evident that this workload is increasing with multiple renovations, building access modifications and new capital projects. This position currently has six to twelve projects assigned at any given time, with several others in the conception stage.

The difference in the total compensation is $7,580 annually.

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

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

Additional Information

- The building required modifications plan is on year 3 of 15. This project manager is assigned many of those projects.

Impact to Ongoing Expenses

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

 $7,580

Scalability and explanation

This offer is not scalable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

✔ HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future: By converting this position to a full-time classified position, we are more likely to retain employees to provide consistency and maximize training expenses.

Offer 50.14: ENHANCEMENT: 0.0 Net FTE Contractual to Classified Conversion - Facilities Construction Project Manager

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

ignore

Offer Profile

Offer Owner: TOchsner
Lead Department: Operation Services

50.14: ENHANCEMENT: 0.0 Net FTE Contractual to Classified Conversion - Facilities Construction Project Manager

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
511000 - Salaries & Wages	-	-	- %
512000 - Benefits	7,621	7,821	2.6%
510000 - Personnel Services	**7,621**	**7,821**	**2.6%**
Total Expenses	**7,621**	**7,821**	**2.6%**
Funding Sources			
100-General Fund: Facilities Work for Others Ongoing Restricted	7,621	7,821	2.6%
Funding Source Total	**7,621**	**7,821**	**2.6%**

Offer 50.16: ENHANCEMENT: Hoffman Mill Road Fuel Site

2019: $260,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer is to fund two-thirds of the design and construction of the Hoffman Mill Road fuel site. The fuel site is a partnership among Operation Services, Streets, and Natural Areas. Each department will fund one-third of the total cost of the site. The Natural Areas Department has their portion already appropriated in the Nix Farm expansion capital project.

This fuel site would primarily be used by the Natural Areas and Streets fleet, but would also be available to any department working on the east side of Fort Collins. All ongoing operational expenses are funded by departments that use this fuel site.

Both unleaded and bio-diesel will be available at this site with total capacity of 3,000 gallons.   This site will also be connected to the City's "Fuelmaster" fuel inventory tracking system. The strategic location of this fuel site will eliminate driving vehicles or transporting equipment to another fuel site, making fueling more convenient and efficient, producing less emissions.

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

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals
- ✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility

Additional Information

- City-owned tanks that are not in service right now will be re-purposed for this site.

- Operation Services and Streets will use one-time reserve funding.

- The total cost of the site and access improvements is $390,000.

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

This offer cannot be scaled.

Links to Further Details:

- Not applicable

Offer 50.16: ENHANCEMENT: Hoffman Mill Road Fuel Site

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

- ENV 4.1 - Achieve Climate Action Plan (CAP) 2020 goals and continue progress toward the 2030 goals: The strategic location of this fuel site will eliminate excess travel to fuel equipment and vehicles.   This will reduce greenhouse emissions associated with the City's Fleet.

✔HPG 7.8 - Maintain assets to reduce lifecycle costs while improving reliability and accessibility: This offer will eliminate excess travel to fuel equipment and vehicles .   It also eliminates driving the mobile fuel truck to the site every day.

Performance Metrics

- HPG 8. Fuel site uptime
https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=91401.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

The nearest fuel facility for Natural Areas vehicles and equipment is at least 2.5 miles away.   In addition, the Streets equipment is fueled by a mobile fuel truck 3-4 times a week. We expect this site would dispense at least 30,000 gallons of fuel annually.

Offer Profile

Offer Owner: TOchsner
Lead Department: Operation Services

50.16: ENHANCEMENT: Hoffman Mill Road Fuel Site

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
565000 - Vehicles & Equipment	260,000	-	- %
560000 - Capital Outlay	**260,000**	**-**	**- %**
Total Expenses	**260,000**	**-**	**- %**
Funding Sources			
601-Equipment Fund: Reserves Reserve	260,000	-	- %
Funding Source Total	**260,000**	**-**	**- %**

Offer 52.1: Financial Programs and Services

2019: $3,929,009 and 34.50 FTE, 0.00 Hourly FTE

2020: $3,931,880 and 34.50 FTE, 0.00 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. Staff are proactive and analytical in their support of the organization's decision-making, and 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 both transactional and analytical functions, which include accounting, sales tax, treasury, accounts payable, payroll and purchasing (transactional), as well as financial reporting, grants compliance and budget services (analytical). 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 Public Library District, Poudre Fire Authority (PFA), the General Improvement Districts (GIDs) and the Northern Colorado Regional Airport. These services result in sound and sustainable fiscal decisions to guide the issuance of debt, investment in development opportunities and legacy projects. In order to proactively assist in developing 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 *(the primary objective is marked with a ✓)*:

✓ HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

Additional Information

- The Accounting/Accounts Payable/Payroll/Treasury Group (14 FTE +$270k 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 52.1: Financial Programs and Services

- Sales Tax (5 FTE +$171k 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 +$228k 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 (9 FTE +$44k 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 +$66k 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
- www.fcgov.com/openbook
- www.fcgov.com/dashboard

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services to residents and businesses: 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 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: 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

Offer 52.1: Financial Programs and Services

- 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.

- Monthly Operating Report - The Financial FMR 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.

Offer 52.1: Financial Programs and Services

- 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 Cumulative Revenue Compared to Budget ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91314.html
- HPG 2. Accuracy of Cumulative Budgeted Expenses ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91315.html
- HPG 153. Price of Government for the City of Fort Collins
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=318530.html

Personnel Changes

- The Grants Specialist is moving from the Accounting Group to Finance and Administration.

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

Per the BLT feedback, I put more clarification to distinguish Financial Services functions as both transactional and analytical.

Oct 2018 Per Council guidance: reduce offer by $21k in both years

Offer Profile

Offer Owner: ZMozer
Lead Department: Finance Administration

52.1: Financial Programs and Services

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	34.50	34.50	- %
Hourly (FTE)	-	-	- %

Expenses

511000 - Salaries & Wages	2,574,349	2,651,566	3.0%
512000 - Benefits	805,713	845,820	5.0%
519000 - Other Personnel Costs	(76,818)	(79,309)	3.2%
510000 - Personnel Services	**3,303,244**	**3,418,077**	**3.5%**
521000 - Professional & Technical	279,100	279,100	- %
529000 - Other Prof & Tech Services	5,000	5,000	- %
520000 - Purchased Prof & Tech Services	**284,100**	**284,100**	**- %**
532000 - Cleaning Services	600	600	- %
533000 - Repair & Maintenance Services	185,700	185,700	- %
534000 - Rental Services	5,000	5,000	- %
530000 - Purchased Property Services	**191,300**	**191,300**	**- %**
542000 - Communication Services	30,429	30,429	- %
543000 - Internal Admin Services	3,236	3,236	- %
544000 - Employee Travel	21,625	21,625	- %
549000 - Other Purchased Services	46,700	46,700	- %
540000 - Other Purchased Services	**101,990**	**101,990**	**- %**
555000 - Office & Related Supplies	33,375	33,375	- %
559000 - Other Supplies	7,400	(104,562)	-1,513.0%
550000 - Supplies	**40,775**	**(71,187)**	**-274.6%**
579000 - Other	7,600	7,600	- %
570000 - Other	**7,600**	**7,600**	**- %**
Total Expenses	**3,929,009**	**3,931,880**	**0.1%**

Funding Sources

100-General Fund: Ongoing	Ongoing	3,820,705	3,931,880	2.9%
100-General Fund: Reserves	Reserve	108,304	-	- %
	Funding Source Total	**3,929,009**	**3,931,880**	**0.1%**

Offer 52.2: Performance & Program Evaluation (P&PE)

2019: $108,123 and 1.00 FTE, 0.00 Hourly FTE

2020: $111,716 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer continues the Performance & Program Evaluation (P&PE) effort in the Finance Department that was implemented in 2017. This offer requests the continuation of funding for one dedicated employee who is currently working to ensure that City programs are meeting the expectations that were established prior to implementation.

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 their results.

The analyst works across the City to look at the benefits expected from various programs and projects. As part of the analysis, due diligence is performed to assess if projects are meeting expectations. Results of the analysis include status reports, updates on changes in scope, objective refinement and performance assessment. The assessments may take many forms, but include statistical financial measures such as Payback, ROI and NPV. In addition to financial measures, a qualitative subjective analysis is performed to evaluate community and intangible benefits. Lessons learned from these analyses are then 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 whether 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? This offer continues 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 *(the primary objective is marked with a ✔)*:

✔ HPG 7.1 - Provide world-class municipal services to residents and businesses

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

Additional Information

Offer 52.2: Performance & Program Evaluation (P&PE)

- Established new evaluation program structure by developing a Mission, Program Charter, Advisory and Core Teams, evaluation process workflow, and program documentation.

  Established 'evergreen' project list of ~50 evaluation projects, working with ELT members.

  Completed evaluations of Redtail Ponds Permanent Supportive Housing projects and CNG Vehicles program.

- Five evaluations currently underway: Wellness Programs, Marijuana and Liquor Licensing, SARs process, ClimateWise Program and Industry Clusters Program.

  Developed templates, tools and instructions for a new Project Management Tools webpage and SharePoint; coordinated Project Management training for City employees.

  Consulted on how to structure City projects.

- Reviewed third-party evaluations conducted on City programs to identify strengths and weaknesses, lessons learned.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔ HPG 7.1 - Provide world-class municipal services to residents and businesses: Improve organizational capability and effectiveness through strategic thinking and applied business acumen.

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: 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.

