



Economic Health



Offer 2.1: Utilities: Light & Power - Wholesale Purchased Power - Funded

Offer Type: Ongoing

2023: \$102,000,000 and 0.00 FTE (excluding hourly staffing)

2024: \$107,500,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund the purchase of wholesale electric power from Platte River Power Authority (PRPA).

The power is purchased through established tariffs and will be a blend of conventional and renewable sources. The wholesale energy purchased is delivered through the City's electrical distribution system to the residential and businesses customers in Fort Collins.

PRPA is governed by an eight-person Board of Directors that includes the mayor (or a designee of the mayor) of each owner community. The other four directors are appointed to four-year staggered terms by the governing bodies of the owner community. In this respect, Fort Collins' strategic objectives are represented within the organization.

PRPA was the first electricity generator in the region to provide wind energy to customers in Colorado. It more than tripled its wind and solar supply since 2013 and has tripled it again in 2020 with the addition of the 225-megawatt (MW) Roundhouse project. Currently, more than 30% of the electricity supplied to PRPA's owner municipalities comes from carbon free resources (hydro, wind and solar), which ranks among the highest levels provided by wholesale electric suppliers in the Rocky Mountain Region and is about twice the national average.

PRPA's vision is to be a respected leader and responsible power provider improving the region's quality of life through a more efficient and sustainable energy future.

While driving utility innovation, its mission is to safely provide reliable, environmentally responsible and financially sustainable energy and services to the owner communities of Estes Park, Fort Collins, Longmont and Loveland.

Since its inception, PRPA has demonstrated a strong commitment to environmental stewardship and continuously reviews and improves environmental performance, policies and sustainable business practices.



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Offer Type: Ongoing

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

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

Additional Information

- PRPA continues to evaluate its generating resource mix and will add more carbon free energy resources when opportunities arise, as part of its overall strategy to diversify resources while balancing financial and environmental interests. Following are significant milestones concerning Platte River’s generating resource mix:
 - In early 2021, PRPA added 22 MW of solar capacity with a 2 megawatt hour (MWh) battery at the Rawhide Energy Center. This project, known as the Rawhide Prairie project, was the only 1041 land use permit ever to be approved on consent in Larimer County. It will increase the solar photovoltaic (PV) generation capacity to 52 MW, or 5% of the energy delivered to the municipal communities.
 - In June 2020, PRPA brought 225 MW of new wind energy online with the Roundhouse project. This will bring the non carbon resource mix delivered to the communities to approximately 50%.
 - In October 2019, PRPA issued a request for proposals for up to 150 megawatts of additional solar electric generating capacity. It is expected this new resource will be added to the generation portfolio by 2023.
- PRPA developed an Integrated Resource Plan (IRP) with their owner communities. The IRP is a critical tool for establishing a near term action plan and long term trajectory that will ensure an adequate supply of reliable, financially sustainable, and environmentally responsible electricity.

Links to Further Details:

- <https://www.prpa.org/about-prpa/>
- <https://www.prpa.org/irp/>
- <https://www.prpa.org/der/>

Linkage to Strategic Objectives

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: PRPA’s investment in their infrastructure is a critical driver of our ability to maintain our high reliability. In 2019, they achieved a 100% transmission service reliability with no loss of load events.



Offer 2.1: Utilities: Light & Power - Wholesale Purchased Power - Funded

Offer Type: Ongoing

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.: PRPA adopted resource diversification policy sets a goal of 100% carbon free electricity by 2030.

Improvements & Efficiencies

- In May 2019, the four owner communities (Fort Collins, Loveland, Longmont and Estes Park) agreed to extend the Platte River Power Authority Organic Contract and Power Supply Agreements through 2060.
- In December 2019, PRPA together with three other utilities announced the intention to join the Western Energy Imbalance Market (WEIM), operated by the California Independent System Operator (CAISO). It is expected this market will form in 2022.
- The Platte River Board of Directors approved the Resource Diversification Policy in 2018. This sets clear and ambitious targets to achieve 100% non-carbon energy by 2030 while maintaining the three pillars of Fiscal Sustainability, Reliability and Environmental Stewardship.
- Currently, more than 50% of the energy delivered to PRPA’s owner communities comes from non carbon sources.
- In 2019, PRPA achieved compliance readiness for the North American Electric Reliability Corporation (NERC) critical infrastructure protection requirements.
- In May 2019, Rawhide Unit 1 began performing low load testing that presented favorable results and has enabled PRPA to reduce Rawhide’s minimum to 100 MW.
- In January 2020, PRPA restructured its wholesale rates to provide a rates framework to improve transparency, flexibility and system benefits. This was a critical first step to enable owner communities to meet customer needs through flexible service offerings.
- PRPA and its owner communities’ utilities of Estes Park, Fort Collins, Longmont and Loveland are working to develop a strategy to integrate distributed energy resources (DERs). The ability to successfully integrate DERs will play an important role in achieving the goals of PRPA’s Resource Diversification Policy.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: PRPA provides a large portion of our reliability as the delivery points at the substations have a high level of redundancy and rarely experience power loss.

Differences from Prior Budget Cycles



Offer 2.1: Utilities: Light & Power - Wholesale Purchased Power - Funded

Offer Type: Ongoing

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.1: Utilities: Light & Power - Wholesale Purchased Power

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
557000 - Purchased Power	102,000,000	107,500,000	5.4%
550000 - Supplies	102,000,000	107,500,000	5.4%
Total Expenses	102,000,000	107,500,000	5.4%
Funding Sources			
501-Light & Power Fund: Ongoing Revenue	102,000,000	107,500,000	5.4%
Funding Source Total	102,000,000	107,500,000	5.4%



Offer 2.2: Utilities: Light & Power - Core Operations - Funded

Offer Type: Ongoing

2023: \$10,960,421 and 63.00 FTE (excluding hourly staffing)

2024: \$11,428,582 and 63.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund the ongoing operation of the Administration and General Operations, Electrical Engineering, Operations and Technology, and Electric Field Services departments, comprised of Electric Standards Engineering, Electric System Substations and Control, Smart Grid and System Operations, and Electric Systems Engineering for the City's Light & Power (L&P) electric utility.

To ensure system integrity, City electric facilities are designed, operated and maintained by qualified personnel. The offer consists of personnel and associated overhead costs to support management of the L&P organization; system design, planning and maintenance of electrical infrastructure; and operating the City's substation and electric system controls. Tools and safety equipment related to design, operation and construction practices are included.