Improvements & Efficiencies

- N/A

Performance Metrics

- HPG 1. Actual Cumulative Revenue Compared to Budget ($ millions)
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91314.html
- HPG 2. Accuracy of Cumulative Budgeted Expenses ($ millions)

Offer 52.2: Performance & Program Evaluation (P&PE)

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91315.html

- HPG 153. Price of Government for the City of Fort Collins
https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=318530.html

Personnel Changes

- N/A

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Added verbiage to make it clear that this has been implemented and funded.
Added accomplishments during 2017 and 2018

Offer Profile

Offer Owner: ZMozer
Lead Department: Finance Administration

52.2: Performance & Program Evaluation (P&PE)

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %

Expenses

511000 - Salaries & Wages	80,303	82,713	3.0%
512000 - Benefits	23,820	25,003	5.0%
510000 - Personnel Services	**104,123**	**107,716**	**3.5%**
521000 - Professional & Technical	2,500	2,500	- %
520000 - Purchased Prof & Tech Services	**2,500**	**2,500**	**- %**
555000 - Office & Related Supplies	1,500	1,500	- %
550000 - Supplies	**1,500**	**1,500**	**- %**
Total Expenses	**108,123**	**111,716**	**3.3%**

Funding Sources

100-General Fund: Ongoing	Ongoing	108,123	111,716	3.3%
	Funding Source Total	**108,123**	**111,716**	**3.3%**

Offer 52.5: FC Lean - City of Fort Collins Continuous Improvement Program

2019: $93,081 and 1.00 FTE, 0.00 Hourly FTE

2020: $96,343 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer continues the City's FC Lean program, which was launched in mid-2017 to focus on continuous process improvement (CPI) using the Lean methodology. This program includes two dedicated employees who are working on a systematic, enterprise-wide approach to problem-solving that reduces errors, improves customer service, decreases cycle time and reduces costs. This program is meant to improve service delivery to residents and businesses.

The 2014 feedback report from Rocky Mountain Performance Excellence acknowledged 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 program was originally in direct response to that feedback and has enabled the City to take steps in deploying CPI tools, techniques and methodologies.

FC Lean is comprised of two components. The first is training courses that are separated into three types: Lean Basics (an introductory course), Lean Managers (a change management focused course) and Lean Leaders. This latter course is an intensive, hands-on training that enables participants to take CPI projects from conception through pilot implementation. Each class has a maximum of eight students; four successfully graduated from the first cohort in Q1 2018.

The second part of the program is focused on CPI projects. Although the City's 2017 employee survey indicated more than 32.4% said "Process Improvement" would most improve job performance, there has been a challenge in project development. Staff often state they don't have time to address improvement opportunities, even though they know those projects would have a positive impact on their work. Learning this has been a driver in overhauling the Lean Managers course so that it focuses more on change management and the key role managers have in supporting their staff teams in process improvement work that will improve results.

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

✔ HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery
- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future

Additional Information

Offer 52.5: FC Lean - City of Fort Collins Continuous Improvement Program

- This program is housed within the Budget Office to provide full cycle service delivery in a PDCA model. 1) PLAN: Strategic Plan & Financial/Operational plans (budget), 2) DO: funded programs and services, 3) CHECK: the City's performance measurement program and Strategy Map monthly executive reviews and 4) ACT: Continuous Improvement to identify issues/root cause and get results back on track.

- Training goal: Over 5 years, 50% of classified staff trained in Lean Basics and another 5% trained as Lean Leaders. These latter graduates are then expected to lead CPI efforts within their respective organizations with guidance from FC Lean staff members. Through Q1 2018 49 staff have successfully completed Lean Basics and 4 have completed Lean Leaders. FC Lean is on track to meet both goals.

- Course instructors are working with Lean Basics participants to have them complete lower complexity projects immediately upon class graduation. These JDI's or Just Do Its allow for applied use of the skills learned in class. Successful completion of those types of projects allow graduates to build upon their class training and may encourage those staff members to advance to the Lean Leaders class.

- The Lean Managers course has been modified based on class participant feedback and the challenge of getting projects kicked off. FC Lean staff is also working with the Communications department to identify other means of increasing project development. The biggest challenge being faced is the lack of time City staff has to do projects now that will save time and reduce errors in the future.

- Error reductions, improved customer satisfaction & cost savings are tracked with an expected annual return on investment (ROI) significantly greater than the program costs. 2018 is the first full year of operating the program and results are reported quarterly. The estimated results of the 1st Lean Leader course are:
  - Hours Saved: 139
  - Errors Eliminated: 74
  - Dollars Saved: $136,000

Links to Further Details:

- Externally: https://www.fcgov.com/news/?id=7040 - press release of Lean Basics being offered to the community
- Internally (within the City's firewall): http://citynet.fcgov.com/budget/fclean.php

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: A formalized Continuous Process Improvement (CPI) Program that systematically uses data and metrics to determine baseline performance, issue identification and root cause analysis to improve results. These improvements could result in error reductions, decreased cycle time, improved customer satisfaction and cost savings.

Offer 52.5: FC Lean - City of Fort Collins Continuous Improvement Program

- HPG 7.4 - Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future: Staff who are trained in, and have experience with, continuous improvement are empowered to drive positive change through improving processes and service delivery to the community. This has a secondary benefit of helping employees feel engaged with the organization through their knowledge that they can positively impact change.

Improvements & Efficiencies

- Feedback is proactively sought from course and project participants. That input has been invaluable in improvements to course content and delivery.

- Lean Basics attendees are now requested to identify a Just Do It, or JDI. The JDI's are small, easily implemented process improvements that can provide immediate improvements. The goal is to get people thinking about and executing positive changes within their scope of influence.

Performance Metrics

- HPG 160. # of Employees Trained in Process Improvement
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=5297000.html
- HPG 161. Course Evaluation Summary
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=83532&object=measure&objectId=5317554.html

Personnel Changes

- This Offer originally had one new FTE who would need to be hired and referred to the re-purposing of an existing analyst within the Budget Office. Those actions were both completed in 2017 so the FC Lean program has two staff dedicated to education, training and projects.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Updated narrative per BFO Team guidance

Offer Profile

Offer Owner: LPollack
Lead Department: Finance Administration

52.5: FC Lean - City of Fort Collins Continuous Improvement Program

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	70,700	72,821	3.0%
512000 - Benefits	22,381	23,522	5.1%
510000 - Personnel Services	**93,081**	**96,343**	**3.5%**
Total Expenses	**93,081**	**96,343**	**3.5%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	93,081	96,343	3.5%
	Funding Source Total	**93,081**	**96,343**	**3.5%**

Offer 52.6: ENHANCEMENT: Consulting for Citywide Benchmarking of Performance Metrics

2019: $75,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $0 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will provide one-time funding for a consultant to assist with the City's benchmarking efforts. The firm awarded the contract will learn about the performance measures the City uses in its online Community Dashboard and Strategy Maps, an internal executive review of the City's performance in achieving the strategic plan. Then, through a systematic approach, the consultant will actively search for applicable metrics tracked by other organizations or reported in various industry journals. Those metrics must be "apples-to-apples" metrics, meaning that nearly every aspect of the measure is the same as the City defines and measures it. Another benefit of this research may be the identification of benchmarkable measures that are similar to the City's existing measures, but would require a minor modification to current methodology.

Benchmarking has been long known as a weakness in the City's performance measurement program and has been highlighted as an opportunity for improvement in Malcolm Baldrige National Quality Program feedback reports. Internally, this has also been identified as an area for improvement. However, there has not been Citywide organizational knowledge and capacity to make significant progress in this area due to higher organizational priorities.

Dedicating resources to organizational efforts is important for making progress on those initiatives. Staff has attempted this with interns and other short-term labor, but with very little to show for it. Review of those situations indicated that strong experience with performance measures and benchmarking is an important component that was missing in those past attempts at benchmarking. That said, there is no organization in the US that staff is aware of that has found the formula for success in benchmarking. As such, this attempt at benchmarking might not be fruitful, but it does build upon previous efforts to improve the City's performance measurement program.

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

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

Additional Information

- Performance Measures: If this Offer is accepted, a metric could be put into place to track the number of Strategy Map & Community Dashboard measures that have applicable benchmarks

Offer 52.6: ENHANCEMENT: Consulting for Citywide Benchmarking of Performance Metrics

- Another goal of this Offer is to Establish peer city groups for the various departments within the city. A department like Streets may have different peer cities than the Natural Areas, FC Moves or Social Sustainability departments. This gives departments a sense for who they should evaluate our performance against.

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

This Offer is entirely scalable in either direction. The number of metrics that can be benchmarked directly correlates to the number of hours of consulting time (and, thus, cost) to be contracted

Links to Further Details:

- www.fcgov.com/dashboard

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: This Offer would help identify and implement benchmarks for our metrics. Those benchmarks allow for better informed decision making of the targets for our measures and understanding of our overall performance relative to peer organizations

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

CPIO edits

Offer Profile

Offer Owner: LPollack
 Lead Department: Finance Administration

52.6: ENHANCEMENT: Consulting for Citywide Benchmarking of Performance Metrics

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
521000 - Professional & Technical	75,000	-	- %
520000 - Purchased Prof & Tech Services	**75,000**	**-**	**- %**
Total Expenses	**75,000**	**-**	**- %**
Funding Sources			
100-General Fund: Reserves Reserve	75,000	-	- %
Funding Source Total	**75,000**	**-**	**- %**

Offer 52.7: ENHANCEMENT: City Give Program 1.0 FTE Contractual (formerly City Fund Foundation)

2019: $146,351 and 1.00 FTE, 0.00 Hourly FTE

2020: $150,052 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

City Fund was initially reviewed at a work session in early 2017 and refined based on the feedback of many influential local donors and a local resource with fundraising experience. The result was a strategy to support and strengthen existing fundraising and community relations, coordinate and orchestrate City donor relations and build a City Fund endowment.

In the future, City fundraising activity for large projects should be coordinated and supported by City Fund to ensure consistency, compliance with standards and best practices, accountability to donors, and appropriate orchestration of funding requests. Benefits of this investment include elevating fundraising practices across the City, establishing consistent standards and practices in fundraising activities, making donors feel honored and appreciated, and increasing City capacity for charitable contributions.

Based on the objectives of the City Fund, this consulting position will provide support and guidance in the following ways:
- Improve the current process of City fundraising by coordinating internal efforts and protocol and ensuring effective relationship management with key donors.
- Strengthen the current fundraising process by prioritizing efforts with internal departments based on size, complexity and significance of the fundraising event, and the type of donor that would be most critical. Also, provide guidance and direction to both internal staff and external groups.
- Create a City Endowment Fund, organize an advisory board and conduct fundraising for the endowment to meet a specified fundraising target. The goal is for the City Fund to be completely self-sustaining.

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

✔HPG 7.7 - Address revenue requirements to meet known and emerging needs

Additional Information

- This enhancement was requested in 2017 as a council initiative stating "Provide funding to projects or the ideas "outside the norm" of General Fund Spending where there will be a framework to create a foundation."

- Benefits of this investment include to elevate fundraising practices across the City, establishing consistent standards and practices in fund raising activities, donors that feel honored and appreciated, and an increased capacity for charitable contributions.

Offer 52.7: ENHANCEMENT: City Give Program 1.0 FTE Contractual (formerly City Fund Foundation)

Impact to Ongoing Expenses

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

   $145,000

Scalability and explanation

N/A

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

✔HPG 7.7 - Address revenue requirements to meet known and emerging needs: The purpose of the City fund is 1) Support and strengthen City fund raising activity 2)   Improve the coordination of City donor relationships 3)Build a City Fund endowment. These three objectives will help fund new projects to help the Fort Collins community grow to meet future needs.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

- Not applicable

Offer Profile

Offer Owner: ZMozer
 Lead Department: Finance Administration

52.7: ENHANCEMENT: City Give Program 1.0 FTE Contractual (formerly City Fund Foundation)

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	123,351	127,052	3.0%
512000 - Benefits	21,562	22,678	5.2%
510000 - Personnel Services	**144,913**	**149,730**	**3.3%**
555000 - Office & Related Supplies	1,438	322	-77.6%
550000 - Supplies	**1,438**	**322**	**-77.6%**
Total Expenses	**146,351**	**150,052**	**2.5%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Reserves	Reserve	146,351	150,052	2.5%
Funding Source Total		**146,351**	**150,052**	**2.5%**

Offer 52.8: ENHANCEMENT: Payroll Processing Optimization Assessment

2019: $0 and 0.00 FTE, 0.00 Hourly FTE

2020: $60,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will deliver a comprehensive project plan to improve City payroll processing technologies, policies, training and procedures.

This offer will deliver a consultant-driven study spanning an assessment of current state, recommendations for enhancements, and a sequenced, objective-driven project plan to achieve recommendations.

The current state assessment would study:
- Quarterly and year-end tax/IRS compliance processing
- Bi-weekly payroll processing, including existing pain points concerning employees with multiple positions and overtime calculations
- Leading drivers of out-of-line payroll correction checks
- Sufficiency of existing JDE configuration
- Benchmarking City headcount (both direct Payroll staff and indirect timekeepers) against similarly sized and configured organizations
- Understanding of business rationale for, and configuration of, department-specific time keeping source systems

The consultant would deliver recommendations for:
- Feasibility of third-party service offerings, both in terms of comprehensive third-party service offerings (full outsourcing) as well as outsourcing more targeted "cafeteria" components such as pension, W-2, garnishment, or quarterly tax processing
- Modifications to JDE and/or third-party bolt-on software
- Process and policy modifications for both central staff and departments
- Standard training program for new employees and managers

Staff would return in a future budget cycle to fund and execute the recommended project plan, to the extent it requires any external resourcing or purchases.

The "why" behind this offer is that the JDE configuration is suboptimal, department-specific systems aren't monitored, and managers lack adequate training on Department of Labor rules. As a result staff lacks tools to detect or prevent all accuracy risks as they occur in a growing organization. Instead staff relies on paycheck corrections as employees bring them forward.

Offer 52.8: ENHANCEMENT: Payroll Processing Optimization Assessment

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

✓HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

Additional Information

- Indicators of accuracy or compliance risks include situations where 1) managers make overtime calculation mistakes on multi-position employees, 2) a "flexible schedule" for hourly employees inadvertently triggers overtime at 1.5x, and 3) a department system inadvertently double-paying a work study employee. All situations required extensive corrective action or else risk FLSA compliance triggers.

- City staff pays employees across City, PFA, Library, DDA, and monthly pension. Current Payroll headcount is the same in 2018 with 2,800 paid employees as in 2003 with 1,989. Team is 1 Senior Payroll Coordinator and 1 Payroll Coordinator, and a significant portion of the manager's time. As City staff grows at approximately 3% per year, must increase efficiency by at least as much every year.

- According to the Deloitte Payroll Operations Survey, organizations with 1K to 5K employees typically support 512 employees per payroll FTE. City is currently supporting 1,120 employees per payroll FTE. The closest comparable Front Range organization (100% in-house, no outsourcing) is Aurora, which pays 4,100 employees and has six payroll positions, or 682 empoyees per payroll FTE.

- Payroll is processed 100% in-house currently, including timekeeping, direct deposit processing, garnishments, tax and benefit paycheck deductions, ICMA/FPPA filings, and printing and filing year-end IRS filings (1099Rs and W-2s).

- The City's instance of JD Edwards Payroll interfaces with 6 department-specific time entry systems, in addition to JDE time entry.

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

This offer could scale the study to target components of the above, for instance researching only third-party service offerings or staffing benchmarks.

Links to Further Details:

- https://www2.deloitte.com/content/dam/Deloitte/us/Documents/human-capital/us-hc-payroll-operations-survey-summary-results-010715.pdf

Offer 52.8: ENHANCEMENT: Payroll Processing Optimization Assessment

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: This is a process assessment and future improvement offer. As such, it best aligns with HPG 7.6. Staff will identify an appropriate performance measure as part of the deliverable associated with this offer.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

See final paragraph of "Offer Narrative", and first paragraph of the "Additional Information" sections for edits and clarifications made to this offer in Round 2.

Offer Profile

Offer Owner: tstorin
Lead Department: Finance Administration

52.8: ENHANCEMENT: Payroll Processing Optimization Assessment

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
521000 - Professional & Technical	-	60,000	- %
520000 - Purchased Prof & Tech Services	**-**	**60,000**	**- %**
Total Expenses	**-**	**60,000**	**- %**
Funding Sources			
100-General Fund: Reserves Reserve	-	60,000	- %
Funding Source Total	**-**	**60,000**	**- %**

Offer 52.9: ENHANCEMENT: 1.0 FTE - Business and Internal Control Analyst

2019: $75,655 and 1.00 FTE, 0.00 Hourly FTE

2020: $104,364 and 1.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will create a technical and project lead for the Finance department's ERP and control-related projects.

The position created by this offer will have the following responsibilities:
- Evaluate risks and opportunities across technological and people processes. In this context, risk refers to compliance, accuracy, fraud and abuse. Opportunities refers to inefficiencies and sub-optimal technology configurations.
- Research options and determine resolutions to business process issues that are efficient and compliant for end-users to administer
- Lead projects to design, define requirements, develop, implement and improve certain systems and/or controls
- Participate in joint ERP meetings with IT and HR affecting current and future system functionality as they relate to JD Edwards and associated Business Intelligence platforms
- Expertise in business process together with existing technologies to optimize financial processes within Finance and throughout the city
- Design, build and maintain reports, business forms and security
- Create an onboarding process for financial positions for systems, tools and processes
- Coordinate system testing to validate IT upgrades, patches, interfaces and bolt-on implementations of ERP technology
- Coordinate the development and maintenance of process documentation, user manuals and other documentation related to business and/or technological processes
- Perform training for end-users of key ERP systems

Examples of existing unresourced projects with risks and/or opportunities are:
- Credit card receipting rebuild
- Risk assessment within City departments over separation of duties, asset safeguarding and manager oversight
- Cash-handling control walkthroughs
- Fixed asset system enhancements
- Updates to Crystal reports and troubleshooting
- P-card expense report audits
- JDE testing for biannual upgrade cycles
- Payroll testing for high profile projects like Job Architecture and benefits redesign
- Seasonal support in Accounting

Offer 52.9: ENHANCEMENT: 1.0 FTE - Business and Internal Control Analyst

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

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency

Additional Information

- The substantial growth of the community and thus the City organization introduces risks as new processes, functions, and physical sites are built. The private sector often has internal auditors or Sarbanes-Oxley offices that oversee the risk assessments and system/process implementations that keep key controls current.

- Since 2002, the City has added 13 Funds, increased its assets from $1.1B to $2.2B, and revenues from $494M to $703M. Accounting's headcount has held steady over that span, and the financial and functional growth has limited the existing staffing's ability to monitor and implement key controls in addition to their core duty of financial reporting and audit support.