The L&P Utility has installed more than 99.9% of the electric distribution system underground, which has contributed to a high level of reliability and a clean, attractive community. The high reliability of the electric system, which exceeds national and regional averages, contributes to the economic health of the community by keeping businesses operating and minimizing production losses. Work in this budget cycle will include converting remaining overhead distribution lines to underground, ongoing system replacements and additions, and continued support of Connexion with personnel and infrastructure.

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Additional Information

- Funds the L&P Administrative and General Operations department personnel and overhead costs to ensure effective, efficient management of daily operations and its full time employees.
- Funds personnel and overhead costs for L&P Operations and Technology Department:
 - the safe and reliable design, construction, operation and maintenance of substations
 - directs the safe, reliable operation of the electric system
 - manages the Advanced metering system supporting Utility billing operations
 - GIS system and field device support
 - Engineering support for operations and DER



Offer 2.2: Utilities: Light & Power - Core Operations - Funded

Offer Type: Ongoing

- Funds personnel and overhead costs for L&P Electric Field Services Department including the installation, operation, maintenance and repair of infrastructure to ensure continued safe and reliable system operations, as well as ongoing Connexion field support.
- Funds personnel and overhead costs for L&P Electric Engineering Department:
 - design of and long and short term planning for extension and replacement of electrical infrastructure
 - the acquisition, application, handling, distribution and performance analysis of the materials and equipment required for the operation of the system
 - electric metering field services
- Light & Power designs, constructs, operates, and maintains the electric system using detailed metrics and data analysis to provide safe, reliable, resilient, and affordable energy services to all ratepayers regardless of race, identity, or income. We can now consider equity using geographic data correlating to vulnerable populations as a new input for our prioritization operational processes.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Light & Power has developed a 10 year Capital Improvement Plan (CIP) and will continue to adjust as necessary for consistent rate planning.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.: Continued work on a 2019 off-cycle appropriation will include undergrounding remaining overhead distribution systems, cable and transformer replacements, and system annexations.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Light & Power completed a 5-year effort to gather infrastructure data from the field, and is using this data to determine replacement priorities. New GIS and Advanced Distribution Management Systems will provide customers with real-time outage notifications and maps on public facing media. New cable testing techniques will add to this data.

Improvements & Efficiencies

- Enhanced mapping services provided by GIS positions has increased field crew productivity by providing visual aids and ease of use of spatial systems.



Offer 2.2: Utilities: Light & Power - Core Operations - Funded

Offer Type: Ongoing

- Light & Power utilizes a 10-year Capital Improvement Plan (CIP) that includes a dynamic asset (cable, transformer) replacement priority program based on risk factors such as age, brand, number of impacted customers, and number of outages.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Investments in replacement projects as well as continued operational improvements (outage analysis, manufacturer seminars, cable testing program) will keep SAIDI in top quartile of the American Public Power Association (APPA) member utilities.

- ECON 46. Electric System Average Interruption Frequency Index (SAIFI)
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=272743.html>

Performance Measure Reason: Investments in replacement projects as well as continued operational improvements (outage analysis, manufacturer seminars, cable testing program) will reduce the number of outages experienced by each customer.

- ECON 47. Customer Average Interruption Duration Index (CAIDI) in Minutes
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=360150.html>

Performance Measure Reason: Directed investments in equipment, materials, GIS systems and Advanced Meter infrastructure to minimize the average outage time for affected customers.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Amount needed for required 1986 early retirement enhancement payments, per the budget manual.

There is also an amount included for step based employees, see explanation below:

The average step increase for Line Groundworker OS01's is 4.63% every six months, so 9.26%/yr until they reach a step 8 groundworker level (no one is currently close to this level).

The average step increase for Electric Lineworkers OS12's is 3.62% every six months, so 7.24%/yr until they reach step 10.

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.2: Utilities: Light & Power - Core Operations

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	63.00	63.00	- %
Expenses			
511000 - Salaries & Wages	6,506,470	6,828,388	4.9%
512000 - Benefits	1,732,624	1,824,807	5.3%
519000 - Other Personnel Costs	(280,930)	(303,285)	8.0%
510000 - Personnel Services	7,958,164	8,349,910	4.9%
521000 - Professional & Technical	217,877	217,350	-0.2%
522000 - Governmental Services	2,000	2,000	- %
529000 - Other Prof & Tech Services	7,950	7,950	- %
520000 - Purchased Prof & Tech Services	227,827	227,300	-0.2%
531000 - Utility Services	110,330	110,330	- %
532000 - Cleaning Services	9,600	9,600	- %
533000 - Repair & Maintenance Services	773,000	809,400	4.7%
534000 - Rental Services	5,000	5,000	- %
535000 - Construction Services	50,000	50,000	- %
539000 - Other Property Services	8,000	8,000	- %
530000 - Purchased Property Services	955,930	992,330	3.8%
542000 - Communication Services	81,660	81,660	- %
544000 - Employee Travel	133,550	133,550	- %
549000 - Other Purchased Services	121,400	120,500	-0.7%
540000 - Other Purchased Services	336,610	335,710	-0.3%
551000 - Vehicle & Equipment Supplies	373,120	375,062	0.5%
552000 - Land & Building Maint Supplies	2,500	2,500	- %
553000 - Infrastructure Maint Supplies	12,000	12,000	- %
554000 - Utility Supplies	825,450	875,450	6.1%
555000 - Office & Related Supplies	61,200	50,300	-17.8%
556000 - Health & Safety Supplies	70,670	71,070	0.6%
559000 - Other Supplies	136,950	136,950	- %
550000 - Supplies	1,481,890	1,523,332	2.8%
Total Expenses	10,960,421	11,428,582	4.3%



Funding Sources

501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	10,960,421	11,428,582	4.3%
	Funding Source Total	<u><u>10,960,421</u></u>	<u><u>11,428,582</u></u>	<u><u>4.3%</u></u>



Offer 2.3: Utilities: Light & Power - System Additions & Replacements - Funded

Offer Type: Asset Management-Ongoing

2023: \$5,657,942 and 39.00 FTE (excluding hourly staffing)

2024: \$5,902,304 and 39.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund additional electric infrastructure to serve new residential and commercial developments, as well as upgrades to existing infrastructure when existing customers need additional capacity. The funds for this offer support the up front capital expenses needed for construction materials and use of construction equipment prior to the recovery of costs that come through the development process.