- The position of Business Analyst existed in Accounting until January 2012, at which time it was repurposed to a new management position in Budget. The impact was not immediately felt as, to the position's credit, the systems, reporting, and key controls were current. Over time the impact has grown as reporting needs have evolved, risks emerged, and institutional knowledge turned over.

Impact to Ongoing Expenses

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

  $105,058

Scalability and explanation

Scaling this offer would likely mean a fractional or part-time FTE. For the skillset needed, this may be a difficult recruitment for less than 1.0 FTE. A 0.5 FTE would have to be focused on current report-writing and system testing needs, thereby limiting process and control improvement opportunities.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: Position will increase access to decision support data

Offer 52.9: ENHANCEMENT: 1.0 FTE - Business and Internal Control Analyst

- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency: Position will create and/or enforce key controls and thus maintain public trust

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Made modifications to budget figures for tie out, and reflected a 9 month year 1 cost given the employee would likely not start until Q2.

Offer Profile

Offer Owner: tstorin
Lead Department: Finance Administration

52.9: ENHANCEMENT: 1.0 FTE - Business and Internal Control Analyst

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	58,105	79,798	37.3%
512000 - Benefits	17,550	24,566	40.0%
510000 - Personnel Services	**75,655**	**104,364**	**37.9%**
Total Expenses	**75,655**	**104,364**	**37.9%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	75,655	104,364	37.9%
	Funding Source Total	**75,655**	**104,364**	**37.9%**

Offer 52.10: ENHANCEMENT: FC Innovates Recognition Program

2019: $10,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $10,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will demonstrate a formal organizational commitment to fostering a culture of innovation. The program also supports the City's value of Excellence in exploring creative approaches to service delivery and problem-solving, and seeking ways to innovate and improve.

FC Innovates, a volunteer team of City staff, piloted the first FC Innovates Event in 2014 and has hosted the event on an annual basis since through support from the City's Innovation Fund. Each year, the program attracts individuals from across the organization and provides developmental opportunities that enhance the knowledge, skills and abilities of employees as they ideate and implement their innovations.

After three years of Innovation Fund support and demonstrated success, this enhancement offer seeks to formally prioritize the FC Innovates program's holistic approach to the personal, social and structural components of an innovative culture.

Funding for this offer will support:
- The annual FC Innovates Event, an internal conference providing training, tools and resources for idea generation
- Quarterly "Creativity" events, geared toward skill development and community building
- The annual Innovation Awards, which showcases and recognizes innovative behavior and solution implementation

A resilient Culture of Innovation requires focus on three areas:
- How the City prepares for Innovation
- Whether the environment encourages and protects breakthrough thinking
- How to systematically move an idea forward

Considerations in each of these areas include how the organization both motivates its employees, and provides them with the ability – skills and permission – to co-create. Support for FC Innovates ensures an ongoing commitment to ensuring all employees have the space, and support to think creatively about the way the City does business.

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

✔HPG 7.1 - Provide world-class municipal services to residents and businesses

Additional Information

Offer 52.10: ENHANCEMENT: FC Innovates Recognition Program

- The FC Innovates Development and Recognition Program budget is targeted at $10,000 and would be managed by the Process Improvement Team in the Budget Department.

- In 2018, the program is focusing its annual event on Developing Ideas and Generating Action. There is shared acknowledgement across the City's forward-thinking initiatives of the barrier point between idea generation and implementation. Collaboration between these programs seeks to provide a unified approach to creative problem solving and ideation.

- Possible metrics to be used with this Offer include:

  - % of City employees engaging in FC Innovates programming
  - % of City employees that report having the personal capability to promote innovative ideas
  - % of City employees that feel the City environment fosters innovation
  - % of City employees utilizing the City's process for Innovation

Impact to Ongoing Expenses

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

 $10,000

Scalability and explanation

The annual FC Innovates event can be hosted as a standalone opportunity, budgeted at $7,000. However, this level of funding would eliminate the quarterly events, which seek to increase accessibility of the program and build a community of practice around innovation and creative problem solving. Additionally, this reduced funding level would eliminate Innovation Awards component of the program, and jeopardize the ability to adequately recognize innovative behavior and successful implementation.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.1 - Provide world-class municipal services to residents and businesses: This Offer will provide examples of improvement in service recognized at the annual innovation event. It will also provide an overview of how many individuals engage with FC Innovates and information from FC Innovates survey that speaks to desire for this program as a skill-builder for the organization.

Performance Metrics

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

Offer 52.10: ENHANCEMENT: FC Innovates Recognition Program

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

New Offer submitted in Round 2

Offer Profile

Offer Owner: KSilveira
Lead Department: Finance Administration

52.10: ENHANCEMENT: FC Innovates Recognition Program

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
521000 - Professional & Technical	8,000	8,000	- %
520000 - Purchased Prof & Tech Services	**8,000**	**8,000**	**- %**
549000 - Other Purchased Services	200	200	- %
540000 - Other Purchased Services	**200**	**200**	**- %**
555000 - Office & Related Supplies	400	400	- %
559000 - Other Supplies	1,400	1,400	- %
550000 - Supplies	**1,800**	**1,800**	**- %**
Total Expenses	**10,000**	**10,000**	**- %**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Ongoing	Ongoing	10,000	10,000	- %
Funding Source Total		**10,000**	**10,000**	**- %**

Offer 63.1: General Legal Services

2019: $2,637,059 and 18.75 FTE, 0.86 Hourly FTE

2020: $2,717,785 and 18.75 FTE, 0.86 Hourly FTE

Offer Summary

This offer will fund the operation of the City Attorney's Office (CAO) to maintain the level and quality of service necessary to adequately support the basic legal needs of the City organization.

The City Charter assigns the CAO multiple roles. First, the CAO advises officers and employees of the City regarding their official powers and duties. This occurs in a fast-paced and rapidly changing environment and requires extensive research, writing and negotiation as well as creativity and a thorough understanding of the City's priorities and practices.

Second, the CAO drafts all ordinances and other legal documents that the City needs 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 City Council. The array of other legal documents prepared and reviewed by the CAO is vast, and requires significant expertise and attention to detail and to the City's interests.

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 CAO attorneys attend all City Council meetings, and the meetings of a wide variety of Council committees, City Boards and Commissions, and other City bodies.

These responsibilities call for a workforce with extensive experience and diverse skills and backgrounds that works well under pressure. The quality and timeliness of the legal services provided by the CAO are critical to ensuring that 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 *(the primary objective is marked with a ✔)*:

✔ HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.2 - Promote a values-driven organizational culture that maintains the public trust through ethical behavior and transparency
- HPG 7.9 - Proactively influence policy and legislative development at all levels

Additional Information

Offer 63.1: General Legal Services

- As currently funded, the CAO cost per capita ($17.10) is below the average of its 11 peer cities along the Front Range ($18.10). Costs among the peer cities range from a low of $11.66 (Lakewood) to a high of $30.95 (Boulder). These numbers have not been adjusted to reflect that unlike some peer cities, the CAO serves five 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 2017 average cost per hour of operation of the CAO ($102/hour) is less than half the average cost per hour of the outside legal services ($220/hour) retained by the City (based on current billing rates), and lower than the lowest cost of outside legal services.

- The legal services funded in this offer do not reflect or include resources to serve any new or increased demands for service to the organization that may be implemented in 2018 or in the 2019-2020 budget process.

- The CAO has experienced increased requests for Council-related support as a result of new Election Code Committee efforts, and in responding to increased demands for law-related citizen requests and inquiries and pro se citizen legal actions.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives
(the primary objective is marked with a ✔)

✔HPG 7.1 - Provide world-class municipal services to residents and businesses: 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 maintains the public trust through ethical behavior and transparency: 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: CAO engagement in early stages of review of upcoming policy and legislative developments and ongoing advice and involvement are needed to ensure a coherent, well-considered and effective position and approach.

Improvements & Efficiencies

- The CAO analyzed ongoing costs and have found cost saving measures in several lines. In other areas, usage levels and cost updates are reflected in the appropriate budget lines.

- The CAO is utilizing student and post-graduate interns and Workforce Center resources to address increasing demand for legal services.

Offer 63.1: General Legal Services

- The CAO is reviewing publications in all formats to cull redundancy and less-used materials. The CAO piloted a significant cutback in 2018 and this offer is based on continuing that reduced level.

Performance Metrics

- HPG 169. Comparison of Legal Costs per Hour: In-house vs. Outside Counsel
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6296&object=measure&objectId=121309.html
- HPG 170. City Attorney Cost Per Capita Among Peer Cities
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6296&object=measure&objectId=121096.html

Personnel Changes

- In 2017, the CAO added an assistant city attorney to mitigate some of the prior increase in demand for ongoing legal support for the organization. In 2018, a contract prosecutor was added to replace attorney resources reassigned from municipal court to other assignment areas to accommodate increased workload associated with the new City Broadband service. This contract prosecutor position has been continued into 2019-2020. Funds from the Natural Areas Fund and from the various Utility Funds are shown in offers for the related programs.

Differences from Prior Budget Cycles

- The changes to personal services are described above. Of the 7% of the CAO budget that is non-personal services, minor updates to line items have been made to bring projected expenses into line with current information. These include reduction in hard copy publications and funding for replacement of outdated copier/printer.

Explanation of Any Adjustments to Personnel Costs using object 519999

- As in previous CAO budgets, this funds the annual buyout of up to 120 hours of unused vacation leave by the City Attorney, per her employment contract. In addition, this account has been used by the City Attorney over the years to fund attorney salary adjustments based on attorney salary market and performance information. Research on attorney market compensation is ongoing; an adjustment in this line to reflect current market information may be requested later in the process or mid-cycle.