The efforts supported by this offer include new customer connections, new subdivision construction, infill development, system improvements and reliability improvements. The offer excludes transformers (which are included in Offer 2.6) and focuses on labor, distribution system construction materials and equipment costs. These projects differ from New Capacity projects in that:

- They benefit only the parcel owner in which the new infrastructure is associated.
- They are initiated at the request of the owner/developer.
- The costs to install new electric infrastructure are recovered by payment of Electric Capacity Fees and system modification expenses assessed at the time of development.

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

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

Additional Information

- Labor: The labor component of this Offer includes funding for Field Services personnel, Electric System Engineering, and Standards Engineering.
- The construction materials purchased through this Offer support the extension of new infrastructure for new development projects. This Offer includes the usage costs for equipment necessary to install the electrical infrastructure. Equipment may include vehicles, bucket trucks, back hoes, cable pulling equipment, etc. that are required for crews to install materials.
- Light & Power continuously reviews and tests new tools, equipment and installation techniques that will increase operational efficiency, ensure employee safety and create opportunities to improve performance and ratepayer experience.
- Light & Power was awarded the American Public Power Association (APPA) Reliable Public Power Provider (RP3) award at the Diamond level. RP3 is a national peer award that examines utility operations in the areas of Safety, Reliability, Workforce Development and System Improvement. Light & Power scored 100% in the APPA panel assessment for this award.



Offer 2.3: Utilities: Light & Power - System Additions & Replacements - Funded

Offer Type: Asset Management-Ongoing

- Light & Power designs, constructs, operates, maintains, and repairs the electric system based on detailed metrics and data analysis to provide safe, reliable, resilient, and affordable energy services and products for all. We hold these high standards for every customer, regardless of race, identity, income, or location. In the context of equity, this offer neither advances nor restricts equity.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: High quality equipment and materials along with a skilled labor force ensure the highest quality of installation which supports high reliability. Being good financial stewards by ensuring that procurement processes are rigorous and fair to obtain the highest value possible out of expenditures.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Appropriate design of system additions to ensure balanced loading of circuits to allow for backup and sectionalizing, allowing for more customers to be re-energized earlier, reducing outage duration times and allowing careful precise, accurate troubleshooting of outages in the isolated cable sections.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- There is also an amount included for step based employees, see explanation below:

The average step increase for Line Groundworker OS01's is 4.63% every six months, so 9.26%/yr until they reach a step 8 groundworker level (no one is currently close to this level).

The average step increase for Electric Lineworkers OS12's is 3.62% every six months, so 7.24%/yr until they reach step 10.

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.3: Utilities: Light & Power - System Additions & Replacements

Offer Type: Asset Management-Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	39.00	39.00	- %
Expenses			
511000 - Salaries & Wages	4,038,481	4,247,540	5.2%
512000 - Benefits	1,077,570	1,138,272	5.6%
519000 - Other Personnel Costs	(1,484,709)	(1,510,108)	1.7%
510000 - Personnel Services	3,631,342	3,875,704	6.7%
529000 - Other Prof & Tech Services	93,000	93,000	- %
520000 - Purchased Prof & Tech Services	93,000	93,000	- %
533000 - Repair & Maintenance Services	5,100	5,100	- %
534000 - Rental Services	5,000	5,000	- %
535000 - Construction Services	17,500	17,500	- %
530000 - Purchased Property Services	27,600	27,600	- %
553000 - Infrastructure Maint Supplies	60,000	60,000	- %
554000 - Utility Supplies	1,324,000	1,324,000	- %
559000 - Other Supplies	5,000	5,000	- %
550000 - Supplies	1,389,000	1,389,000	- %
561000 - Land	17,000	17,000	- %
560000 - Capital Outlay	17,000	17,000	- %
579000 - Other	500,000	500,000	- %
570000 - Other	500,000	500,000	- %
Total Expenses	5,657,942	5,902,304	4.3%

Funding Sources

501-Light & Power Fund: Ongoing	Ongoing Restricted Revenue	5,657,942	5,902,304	4.3%
Funding Source Total		5,657,942	5,902,304	4.3%



Offer 2.4: Utilities: Light & Power - Vehicles & Equipment - Funded

Offer Type: Asset Management-Ongoing

2023: \$960,000 and 0.00 FTE (excluding hourly staffing)

2024: \$740,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

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

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

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

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

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

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

Additional Information

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

- 2023 Vehicle Replacements

Electric Field Services: F550 CNG crew trucks \$180,000 qty:2

Electric Field Services: CNG/hybrid bucket/line truck \$350,000 qty:1

One truck body/upfit for an existing truck purchased in 2022- \$70,000

Warehouse: Forklift \$180,000 qty:1

2023 Request: \$960,000



Offer 2.4: Utilities: Light & Power - Vehicles & Equipment - Funded

Offer Type: Asset Management-Ongoing

- 2024 Vehicle Replacements

Electric Field Services: CNG/hybrid bucket/line truck \$350,000 qty:1

Electric Field Svc's: Directional Boring Machine support vehicle (truck, tanks, mixers) \$210,000 qty:1

Electric Field Services: F550 Crew truck \$180,000 qty:1

2024 Request: \$740,000

- All new vehicle units have automatic vehicle location (AVL) units installed to provide vehicle locations for our operational systems. This allows more efficient routing of vehicles to work sites when the closest crew can be dispatched.
- City Purchasing Department personnel and guidelines are used in the procurement of all vehicles and equipment to ensure fair and equitable purchasing processes.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.: Efficiencies will be achieved using alternative fuel vehicles. Less fuel costs/mile, less emissions, and lower maintenance costs can be achieved.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Operations Services guidelines set replacements based on a points system that includes maintenance costs, age, and mileage/hours. Replacement recommendations are evaluated considering use, new cost, maintenance costs, and available funds. Keeping an updated and well-maintained fleet will reduce maintenance costs and down times.
- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Maintain a fleet of reliable vehicles and equipment to mitigate unforeseen repairs and replacements.

Performance Metrics

- ECON 47. Customer Average Interruption Duration Index (CAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=360150.html>

Performance Measure Reason: Reliable and efficient vehicles and equipment enable personnel to respond and restore power in a timely manner.