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

Reduced the Education and Training line by $2k based on prior budgets and anticipated expenditures. Reduced 519999 (Other Personal Costs) based on updated compensation information. Also updated narrative to reflect that this office provides support to five utilities, not four, as previously stated.

Offer Profile

Offer 63.1: General Legal Services

Offer Owner: MDonaldson
Lead Department: City Attorney's Office

63.1: General Legal Services

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	18.75	18.75	- %
Hourly (FTE)	0.86	0.86	- %

Expenses

511000 - Salaries & Wages	1,914,398	1,970,562	2.9%
512000 - Benefits	518,914	542,493	4.5%
519000 - Other Personnel Costs	(17,819)	(19,316)	8.4%
510000 - Personnel Services	**2,415,493**	**2,493,739**	**3.2%**
521000 - Professional & Technical	45,000	45,000	- %
529000 - Other Prof & Tech Services	4,800	4,800	- %
520000 - Purchased Prof & Tech Services	**49,800**	**49,800**	**- %**
533000 - Repair & Maintenance Services	15,150	15,350	1.3%
530000 - Purchased Property Services	**15,150**	**15,350**	**1.3%**
542000 - Communication Services	24,400	24,400	- %
543000 - Internal Admin Services	1,575	1,596	1.3%
544000 - Employee Travel	31,300	31,300	- %
549000 - Other Purchased Services	37,300	39,300	5.4%
540000 - Other Purchased Services	**94,575**	**96,596**	**2.1%**
555000 - Office & Related Supplies	27,900	25,400	-9.0%
559000 - Other Supplies	34,141	36,900	8.1%
550000 - Supplies	**62,041**	**62,300**	**0.4%**
Total Expenses	**2,637,059**	**2,717,785**	**3.1%**

Funding Sources

100-General Fund: Ongoing	Ongoing	2,242,040	2,311,672	3.1%
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	86,407	89,000	3.0%
502-Water Fund: Ongoing Revenue	Ongoing Restricted	132,221	136,188	3.0%
503-Wastewater Fund: Ongoing Revenue	Ongoing Restricted	18,924	19,491	3.0%
504-Stormwater Fund: Ongoing Revenue	Ongoing Restricted	13,543	13,950	3.0%
505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	38,063	39,053	2.6%
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	105,861	108,431	2.4%
Funding Source Total		**2,637,059**	**2,717,785**	**3.1%**

Offer 63.2: ENHANCEMENT: Legal Office Technology Tools

2019: $143,758 and 0.00 FTE, 0.00 Hourly FTE

2020: $33,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer requests funds for legal practice management and integrated document management software. Such systems are standard for many public and private legal offices and will help the CAO keep pace with the increasing demand for legal services, and data and information about how and when such services are provided to the City organization. This offer includes resources for maintenance, updating, customization and training necessary to effectively deploy the software. The CAO is and has been engaged in thorough and thoughtful investigation of the most effective software solutions.

The CAO's goal is to obtain software that will efficiently integrate and manage all electronic information related to a single case or legal project in one integrated application, including task management, time tracking, knowledge management in text (rather than index) searchable documentation, and collaboration among historically independent professional staff. If obtained, this will reduce inefficiencies otherwise inherent in managing multiple applications that do not connect related information, requiring duplicate data entry and locating, accessing and managing information over multiple applications.

If desired software features are obtained and implemented, the CAO and its clients will be able to electronically initiate requests for service, check the status of a pending legal matter, see relevant documents and electronically collaborate with attorneys assigned to relevant legal matters. The ideal software will effectively manage legal claims and statutes of limitation. The software may ultimately allow the CAO to absorb more future workload before adding more employees to the office. The preferred software will include a workflow management function with established processes for completing work. Overall, the software will allow for greater efficiency and transparency of CAO operations and services.

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

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

Additional Information

- Ideally, the Software will help the CAO link calendar information, file management, contact information, time tracking, phone messages, and emails in a connected and standardized fashion on a single legal "file", case, or matter to provide a complete set of related information. Integrated document management may also facilitate document assembly in a standardized and consistent fashion.

Offer 63.2: ENHANCEMENT: Legal Office Technology Tools

- The Software we anticipate purchasing is the dominant software package utilized by many municipalities with in-house counsel, and it has a proven track record of success.

- The Offer includes: initial purchase of software with web user license fees, server and portal licenses, request intake module, and 2 days of onsite training. Ongoing maintenance and support may be included in the next BFO cycle, depending on the product chosen. Also, software, training and services may be added at a later time.

- If additional server capacity and related licenses are needed from the City to accommodate purchased software, all such costs are not currently available or identified now.

Impact to Ongoing Expenses

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

  $33,000

Scalability and explanation

Depending on the product(s) selected, there may be an opportunity to implement in two phases, allowing one year's expenditure to be substantially more than the other. Also, depending on the product selected, there may be unused budget dollars that can be returned.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: This offer would leverage data and technology to improve results of the CAO by increasing coordination, consistency and access to information, and would enhance delivery of legal services to the City organization and increase and improve information management and knowledge transfer.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Offer 63.2: ENHANCEMENT: Legal Office Technology Tools

Modified the costs anticipated for the Software based on continuing research of available systems. The amounts shown provide sufficient funding for the dominant software system utilized by many municipalities with in-house counsel, which has a proven track record of success. Final cost will be determined by RFP process. Second year (ongoing) expenses amount is highly dependent upon the system selected. Also addressed BFO Feedback in narrative.

Offer Profile

Offer Owner: MDonaldson
Lead Department: City Attorney's Office

63.2: ENHANCEMENT: Legal Office Technology Tools

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
521000 - Professional & Technical	39,200	-	- %
520000 - Purchased Prof & Tech Services	**39,200**	**-**	**- %**
555000 - Office & Related Supplies	18,000	-	- %
550000 - Supplies	**18,000**	**-**	**- %**
565000 - Vehicles & Equipment	86,558	33,000	-61.9%
560000 - Capital Outlay	**86,558**	**33,000**	**-61.9%**
Total Expenses	**143,758**	**33,000**	**-77.0%**
Funding Sources			
100-General Fund: Ongoing Ongoing	143,758	33,000	-77.0%
Funding Source Total	**143,758**	**33,000**	**-77.0%**

Offer 64.1: PDT Administration

2019: $1,252,393 and 9.00 FTE, 0.00 Hourly FTE

2020: $1,289,047 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, Finance Staff and Executive Administrative Assistant. The PDT Service Area is comprised of six departments: Community Development and Neighborhood Services, Engineering, Streets, Traffic Operations, Transfort/Parking Services, and FC Moves (Transportation Planning). PDT has more than 331 employees and a total budget of more than $57 million. PDT Administration leads the operations of all community planning functions, the Development Review Center and transportation-related functions including transit, capital construction, traffic operations, parking services, and street maintenance. The leadership function is essential to achieving goals, strategies and action items reflected in Plan Fort Collins as well as Strategic Outcomes in the Economic Health, Safe Community, Neighborhood Livability & Social Health, and Transportation outcome areas. This offer is submitted to HPG due to the broad and encompassing nature of PDT services and how the administration team plays a role across all areas. Please note: this offer also includes mandatory General Employees Retirement Fund contributions and investment charges for the Transportation Fund.

PDT Administration:
- Provides administrative leadership, direction and coordination to six PDT departments
- Provides PDT's internal operations oversight and direction including budget, policy, communications and special projects
- Represents PDT in Executive Lead Team and Budget Lead Team functions
- Coordinates PDT participation in Citywide efforts such as employee engagement, performance measurement, performance excellence and culture of safety

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

✔HPG 7.1 - Provide world-class municipal services to residents and businesses
- NLSH 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review

Additional Information

- 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.

Offer 64.1: PDT Administration

- 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

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

✓HPG 7.1 - Provide world-class municipal services to residents and businesses: 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 1.7 - Guide development through community planning, historic preservation, and efficient and effective development review: 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.

Improvements & Efficiencies

- 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. Transfort/Parking Services, PDT Financial Coordination Team

Performance Metrics

- HPG 28. Percent variance budget to actual for each PDT department

Offer 64.1: PDT Administration

https://publish.clearpointstrategy.com/594/Measures/scorecardId=6338&object=measure&objectId=91474.html

- HPG 30. Overall PDT Q14 survey rating responding to "somewhat agree" or "strongly agree"
https://publish.clearpointstrategy.com/594/Measures/scorecardId=6338&object=measure&objectId=91476.html

- HPG 31. PDT Total Recordable Injury Rate (TRIR)
https://publish.clearpointstrategy.com/594/Measures/scorecardId=6338&object=measure&objectId=91477.html

Personnel Changes

- One of the PDT financial team member positions was reclassified to become a manager overseeing the other financial staff. This was a grade level increase and will cause higher ongoing costs.