- 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>



Offer 2.4: Utilities: Light & Power - Vehicles & Equipment - Funded

Offer Type: Asset Management-Ongoing

Performance Measure Reason: New vehicles and equipment are specified as CNG or BEV when commercially available and alternative fuel choices are cost effective.

- ENV 111. Average Fuel Economy in miles/hours per gallon

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=313972.html>

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

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.4: Utilities: Light & Power - Vehicles & Equipment

Offer Type: Asset Management-Ongoing
Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
565000 - Vehicles & Equipment	960,000	740,000	-22.9%
560000 - Capital Outlay	960,000	740,000	-22.9%
Total Expenses	960,000	740,000	-22.9%
Funding Sources			
501-Light & Power Fund: Ongoing Revenue	960,000	740,000	-22.9%
Funding Source Total	960,000	740,000	-22.9%



Offer 2.5: Utilities: Light & Power - Electric Substation Capital Upgrade Program - Funded

Offer Type: Asset Management-Ongoing

2023: \$851,000 and 0.00 FTE (excluding hourly staffing)

2024: \$696,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund projects in 2023 2024 that are needed to ensure that electrical substations and associated systems can be better maintained should a failure occur.

Substations are the source and protection for the power distribution system and represent an asset investment to the City of approximately \$60 million. In 2023-2024, funds will be focused on various substation projects that will contribute to the long term health and reliability of our system and will include attention to their impact as they relate to diversity, equity and inclusion. By funding these projects, we ensure that funds are budgeted for in advance to allow planned capital improvements rather than waiting for a catastrophic event that may force Utilities to take on additional debt or increase rates to fund repairs. Avoidance of rate increases is important as they affect underserved and lower-income communities disproportionately. Additionally, these projects are planned for several different substations, some of them older, which will benefit a diverse section of our community.

Projects planned as part of this offer include building equipment and site improvements, transformer improvements and repairs, protective relay and communication systems upgrades, and substation security improvements. Additional funds are anticipated to be used for unexpected equipment failures and maintenance.

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

Additional Information

- Along with protective relays, this offer will support proactive replacement of equipment at the end of its useful life and associated software that monitor and control substation equipment. Relays contribute to system reliability, and work in conjunction with the Remote Terminal Units to protect the distribution system, the public, and our most valuable asset: our personnel.



Offer 2.5: Utilities: Light & Power - Electric Substation Capital Upgrade Program - Funded

Offer Type: Asset Management-Ongoing

- Replace aging HVAC equipment on substation switchgear buildings at Linden and Drake substations. This will result in future savings for the City shifting predicted maintenance funds instead to upgrading overall system efficiency. New units will be more efficient, less likely to require repairs, and come with a factory warranty.
- The insulating oil in substation transformers not only acts as a dielectric, but is also critical for cooling the transformers, maintaining a stable internal temperature to achieve safe and reliable performance. To make the most of our transformer assets, we will repair or install new radiators, reducing potential environmental hazards and ensuring reliability and long transformer life.
- The additional funds that are allocated for equipment failures and maintenance are a guard against unexpected catastrophic events. For example, the failure of transformer bushings requires emergency isolation, equipment replacement, and testing. These unexpected failures often represent a substantial cost to the Utility; having funds budgeted for such events is critical.
- We ensure an equitable investment across all substations to support our mission of providing exceptional electric services to all ratepayers regardless of race, identity, income, or location. Armed with geographic data regarding diversity, equity, and inclusion we are poised to ensure our offer takes into consideration and identifies our underserved and vulnerable populations.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Investment in key assets such as our substations maintains our reliability and provides predicable rates by avoiding costly unplanned equipment failures.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: The customer experience is largely affected by the reliability and efficient delivery of affordable electricity. By maintaining and protecting substation assets and infrastructure, we are doing our part to align with Light & Power's mission of providing reliable, safe and affordable electric services.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.: Light & Power is committed to investing in our substations and associated systems in a manner that aligns with the City's goal of providing its customers with 100% renewable electricity by 2030.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes



Offer 2.5: Utilities: Light & Power - Electric Substation Capital Upgrade Program - Funded

Offer Type: Asset Management-Ongoing

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Substations must be available to supply power to the electric distribution system 100% of the time without exception. Loss of substation supply results in community economic losses, safety concerns, and lost revenue to the City of Fort Collins on a massive scale.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.5: Utilities: Light & Power - Electric Substation Capital Upgrade Program

Offer Type: Asset Management-Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	851,000	696,000	-18.2%
560000 - Capital Outlay	851,000	696,000	-18.2%
Total Expenses	851,000	696,000	-18.2%
Funding Sources			
501-Light & Power Fund: Ongoing Ongoing Restricted Revenue	851,000	696,000	-18.2%
Funding Source Total	851,000	696,000	-18.2%



Offer 2.6: Utilities: Light & Power - Electric Distribution Transformer Replacement Program - Funded

Offer Type: Asset Management-Ongoing

2023: \$3,000,000 and 0.00 FTE (excluding hourly staffing)

2024: \$2,000,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund the labor and materials necessary to support electric system improvements tied to routine transformer purchases and installations aligned with system growth and unplanned equipment failures.

With the growth of residential rooftop solar, electric vehicles, and beneficial electrification, Light & Power monitors load growth on transformers and upgrades transformers to meet customer demands as required. In any given year, transformers in the field are installed as part of normal system expansion and replaced following condition assessments that indicate end of life conditions, for service upgrades, and as a result of the previously mentioned overloading conditions stemming from customer load growth. To ensure reliable service, maintenance inspections continue to identify transformers that require proactive replacement.

Following the COVID 19 pandemic, supply chain issues have continued to ripple through the global economy, resulting in shortages and extended delivery times for the raw materials that are used in transformers (primarily core steel, and stainless steel used for transformer tanks). As an example, prices for submersible transformers have increased more than 130% over 2021 purchase prices with lead times increasing by a factor of four. Pad-mounted transformer prices have increased by 35% 45% over 2021 prices, with lead times stretching by a factor of three. As a result of these market conditions, the offer amounts for 2023 and 2024 have necessarily increased to ensure that L&P will have equipment available to serve customers appropriately and address reliability risks. Though this offer supports transformer purchases for the 2023 and 2024 predictive maintenance replacement program, lead times in excess of a year mean that those replacements may not be performed until after 2023 or 2024, when the units actually arrive.