Differences from Prior Budget Cycles

- Finance team member position was reclassified to 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: ncurrell
Lead Department: PDT Administration

64.1: PDT Administration

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	9.00	9.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	741,349	763,580	3.0%
512000 - Benefits	312,358	323,201	3.5%
519000 - Other Personnel Costs	(21,646)	(22,334)	3.2%
510000 - Personnel Services	**1,032,061**	**1,064,447**	**3.1%**
521000 - Professional & Technical	5,500	5,500	- %
529000 - Other Prof & Tech Services	5,000	5,000	- %
520000 - Purchased Prof & Tech Services	**10,500**	**10,500**	**- %**
534000 - Rental Services	2,000	2,000	- %
530000 - Purchased Property Services	**2,000**	**2,000**	**- %**
542000 - Communication Services	7,000	7,000	- %
543000 - Internal Admin Services	669	681	1.8%
544000 - Employee Travel	9,450	9,450	- %
549000 - Other Purchased Services	5,000	5,000	- %
540000 - Other Purchased Services	**22,119**	**22,131**	**0.1%**
555000 - Office & Related Supplies	4,100	4,100	- %
559000 - Other Supplies	7,750	7,750	- %
550000 - Supplies	**11,850**	**11,850**	**- %**
591000 - Transfers to Funds	173,863	178,119	2.4%
590000 - Transfers Out	**173,863**	**178,119**	**2.4%**
Total Expenses	**1,252,393**	**1,289,047**	**2.9%**

Funding Sources

100-General Fund: Ongoing	Ongoing	599,139	618,315	3.2%
290-Transit Services Fund: Ongoing Revenue	Ongoing Restricted	46,084	47,588	3.3%
292-Transportation Services Fund: Ongoing Revenue	Ongoing Restricted	561,086	575,556	2.6%
294-Parking Fund: Ongoing Revenue	Ongoing Restricted	46,084	47,588	3.3%
Funding Source Total		**1,252,393**	**1,289,047**	**2.9%**

Offer 68.1: Special Event Coordinator

2019: $132,846 and 1.00 FTE, 0.00 Hourly FTE

2020: $136,308 and 1.00 FTE, 0.00 Hourly FTE

<div style="background-color:blue; color:white;">**Offer Summary**</div>

This offer continues to fund a dedicated 1.0 FTE Special Event Coordinator for the City, which was created in the 2015/2016 Budget. The primary deliverables are:
- To facilitate and coordinate special event permit work by City staff in various departments
- To act as a central point of contact for event producers, residents, businesses and City leadership
- To provide information or guidance about the special events occurring each year in Fort Collins to internal and external stakeholders
- To provide an efficient, effective and transparent process for event producers to obtain the necessary permits to hold an event in the City
- To gather input from residents and business owners regarding the potential impacts from events held on their streets or in their neighborhoods

Large festivals and cultural events, like Cinco de Mayo, Taste of Fort Collins, Colorado Brewer's Festival, the Peach Festival and NewWestFest, have become an important element of Fort Collins' identity, economy and culture. In 2016, the Visit Fort Collins Economic Impact Study showed that 17% of day visitors and 6% of overnight visitors came to Fort Collins to attend a festival or event, generating more than $18 million in economic impact per year.

In addition to these large community events, the Special Event Coordinator also provides direction and assistance and issues permits for neighborhood block parties, 5K run/walks, and works with Vibrant Neighborhood grant recipients on their events.

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 ensure the health and safety of the public and reduce adverse impacts on neighborhoods, businesses and public spaces.

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

✔HPG 7.1 - Provide world-class municipal services to residents and businesses
- NLSH 1.5 - Foster positive and respectful neighbor relationships and open communication

<div style="background-color:blue; color:white;">**Additional Information**</div>

- 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.

Offer 68.1: Special Event Coordinator

- Strengthen and expand the community input and feedback program implemented in 2018.
  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.

- 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.

- Performance measures will be developed for the Special Event Coordinator program as data is obtained from the on-line SEP system including: efficiency of time to approval; response rate to applicant inquiries; and, data from post-event surveys sent to applicants after the conclusion of their event.

Links to Further Details:

- http://www.fcgov.com/specialevents/
- https://specialevents.fcgov.com/

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔HPG 7.1 - Provide world-class municipal services to residents and businesses: The Special Event Coordination Program provides world-class services to residents and businesses by improving the permit process for special event producers, most of whom are local residents or not-for-profit organizations; increasing communication and transparency for citizens and businesses impacted by special events; and serving as a central point of contact for the public and City staff.

- NLSH 1.5 - Foster positive and respectful neighbor relationships and open communication: The Special Event Coordinator Program fosters positive and respectful neighbor relationships and open communication by operating a robust public engagement plan for neighborhoods impacted by events and festivals.

Improvements & Efficiencies

- The online event permit was activated in October 2017. Since its introduction, it has saved 10-25 hours per week of staff time in several departments involved in review and approval of special events. It has also significantly reduced the amount of time event producers spend on applying for permits, as info. & supporting documents can be uploaded into the system instead of being hand delivered.

Offer 68.1: Special Event Coordinator

- In February 18, the SEC, along with FCPD and the City Attorney, revised and updated the Municipal Code governing special events and special event permits. The Special Event Code had not been updated in over a decade. In addition to the updated Code, an administrative terms and conditions were developed to make it easier for event producers, and the public, to understand special event regulations.

- The Special Event Coordinator has become the central point of contact for permits, 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.

- With the size and number of special events increasing each year, the impacts on neighborhoods and the downtown business district also increase. The SEC has worked with the Communications & Public Information team to develop a public engagement plan to gather input from affected residents and businesses prior to events, and feedback on the impacts of the events after they take place.

- Maintaining strong, positive relationships with key external, and internal, stakeholders is a 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.

- 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/created; please see Additional Information above

Personnel Changes

- n/a

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Offer 68.1: Special Event Coordinator

As requested, the narrative has been changed to reflect the on-going nature of this offer and additional information was provided on the scope of work the Special Event Coordinator does with large and small events.

Offer Profile

Offer Owner: jasawyer
Lead Department: PDT Administration

68.1: Special Event Coordinator

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Hourly (FTE)	-	-	- %

Expenses

511000 - Salaries & Wages	76,531	78,827	3.0%
512000 - Benefits	23,255	24,421	5.0%
510000 - Personnel Services	**99,786**	**103,248**	**3.5%**
542000 - Communication Services	1,910	1,910	- %
544000 - Employee Travel	2,100	2,100	- %
549000 - Other Purchased Services	800	800	- %
540000 - Other Purchased Services	**4,810**	**4,810**	**- %**
555000 - Office & Related Supplies	25,500	25,500	- %
559000 - Other Supplies	2,750	2,750	- %
550000 - Supplies	**28,250**	**28,250**	**- %**
Total Expenses	**132,846**	**136,308**	**2.6%**

Funding Sources

100-General Fund: Ongoing	Ongoing	132,846	136,308	2.6%
	Funding Source Total	**132,846**	**136,308**	**2.6%**

Offer 68.3: ENHANCEMENT: Special Event Assistant (hourly position)

2019: $20,653 and 0.00 FTE, 0.00 Hourly FTE

2020: $20,929 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds an hourly Special Event Assistant position for the Special Event Coordination program for the City of Fort Collins. This offer requests an additional $6,414 in 2019 and $6,936 in 2020 to provide for a part-time hourly, 20 hour per week, Special Event Assistant position to assist the Special Event Coordinator in processing and reviewing special event permits. This position is not benefited.

When the Special Event Coordinator position was originally created and approved in 2014, it was placed in Police Services. The assumption was that adequate resources for administrative and operating support existed within the Police Services staff and budget.

In 2015, the position was, instead, placed in PDT Administration, where additional administrative resources necessary for successful program implementation were not available. As the workload began increasing in 2016, rather than add additional administrative FTE in the 2017/2018 budget, staff right-sized the budget to include $6,240 for a seasonal intern to work 20 hours per week for 26 weeks during the busy permitting/event season.

In October 2017, an online special event permit application was launched, replacing a cumbersome, paper-based application process that used administrative staff in Police Services, Parks and other departments. With the shift to the on-line application and approval process, all of the administrative oversight of SEP applications has been consolidated in the Special Event Coordinator position. Police Services estimates their two administrative positions were spending 10-15 hours per week processing applications. The Parks Large Event Permit was combined with the online system and Parks estimates that they are saving 5-10 hours per week on permit administration.

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

✓HPG 7.1 - Provide world-class municipal services to residents and businesses

Additional Information

- Performance measures will be developed for this position once the position is created.

Impact to Ongoing Expenses

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

  $20,000

Offer 68.3: ENHANCEMENT: Special Event Assistant (hourly position)

Scalability and explanation

Position could be scaled back from 20 hours/week to 10-15 hours/week to allow the intern to work from January - September (peak season for permit applications and events). The reduction in administrative help each week would significantly limit the SEC's ability to implement strategic plans and programs like continued development/implementation of a robust public engagement plan, a tiered event system/fee structure, and continued process improvements to the permit application system.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.1 - Provide world-class municipal services to residents and businesses: This offer will provide world-class municipal services to residents and businesses by insuring timely, accurate review and follow-up of permit applications for events and festivals held in Fort Collins.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

needed to sumit

Offer Profile

Offer Owner: jasawyer
Lead Department: PDT Administration

68.3: ENHANCEMENT: Special Event Assistant (hourly position)

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
511000 - Salaries & Wages	18,750	19,000	1.3%
512000 - Benefits	1,903	1,929	1.4%
510000 - Personnel Services	**20,653**	**20,929**	**1.3%**
Total Expenses	**20,653**	**20,929**	**1.3%**
Funding Sources			
100-General Fund: Ongoing Ongoing	20,653	20,929	1.3%
Funding Source Total	**20,653**	**20,929**	**1.3%**

Offer 71.2: ENHANCEMENT: Arc Flash Hazard Analysis

2019: $70,000 and 0.00 FTE, 0.00 Hourly FTE

2020: $30,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer funds a multi-year plan to conduct Arc Flash Hazard Analysis to ensure compliance with the updated National Fire Protection Agency (NFPA) 70 E guidelines.