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Additional Information



Offer 2.6: Utilities: Light & Power - Electric Distribution Transformer Replacement Program - Funded

Offer Type: Asset Management-Ongoing

- Proposed 2023 transformer funding of \$4.123M will support purchases in 2023 for the following:
 - Routine replacements & purchases aligned with system growth & equipment failure
 - Predictive Directed Maintenance replacements for long-term overload degradation
 - Replacements aligned with cable replacement projects 3, 16, 17 & 20
- Proposed 2024 transformer funding of \$3.749M will support purchases in 2024 for the following:
 - Routine replacements & purchases aligned with system growth & equipment failure
 - Predictive Directed Maintenance replacements for long-term overload degradation
 - Replacements aligned with cable replacement projects 19, 21, 23, 24 & 25
- In 2021, the number of transformers in the field increased by 117 units total. During normal operations 269 transformers were set in the field and 152 were removed. Of those removed, 16 units were removed for impending risk of failure and were appropriately recycled. Planned outages scheduled to address transformer issues avoided an estimated 1,329,393 customer outage minutes in 2021.
- Light & Power designs, constructs, operates, and maintains the electric system using detailed metrics and data analysis to provide safe, reliable, resilient, and affordable energy services to all customers regardless of race, identity, or income. We can now consider equity using geographic data correlating to vulnerable populations as a new input for our prioritization process for replacement.
- Attention given to targeted replacements helps prevent unplanned outages, improving the Utilities' SAIFI metric (System Average Interruption Frequency Index) by reducing the frequency of outages. Upgrading transformers as necessary provides needed capacity for customers' needs. Replacement of transformers on planned outages is safer and more efficient than doing so on unplanned outages.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Using data-driven metrics to prioritize and proactively maintain assets while planning for growth management reduces the added costs associated with unplanned outages due to mechanical degradation or thermal damage from overloading, ultimately aiding in predictable utility rates.



Offer 2.6: Utilities: Light & Power - Electric Distribution Transformer Replacement Program - Funded

Offer Type: Asset Management-Ongoing

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.: Providing well-maintained assets intended to serve existing and emerging renewable energy loads improves our electrical system's ability to accept and adapt to changing load behaviors and allows our customers to contribute to the City's climate action plan goals that benefit our overall community.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Proactively maintaining critical assets identified through data-driven analysis reduces costs associated with unplanned outages and improves the reliability of our electric system. Coordinating transformer replacements with cable replacement areas is efficient and ultimately benefits customers' experiences by reducing overall outage minutes and dropping from two outages into one combined outage.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: In 2021, approximately 77,682 customers experienced a 99.9965% electric distribution reliability index (ASAI). Part of this success directly resulted from proactively replacing transformers and ensuring we have critical assets available to serve evolving and increasing loads. If all our customers had been out of power, they would have experienced 18.39 minutes of outage time (SAIDI).

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.6: Utilities: Light & Power - Electric Distribution Transformer Replacement Program

Offer Type: Asset Management-Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	3,000,000	2,000,000	-33.3%
560000 - Capital Outlay	3,000,000	2,000,000	-33.3%
Total Expenses	3,000,000	2,000,000	-33.3%
Funding Sources			
501-Light & Power Fund: Ongoing Revenue	3,000,000	2,000,000	-33.3%
Ongoing Restricted Revenue			
Funding Source Total	3,000,000	2,000,000	-33.3%



Offer 2.7: Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program - Funded

Offer Type: Asset Management-Ongoing

2023: \$1,106,866 and 0.00 FTE (excluding hourly staffing)

2024: \$1,106,866 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund labor and materials for an attrition based conversion of 70 watt and 100 watt high pressure sodium (HPS) residential streetlights, 1000 watt high mast metal halide lights Downtown, and 150 watt, 250 watt, and 400 watt HPS streetlights that are mostly located on arterial and collector streets. Other high intensity discharge (HID) technologies, such as mercury vapor, will also be replaced by light emitting diodes (LEDs) under this offer. It should be noted in this budget cycle that supply chain issues related to the COVID 19 pandemic are resulting in cost escalations for LED luminaires, so the proposed budget numbers are higher than past offers.

LED streetlights last three to four times longer than HPS streetlights and up to 10 times longer than metal halide streetlights, which is the primary justification for streetlight replacements. Lighting technologies using LEDs can:

- Improve energy efficiency
- Reduce maintenance costs through increased lifecycle performance
- Reduce light trespass, sky glow and glare when correctly implemented

An attrition based program will convert streetlights to LED when the existing components in HID lights fail. Expected failure rates in 2020 were very close to actual failure rates, while failure rates in 2021 were less than expected by about 300 failures, potentially owing to the population of lights already replaced. At these expected failure rates, completion for the replacement program will be in 2027.

As technologies, time and budget allow, Fort Collins Utilities also will explore the viability of streetlight control and monitoring technologies that could reduce the cost of sending crews out on patrol to identify failing lights and allow for future dynamic control of streetlighting.

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.

Additional Information



Offer 2.7: Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program - Funded

Offer Type: Asset Management-Ongoing

- Improved streetlighting efficacy will reduce overall illuminance over the levels emitted by the HPS lights but still will provide sufficient illuminance levels where it is needed to provide safe and effective lighting for drivers, pedestrians and bicyclists.
- Once the expected streetlights are replaced, the yearly reduction in electrical consumption will be at least 550,000 kilowatt-hours (kWh), freeing up this capacity to serve other needs or defer capital projects to increase capacity on electric distribution circuits. The cost savings from reduction in purchased power and coincident peak demand costs will be at least \$30,000 per year.
- Because the life expectancy of the proposed LED lights is roughly three times that of the current HPS lights, most of the savings from LED streetlights replaced at this point in the project will come from approximately \$368,000 in avoided annual maintenance costs over the life span of the LED lights.
- Light & Power designs, constructs, operates, and maintains the electric system using detailed metrics and data analysis to provide safe, reliable, resilient, and affordable energy services to all customers regardless of race, identity, or income. Replacement is solely dependent upon failure of existing streetlights, a stochastic process with no implicit bias to advance or restrict equity.
- Careful analysis of illuminance levels, lighting patterns, and lighting efficacy that account for the shift in the output spectrum of LED lighting from HPS lighting resulted in the development of a replacement plan for Fort Collins' streetlights that will reduce overall illuminance levels while maintaining safe lighting consistent with the goals of the City of Fort Collins Night Skies initiative.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: LED streetlights have an expected lifetime that is three to four times longer than their HPS counterparts and provide more effective lighting with less energy consumption. Through longer lifetimes and increased efficacy in lighting, planning and budgeting for maintenance and repairs will become more accurate and predictable.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Because of the longer expected lifetime of LED lights, more time will be available to efficiently plan and schedule maintenance routines, address customer concerns and improve our ability to proactively maintain lighting infrastructure.