The Arc Flash Hazard Analysis funding will provide:
- Site Documentation and Field Collection of Data (to determine arc flash incident energy levels and flash protection boundary levels for 12 facilities)
- Arc Flash Assessments (recommendations to mitigate arc flash hazards and online drawings of all surveyed equipment)
- Complete reports of findings for all facilities (both written and hard copy)
- Customized written Electrical Safety Program (will include elements that cover maintenance, awareness, controls, auditing and risk assessments)

Arc flash is an electric current that passes through air when insulation or isolation between electrified conductors is no longer sufficient to withstand the applied voltage. The flash is immediate, and the result of these incidents can cause severe injury including burns. An arc flash can cause minor injuries, third degree burns, and potential death as well as other injuries including blindness, hearing loss, nerve damage and cardiac arrest. Electrical arcs produce some of the highest temperatures known to occur on earth, up to 35,000°F, which is four times the temperature of the surface of the sun.

In 2015, the NFPA 70 E: Standard in Electrical Safety in the Workplace guidelines were updated to provide increased protection employees by reducing exposure to major electrical hazards. The Arc Flash Hazard Analysis will minimize the potential of workplace injuries and fatalities due to shock, electrocution and arc blast. Additionally, it will assist the Safety, Security & Risk Management department in identifying potential arch flash hazards throughout the City, to remove and/or mitigate those hazards, to correctly label all electrical equipment and to provide appropriate Personal Protection Equipment to City employees.

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

✔HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

Additional Information

Offer 71.2: ENHANCEMENT: Arc Flash Hazard Analysis

- The following 12 facilities are covered as part of the offer:
  • Utilities Service Center
  • Streets
  • City Hall
  • Northside Aztlan
  • 215 North Mason
  • Lincoln Center
  • Museum of Discovery
  • Senior Center
  • Mulberry Pool
  • Police Services
  • 281 North College
  • Parks Maintenance Shop

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

N/A

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓HPG 7.5 - Foster a culture of safety and wellbeing across the City organization: Develop and implement initiatives to achieve safety goals and continue to focus on employee health and wellness.

Performance Metrics

- HPG 5. City Employee Safety - Days Away Restricted or Transferred (DART) Rate YTD
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91471.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Updated narrative, removed ongoing costs.

Offer 71.2: ENHANCEMENT: Arc Flash Hazard Analysis

Offer Profile

Offer Owner: KRadford
Lead Department: Safety, Security, & Risk Mgmt.

71.2: ENHANCEMENT: Arc Flash Hazard Analysis

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
533000 - Repair & Maintenance Services	70,000	30,000	-57.1%
530000 - Purchased Property Services	**70,000**	**30,000**	**-57.1%**
Total Expenses	**70,000**	**30,000**	**-57.1%**
Funding Sources			
100-General Fund: Reserves Reserve	70,000	30,000	-57.1%
Funding Source Total	**70,000**	**30,000**	**-57.1%**

Offer 71.3: ENHANCEMENT: Cyber Insurance

2019: $10,206 and 0.00 FTE, 0.00 Hourly FTE

2020: $11,230 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund Cyber Insurance that is necessary to help the organization mitigate risk exposure by offsetting costs involved with recovery after a cyber-related security breach. This covers claims and expenses related to first and third parties. It also covers other common reimbursable expenses such as necessary forensic investigations, monetary losses due to network downtime and data loss and legal expenses associated with the release of personal information, legal settlements and cyber extortion.

State and local government organizations face a growing cybercrime threat. Hackers are targeting municipalities and state agencies in part because they are often vulnerable to breach than better-defended enterprise networks. This leaves attackers highly motivated to pull off a successful heist of data or funds, disrupting operations, exposing public figures or conducting espionage.

Premium Costs and Limits:
- The limits of the Cyber Insurance are $1M, which is based on the recommended industry standards, with an annual premium of $10,209 for 2019.
- The premium for 2020 will be $11,230.

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

✔HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

Additional Information

- In 2018, the following local government entities were compromised:
- • Allentown, Pennsylvania Municipal System, $1M in remediation costs
- • Colorado Department of Transportation, $1.5M in remediation costs
- • City of Atlanta, $2.9M in remediation costs

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

N/A

Links to Further Details:

Offer 71.3: ENHANCEMENT: Cyber Insurance

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

✓ HPG 7.5 - Foster a culture of safety and wellbeing across the City organization: This enhancement will help protect the city from cyber-related security breaches.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- N/A

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

Changed this offer individual to Cyber insurance only. Update narrative to reflect.

Offer Profile

Offer Owner: KRadford
Lead Department: Safety, Security, & Risk Mgmt.

71.3: ENHANCEMENT: Cyber Insurance

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
541000 - Insurance	10,206	11,230	10.0%
540000 - Other Purchased Services	**10,206**	**11,230**	**10.0%**
Total Expenses	**10,206**	**11,230**	**10.0%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
602-Self Insurance Fund: Ongoing Revenue	Ongoing Restricted	10,206	11,230	10.0%
Funding Source Total		**10,206**	**11,230**	**10.0%**

Offer 71.4: ENHANCEMENT: Citywide Camera Surveillance Upgrades

2019: $2,910 and 0.00 FTE, 0.00 Hourly FTE

2020: $9,028 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund closed circuit television (CCTV) camera software upgrades. These annual upgrades will enable the City to more effectively deter crime and security issues, and promote the safety and security of City personnel, patrons, assets and operations.

This funding will cover:
- Initial Software installation
- Software upgrades
- New Version Releases

Currently, the City's inventory of CCTV cameras is operating with disparate software versions that are causing operational issues, such as poor footage, lapses in coverage and, in some cases, failure to capture vital data. This funding will allow all camera software to have the necessary technical upgrades and to improve performance and eliminate compatibility issues that are currently being experienced at City facilities.

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

✔HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

Additional Information

- The upgrades will occur on all City cameras.

Impact to Ongoing Expenses

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

$0

Scalability and explanation

N/A

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

Offer 71.4: ENHANCEMENT: Citywide Camera Surveillance Upgrades

✓HPG 7.5 - Foster a culture of safety and wellbeing across the City organization: This offer seeks to implement an initial and annual (ongoing) software upgrade to ensure the efficient and effective operation of the City-wide surveillance system to ensure the safety of the Fort Collins community and property.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- N/A

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

Updated narrative and removed ongoing costs.

Offer Profile

Offer Owner: KRadford
Lead Department: Safety, Security, & Risk Mgmt.

71.4: ENHANCEMENT: Citywide Camera Surveillance Upgrades

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %
Expenses			
533000 - Repair & Maintenance Services	2,910	9,028	210.2%
530000 - Purchased Property Services	**2,910**	**9,028**	**210.2%**
Total Expenses	**2,910**	**9,028**	**210.2%**
Funding Sources			
602-Self Insurance Fund: Ongoing Revenue Ongoing Restricted	2,910	9,028	210.2%
Funding Source Total	**2,910**	**9,028**	**210.2%**

Offer 71.6: ENHANCEMENT: Fall Protection

2019: $42,974 and 0.00 FTE, 0.00 Hourly FTE

2020: $50,000 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund the documentation and consultation necessary to add pre-manufactured fall protection over a two-year period in City facilities, to ensure compliance with the updated guidelines in the Code of Federal Regulations (CFR) 29 Part 1910, Subpart I.

Fall Protection Assessment funding will provide architectural and engineering services, including:
- Review of structural design criteria and minimum OSHA standards
- Evaluation of structurally favorable tie off locations
- Tie off and anchorage design and detailing for interface with existing roof structures
- Site assessments and roof plan drawings for each building that identify recommended attachment points

Falls from heights are among the leading causes of serious work-related injuries and deaths. In November 2017, OSHA issued a final rule on Walking-Working Surfaces and Personal Fall Protection Systems to better protect workers in general industry from these hazards by updating and clarifying standards and adding training and inspection requirements. OSHA estimates that these changes will prevent 29 fatalities and 5,842 lost-workday injuries every year.
- 3oo Laporte Ave.
- 215 N. Mason St.
- 112 E. Willow St.
- 281 College Ave.
- 300 Laporte Ave. B
- 2221 S. Timberline Rd.
- 117 N. Mason St.
- 1599 City Park Dr.
- 2554 Midpoint Dr.
- 1801 Riverside Dr.
- 408 Mason Ct.
- 413 S. Bryan Ave.
- 5824 Wright Ave.
- 1200 Raintree Dr.
- 2145 Centre Ave.

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

✔HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

Offer 71.6: ENHANCEMENT: Fall Protection

Additional Information

- • Eliminate the hazard of workers climbing extended heights on fixed ladders without fall protection by phasing out the use of qualified climbers in outdoor advertising

• Phase in a requirement that fixed ladders (over 24 feet) be equipped with ladder safety or personal fall protection systems to prevent workers from falling or arresting their fall before contact with a lower level

-

• Provide performance criteria for personal fall protection equipment in general industry

• Require the use of body harnesses, and prohibit body belts, in personal fall arrest systems to distribute fall arrest forces over a larger area of a worker's body

- • Require workers who use personal fall protection and other equipment the standard covers be trained, and retrained as necessary, in fall and equipment hazards before they work at elevated heights or use that equipment, including fall protection systems

Impact to Ongoing Expenses

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

$0

Scalability and explanation

N/A

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

✔HPG 7.5 - Foster a culture of safety and wellbeing across the City organization: Reduce fall related injuries and incidents to lower the City's Days Away Restricted or Transferred (DART) case rates in an effort to improve performance results.