Offer 2.7: Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program - Funded

Offer Type: Asset Management-Ongoing

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.: LED lighting technology continues to improve lighting control abilities. Installing LED lights gives the City an opportunity to move towards a smart lighting network using dynamic lighting controls. With a smarter lighting network capable of dynamic lighting levels, we could improve upon the energy reduction even beyond what we will see from installing LED lights.

Performance Metrics

- ENV 9. Percent decrease in community Greenhouse Gas (GHG) emissions from 2005 baseline
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6282&object=measure&objectId=91345.html>

Performance Measure Reason: At the end of 2021, 50% of our streetlight inventory was LED. Through this attrition-based conversion, Light & Power expects to see our LED population increase by 10% each year with an average CO2 equivalent reduction of at least 400 metric tons annually.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.7: Utilities: Light & Power - Attrition-Based LED Streetlight Conversion Program

Offer Type: Asset Management-Ongoing
Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	1,106,866	1,106,866	- %
560000 - Capital Outlay	1,106,866	1,106,866	- %
Total Expenses	1,106,866	1,106,866	- %
Funding Sources			
501-Light & Power Fund: Ongoing Ongoing Restricted Revenue	1,106,866	1,106,866	- %
Funding Source Total	1,106,866	1,106,866	- %



Offer 2.8: Utilities: Light & Power - Electric System Cable Replacement Program - Funded

Offer Type: Asset Management-Ongoing

2023: \$634,000 and 0.00 FTE (excluding hourly staffing)

2024: \$381,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund labor and materials to efficiently provide affordable, safe and reliable electric service. The efforts supported by this offer include system improvements by replacing infrastructure that is nearing end of life or is impacted by ambient environmental conditions that are degrading its condition.

Cables and cable accessories that were installed in the 1970s when the electric distribution system was first placed underground are reaching end of life. In the past 10 years, the average number of primary cable failures Light & Power experiences compared to the same window 10 years ago has been increasing, with failures at about 2.6 times those of the 10 year average in 2011. Without proactive replacement based on predictive modeling and diagnostic testing, the number of annual failures is anticipated to increase. The requested funding is required to maintain the current level of service, as measured by industry standard performance indices. Electric distribution cable is one of the largest asset investments that Light & Power maintains and care must be taken to ensure its reliability.

Assessments of existing distribution cable system assets are ongoing and inform and guide replacement projects that help to ensure that the distribution equipment with higher probabilities of failure is addressed and failure risk is minimized.

With appropriated funding for several residential distribution cable replacement priorities in the work queue, we can now direct attention to main feeder cable diagnostics and replacement, making use of testing equipment acquired in the last budget cycle. Feeder cables serve a greater number of customers, and therefore have more customer impact and expense tied to unplanned failures. The proposed diagnostic testing will still be guided by statistical information using our outage and failure history, but will now be able to bring remaining life information into our program on a circuit by circuit basis.

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.



Offer 2.8: Utilities: Light & Power - Electric System Cable Replacement Program - Funded

Offer Type: Asset Management-Ongoing

Additional Information

- Proactive cable replacement efforts can reduce the frequency of unplanned outages caused by cable failures. This will allow the current quality of service to be maintained, not only through prevention of future failures, but through coordination of outages with customers working from home.
- The cost of unplanned outages compared with planned outages higher for both Light & Power and for customers. The most effective and efficient model is well-targeted, proactive replacement.
- Reliability, as measured by industry-standard metrics such as the System Average Interruption Duration Index (SAIDI), is one of the targets consistent with the goals in Our Climate Future, which Fort Collins follows in supporting our mission. Since targeted cable replacement will prevent degradation of reliability, it is consistent with policy guidance that governs Utilities' actions.
- Each year the cable replacement model is updated to reflect new failure model inputs with additional equipment failures, customer impacts and cost assumptions.
- Light & Power designs, constructs, operates, and maintains the electric system using detailed metrics and data analysis to provide safe, reliable, resilient, and affordable energy services to all customers regardless of race, identity, or income. We can now consider equity using geographic data correlating to vulnerable populations as a new input for our prioritization process for replacement.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Planned equipment replacement will allow Utilities to better anticipate spending for upcoming years rather than reacting to reliability concerns that may not have been budgeted for. If an unexpected risk does emerge, the emergency reserves will prevent a gap in funding.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: The replacement areas and their risk assessments were identified using historical performance information and data collected in the field.
- ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: L&P coordinates with Connexion, informing them of replacement areas and when they will occur, allowing fiber to be installed during the cable replacement job.



Offer 2.8: Utilities: Light & Power - Electric System Cable Replacement Program - Funded

Offer Type: Asset Management-Ongoing

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Preventing outages by replacing equipment before it fails will allow L&P to maintain its existing level of service as measured by SAIDI.

- ECON 46. Electric System Average Interruption Frequency Index (SAIFI)
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=272743.html>

Performance Measure Reason: Preventing outages by replacing equipment before it fails will allow L&P to maintain its existing level of service as measured by SAIFI.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.8: Utilities: Light & Power - Electric System Cable Replacement Program

Offer Type: Asset Management-Ongoing
Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	634,000	381,000	-39.9%
560000 - Capital Outlay	634,000	381,000	-39.9%
Total Expenses	634,000	381,000	-39.9%
Funding Sources			
501-Light & Power Fund: Ongoing Revenue	634,000	381,000	-39.9%
Funding Source Total	634,000	381,000	-39.9%



Offer 2.9: Utilities: Light & Power - Distribution Automation - Funded

Offer Type: Asset Management-Ongoing

2023: \$200,000 and 0.00 FTE (excluding hourly staffing)

2024: \$200,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds the addition of at least one automated switch on the electric distribution system per year. The Distribution Automation (DA) included with these switches uses digital sensors with advanced control and communications technologies for remote control capabilities and monitoring from the System Operations Center.