Performance Metrics

- HPG 5. City Employee Safety - Days Away Restricted or Transferred (DART) Rate YTD
https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91471.html

Explanation of Any Adjustments to Personnel Costs using object 519999

- N/A

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

Offer 71.6: ENHANCEMENT: Fall Protection

Updated narrative, removed ongoing costs.

Offer Owner: KRadford
Lead Department: Safety, Security, & Risk Mgmt.

71.6: ENHANCEMENT: Fall Protection

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

533000 - Repair & Maintenance Services	42,974	50,000	16.3%
530000 - Purchased Property Services	**42,974**	**50,000**	**16.3%**
Total Expenses	**42,974**	**50,000**	**16.3%**

Funding Sources

602-Self Insurance Fund: Ongoing Revenue Ongoing Restricted	42,974	50,000	16.3%
Funding Source Total	**42,974**	**50,000**	**16.3%**

Offer 71.7: Safety, Security & Risk Management Programs & Services

2019: $4,657,396 and 9.80 FTE, 0.00 Hourly FTE

2020: $4,802,192 and 9.80 FTE, 0.00 Hourly FTE

Offer Summary

Funding this offer will foster a safe culture across the organization. This includes:
- expertise to partner with all business units to prevent injuries and lower claims costs and exposures, and conduct safety audits
- 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 $50,000-750,000 per claim.

The offer supports regulatory requirements for Department of Transportation and commercial drivers as well as liability exposures for all City vehicle drivers by maintaining driver files and conducting motor vehicle records checks biannually on all drivers.

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 by both employees and citizens.

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

✔ HPG 7.1 - Provide world-class municipal services to residents and businesses
- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery

Additional Information

Offer 71.7: Safety, Security & Risk Management Programs & Services

- 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 135 liability and property claims and approximately 228 workers compensation claims annually paid from the self- insurance fund. In 2017 the Risk Management office paid out $409,413 in property and liability claims and $956,015 in workers compensation claims for all open claim years. We also recovered $39.094 from third party City property damage

- Safety program funding supports the expertise in the analysis of injury prevention across the oganization, 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

(the primary objective is marked with a ✔)

✔HPG 7.1 - Provide world-class municipal services to residents and businesses: A sustainable workforce depends on a safe and healthy workforce. SSRM will focus on employee safety through continued work around innovate safety culture initiatives across the organization resulting in world class outcomes, a sustainable and engaged work force and a fiscally responsible expenditure of tax dollars.

- HPG 7.6 - Leverage data, technology, metrics and benchmarks to guide decisions, improve results, and enhance service delivery: Enhance the use of performance metrics and benchmark data to assess results and program effectiveness. 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.

Offer 71.7: Safety, Security & Risk Management Programs & Services

- 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://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91470.html
- HPG 5. City Employee Safety - Days Away Restricted or Transferred (DART) Rate YTD
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=91471.html
- HPG 150. Cumulative Total Cost of Workers Comp Claims
  https://publish.clearpointstrategy.com/594/Measures/scorecardId=6281&object=measure&objectId=316930.html

Personnel Changes

- No new FTE's are being requested. However,DOT employee (DOT compliance specialist) will go from .8 FTE to full time.

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

Contractual position titled Occupational Health Professional still being review by Human Resources in order to convert it FTE.
Updated statistics for 2017
Rechecked numbers
Reduced consulting expense to $60K per year

Offer Profile

Offer Owner: KRadford
Lead Department: Safety, Security, & Risk Mgmt.

71.7: Safety, Security & Risk Management Programs & Services

Ongoing Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	9.80	9.80	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	736,374	758,469	3.0%
512000 - Benefits	223,138	234,275	5.0%
519000 - Other Personnel Costs	(19,281)	(19,904)	3.2%
510000 - Personnel Services	**940,231**	**972,840**	**3.5%**
521000 - Professional & Technical	208,000	208,000	- %
520000 - Purchased Prof & Tech Services	**208,000**	**208,000**	**- %**
532000 - Cleaning Services	4,000	4,000	- %
533000 - Repair & Maintenance Services	32,175	32,175	- %
530000 - Purchased Property Services	**36,175**	**36,175**	**- %**
541000 - Insurance	2,944,906	3,048,984	3.5%
542000 - Communication Services	16,000	16,000	- %
543000 - Internal Admin Services	750	750	- %
544000 - Employee Travel	15,500	15,500	- %
549000 - Other Purchased Services	17,900	17,900	- %
540000 - Other Purchased Services	**2,995,056**	**3,099,134**	**3.5%**
555000 - Office & Related Supplies	19,500	19,500	- %
556000 - Health & Safety Supplies	151,000	151,000	- %
559000 - Other Supplies	13,000	13,000	- %
550000 - Supplies	**183,500**	**183,500**	**- %**
591000 - Transfers to Funds	294,434	302,543	2.8%
590000 - Transfers Out	**294,434**	**302,543**	**2.8%**
Total Expenses	**4,657,396**	**4,802,192**	**3.1%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
602-Self Insurance Fund: Ongoing Revenue	Ongoing Restricted	4,657,396	4,802,192	3.1%
Funding Source Total		**4,657,396**	**4,802,192**	**3.1%**

Offer 71.8: ENHANCEMENT: Pollution Insurance

2019: $37,330 and 0.00 FTE, 0.00 Hourly FTE

2020: $37,330 and 0.00 FTE, 0.00 Hourly FTE

Offer Summary

This offer will fund Pollution Insurance necessary to protect against potential liability from damage caused by hazardous waste materials. Pollution insurance will cover costs associated with legal defense and court costs, contamination cleanup efforts, property transfers, errors and omissions, and potential fines.

Local government and municipalities face a troubling range of environmental exposures through the services they provide and the facilities that they own and operate. Current and former landfills, waste treatment and transfer facilities, stormwater and drainage, and sewer systems all carry broad pollution risks. Cities are required by the Clean Water Act to prevent pollution to water and storm water systems and they are legally liable if they fail to do so. In the event of a release or a spill, the City is typically responsible for the cleanup efforts. Because these risks are not covered by Property and Casualty insurance programs, additional coverage is necessary.

Premium Costs and Limits:
- The limits of the Pollution Insurance are $1M, which is based on the recommended industry standards, with an annual premium of $36,242.
- Fees and taxes are $1,087.26.

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

✓HPG 7.5 - Foster a culture of safety and wellbeing across the City organization

Additional Information

- In 2018, the following local government entities were compromised:
  • Allentown, Pennsylvania Municipal System, $1M in remediation costs
  • Colorado Department of Transportation, $1.5M in remediation costs
  • City of Atlanta, $2.9M in remediation costs

Impact to Ongoing Expenses

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

  $0

Scalability and explanation

N/A

Offer 71.8: ENHANCEMENT: Pollution Insurance

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

✔HPG 7.5 - Foster a culture of safety and wellbeing across the City organization: This enhancement will help protect against potential liability from damage caused by hazardous waste materials.

Performance Metrics

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

Explanation of Any Adjustments to Personnel Costs using object 519999

- N/A

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

Changed this offer individual to Cyber insurance only. Update narrative to reflect.

Offer Profile

Offer Owner: KRadford

Lead Department: Safety, Security, & Risk Mgmt.

71.8: ENHANCEMENT: Pollution Insurance

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
541000 - Insurance	37,330	37,330	- %
540000 - Other Purchased Services	**37,330**	**37,330**	**- %**
Total Expenses	**37,330**	**37,330**	**- %**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
100-General Fund: Reserves	Reserve	37,330	37,330	- %
	Funding Source Total	**37,330**	**37,330**	**- %**

Offer 71.9: REDUCTION: -1.0 FTE - Security Specialist (vacant)

2019: $-109,632 and -1.00 FTE, 0.00 Hourly FTE

2020: $-113,389 and -1.00 FTE, 0.00 Hourly FTE

Offer Summary

During the 2019/2020 budging process this position became vacant and the decision was made to keep the vacancy to further costs savings within the City and cover additional budget shortfalls.

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

✔Strategic Objective not needed for Reduction Offers

Additional Information

- Not applicable

Impact to Ongoing Expenses

 - No ongoing expense associated with this Offer.

Scalability and explanation

Not applicable

Links to Further Details:

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

Linkage to Strategic Objectives

(the primary objective is marked with a ✔)

✔Strategic Objective not needed for Reduction Offers: Reduction offer

Improvements & Efficiencies

- Not applicable

Performance Metrics

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

Personnel Changes

- None

Differences from Prior Budget Cycles

- Not applicable

Offer 71.9: REDUCTION: -1.0 FTE - Security Specialist (vacant)

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

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

Reduction offer

Offer Profile

Offer Owner: KRadford
 Lead Department: Safety, Security, & Risk Mgmt.

71.9: REDUCTION: -1.0 FTE - Security Specialist (vacant)

Enhancement to Programs and Services

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
Full Time Equivalent (FTE) Staffing	-1.00	-1.00	- %
Hourly (FTE)	-	-	- %

Expenses

	2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
511000 - Salaries & Wages	(85,094)	(87,647)	3.0%
512000 - Benefits	(24,538)	(25,742)	4.9%
510000 - Personnel Services	**(109,632)**	**(113,389)**	**3.4%**
Total Expenses	**(109,632)**	**(113,389)**	**3.4%**

Funding Sources

		2019 Projected Budget	2020 Projected Budget	2019 to 2020 Change
602-Self Insurance Fund: Ongoing Revenue	Ongoing Restricted	(109,632)	(113,389)	3.4%
Funding Source Total		**(109,632)**	**(113,389)**	**3.4%**