DA can improve the safety, speed, cost and accuracy of system processes, including fault detection, feeder switching, preventative maintenance, outage notification and restoration and improved customer support. Personnel safety is achieved through remote control/operation of switches, which decreases the need for crews to be in a potentially hazardous area if a failure occurs. Operating costs are reduced by automating functions that require field crews to conduct on site monitoring and maintenance. Sensors proactively verify outages in conjunction with the information provided by the Advanced Metering system rather than waiting for customer calls, optimizing crew response and safety, reducing outage duration and identifying multiple outages correctly. Adding DA to and expanding the communications network to integrate it with other systems will provide system operators increased visibility, allowing them to manage and address reliability issues throughout the system. As Distributed Energy Resources (DER) like solar increase, the necessity and ability to see and control the system through switching and load control increases.

These funds have previously been used to fund the automation aspects that are part of new circuit installation capital enhancement projects as long as the proposed automation location meets specific criteria, including utilization frequency in switching orders, and whether the proposed location presents an operations or safety hazard for crew personnel. Additional funding accommodates a second automated switch or the addition of telemetry and communications to an existing switch not needing full automation capabilities.

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information



Offer 2.9: Utilities: Light & Power - Distribution Automation - Funded

Offer Type: Asset Management-Ongoing

- Fully automating the underground system where faults are automatically isolated and power is re-routed without human interaction would be prohibitively expensive to invest in at this time, especially due to the extremely high reliability of the system already. Automating strategic locations such as switches increases operational efficiency and personnel safety with greater cost benefit.
- The new Advanced Distribution Management System (ADMS) software, in conjunction with real-time data from the Advanced Meters and DA, assists with accurate prediction of outages, enabling faster troubleshooting and increasing reliability indices.
- Through this technology, outage verification can occur more quickly, providing customers with more timely information regarding an interruption to their power and when they can expect it to be restored.
- Light & Power designs, constructs, operates, and maintains the electric system using detailed metrics and data analysis to provide safe, reliable, resilient, and affordable energy services to all customers regardless of race, identity, or income. We can now consider equity using geographic data correlating to vulnerable populations as a new input for our prioritization process for system addition.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Remote monitoring of electric assets improves reliability through visibility of the system and equipment, reducing crew response for maintenance and troubleshooting of outages. It eliminates the need for crews to drive to the switch to investigate, allowing operators to control the switch remotely and safely.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: Remote monitoring of switches reduces crews responding to verify status of the switch, as well as labor and fuel cost and emissions.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>
Performance Measure Reason: Reducing outage duration times through precise, accurate troubleshooting of outages.
- ECON 47. Customer Average Interruption Duration Index (CAIDI) in Minutes



Offer 2.9: Utilities: Light & Power - Distribution Automation - Funded

Offer Type: Asset Management-Ongoing

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=360150.html>

Performance Measure Reason: Reducing outage duration times through precise, accurate troubleshooting of outages.

- ENV 110. Miles/Hours per ton of Green House Gas emitted

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6289&object=measure&objectId=313971.html>

Performance Measure Reason: Visual switch status in the Control Center reduces the need for crews to respond to a switch to verify status, operation and maintenance activities, saving on green house gas emitted.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.9: Utilities: Light & Power - Distribution Automation

Offer Type: Asset Management-Ongoing
Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	200,000	200,000	- %
560000 - Capital Outlay	200,000	200,000	- %
Total Expenses	200,000	200,000	- %
Funding Sources			
501-Light & Power Fund: Ongoing Ongoing Restricted Revenue	200,000	200,000	- %
Funding Source Total	200,000	200,000	- %



Offer 2.10: Utilities: Light & Power - Land Acquisition for New Electric Substation serving Northeast Fort Collins - Unfunded

Offer Type: Capital Project

2023: \$1,085,000 and 0.00 FTE (excluding hourly staffing)

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

Offer Summary

This offer will fund the purchase of land in northeast Fort Collins where a new electrical substation will be built. Anticipated annexations and growth in northeast Fort Collins will require a new substation in the near future to supply electric capacity to new customer loads so as to not overburden existing substations in the surrounding areas. A new substation will allow Light & Power to continue to operate the system at our current substation and feeder design standards, which guarantee high reliability and stability.

There are currently five sites that staff is exploring as possible locations for the new substation. These locations will be vetted for final feasibility using the following inputs as criteria:

- Capital cost of the land
- How the location affects the length/amount of duct bank that needs to be built to get feeders to the load centers
- Cost-effective design that provides all ratepayers served with acceptable voltage and power quality
- Proximity to PRPA transmission line facilities
- Physical access and landscape

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- NLSH 1.7 - Advance planning efforts in the Growth Management Area, including holistic considerations for potential annexations.

Additional Information

- With the recent access to a geographic data set that helps us identify vulnerable and possibly underserved populations, it is clear that a new substation in the NE part of Fort Collins will promote greatly equity as it pertains to the service we provide our customers.
- It is our objective to find the best piece of land that not only meets our substation material needs but one that is most efficient and has the least negative impact on the surrounding area.



Offer 2.10: Utilities: Light & Power - Land Acquisition for New Electric Substation serving Northeast Fort Collins - Unfunded

Offer Type: Capital Project

Impact to Ongoing Expenses

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

Scalability and explanation

This offer is not scalable. We cannot purchase a portion of the land needed for the new substation.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Investments in key assets like distribution substations maintain Light & Powers reliability and provide predicable rates by avoiding detrimental substation equipment failures caused by overloaded equipment.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Providing an additional source of power will improve the reliability and resiliency of the electric distribution system to better support the customer experience.
- NLSH 1.7 - Advance planning efforts in the Growth Management Area, including holistic considerations for potential annexations.: Long term planning has indicated that a new substation is needed for Light & Power to accommodate additional electrical load in northeast Fort Collins including load added as a result of the Mulberry Corridor annexation. In combination with existing substations, the new site will also provide a level of backup and resiliency to that part of the distribution system.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: An additional substation will provide an adequate source of power to serve new load, backup existing load, and the ability to sectionalize parts of the system during outages which decreases the number of customers affected and the outage duration.

Differences from Prior Budget Cycles



Offer 2.10: Utilities: Light & Power - Land Acquisition for New Electric Substation serving Northeast Fort Collins - Unfunded

Offer Type: Capital Project

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



**2.10: Utilities: Light & Power - Land Acquisition for New Electric Substation serving
Northeast Fort Collins**
Offer Type: Capital Project

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	1,085,000	-	- %
560000 - Capital Outlay	1,085,000	-	- %
Total Expenses	1,085,000	-	- %
Funding Sources			
501-Light & Power Fund: Ongoing Ongoing Restricted Revenue	1,085,000	-	- %
Funding Source Total	1,085,000	-	- %



Offer 2.11: Utilities: Light & Power - New Electric Substation serving Northeast Fort Collins - Unfunded

Offer Type: Capital Project

2023: \$300,000 and 0.00 FTE (excluding hourly staffing)

2024: \$7,876,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Substations are the source of the distribution power delivery system and are therefore a critical piece of infrastructure. They must be available to supply power to the electric distribution system 100% of the time without exception so it is imperative not to overload existing substations.

This offer funds the design, materials and construction costs associated with building a new electrical substation, which is based on anticipated annexations and growth to serve new loads and back up existing loads in the northeast part of Fort Collins. This additional source of power will allow L&P to efficiently provide its customers with safe, affordable and reliable electric service.

The costs included in 2023 will allow staff to contract with a consultant that will support staff with the engineering design expertise and bandwidth to complete design drawings used for construction. There are costs that were taken out of the year 2023 and have been requested as part of an off cycle appropriation in 2022; approximately \$2.2M will be appropriated to begin the procurement process for the two substation transformers as leads times have increased for these units to over three years.

The costs included in 2024 include procurement and delivery of the necessary switchgear as well as all costs associated with substation construction that will include payments to contractors, vendors and Platte River Power Authority.

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- NLSH 1.7 - Advance planning efforts in the Growth Management Area, including holistic considerations for potential annexations.

Additional Information

- A new substation in this area will serve an area of Fort Collins which is home to a historically lower income and more diverse population. This additional source of power will provide Light & Power the needs to continue its reputation of providing exceptional electric services and ensure that this area will match reliability, voltage, and power quality standards seen in other areas.



Offer 2.11: Utilities: Light & Power - New Electric Substation serving Northeast Fort Collins - Unfunded

Offer Type: Capital Project

- This will also allow L&P to serve new customers who have previously been served by other utilities that do not share the same values as the City of Fort Collins and are unable to provide the reliability offered by Fort Collins Light & Power.
- With the recent access to a geographic data set that helps us identify vulnerable and possibly underserved populations, it is clear that a new substation in the NE part of Fort Collins will promote equity as it pertains to the service we provide our customers.

Impact to Ongoing Expenses

Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$20,350

Ongoing Cost Description:

The ongoing cost associated with a new substation is related to equipment maintenance, electric bills for station service, and landscape services. These are minor expenses in the grand scheme but are quite important for protecting the City's investment and ensuring a safe, reliable and overall good experience for our customers.

Scalability and explanation

This offer is not scalable; we cannot build a portion of a substation.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Investments in key assets like distribution substations maintain Light & Powers reliability and provide predicable rates by avoiding detrimental substation equipment failures caused by overloaded equipment.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Providing an additional source of power will improve the reliability and resiliency of the electric distribution system to better support the customer experience.
- NLSH 1.7 - Advance planning efforts in the Growth Management Area, including holistic considerations for potential annexations.: Long term planning has indicated that a new substation is needed for Light & Power to accommodate additional electrical load in northeast Fort Collins including load added as a result of the Mulberry Corridor annexation. In combination with existing substations, the new site will also provide a level of backup and resiliency to that part of the distribution system.



Offer 2.11: Utilities: Light & Power - New Electric Substation serving Northeast Fort Collins - Unfunded

Offer Type: Capital Project

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: An additional substation will provide an adequate source of power to serve new load, backup existing load, and the ability to sectionalize parts of the system during outages which decreases the number of customers affected and the outage duration.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.11: Utilities: Light & Power - New Electric Substation serving Northeast Fort Collins

Offer Type: Capital Project

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	300,000	7,876,000	2,525.3%
560000 - Capital Outlay	300,000	7,876,000	2,525.3%
Total Expenses	300,000	7,876,000	2,525.3%
Funding Sources			
501-Light & Power Fund: Ongoing Revenue	300,000	7,876,000	2,525.3%
Ongoing Restricted Revenue			
Funding Source Total	300,000	7,876,000	2,525.3%



Offer 2.13: Utilities: Light & Power Circuit 638 Extension and Circuit 608 Contingency - Funded

Offer Type: Capital Project

2023: \$465,000 and 0.00 FTE (excluding hourly staffing)

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

Offer Summary

Funding this Offer will support labor and construction materials to build an electrical feeder to efficiently provide affordable, safe and reliable electric service to loads in the Turnberry and Richards Lake Road area. Feeder circuits provide electric service to new and existing customers and are the backbone and foundation of our electrical delivery system. This Circuit project consists of 750kcmil aluminum cables and medium voltage switches to distribute electricity from the substation. Appropriately loading electrical feeder circuits promotes reliability and quality of service to customers.

This offer specifically covers the resources needed to Install 8,000 circuit feet of 750kcmil aluminum medium voltage cable as Circuit 638 from the Richards Lake substation west to the intersection of Richards Lake and Turnberry to serve new loads developing in the area and support contingency for circuit 608, which currently serves the area. This circuit requires the installation of one vault and a medium voltage switch to help support reliable operation of the circuits in the area.

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Additional Information

- Circuits feeding the area Turnberry and Richards Lake Rd will reach the capacity, with current development, the feeder circuit must be extended to support developing load and provide back up to the existing circuits. The extension of circuit 638 is crucial to provide proactive reliability in the Turnberry/ Richards Lake Rd area.
- The area in question is a significant distance from other electrical supply centers of the City of Fort Collins, thus making it difficult to allow the flexibility needed within the system to consistently provide electrical reliability. The additional equipment proposed lends to better use of resources and capacity on the electrical system for unplanned events.
- The extension of this circuit will help maintain a high level of service to customers in the Turnberry and Richards Lake Rd area, as well as the much needed flexibility to operate the electrical system safely and efficiently, maintaining a high level of service and reliability during growth in the area and into the future.



Offer 2.13: Utilities: Light & Power Circuit 638 Extension and Circuit 608 Contingency - Funded

Offer Type: Capital Project

- Light & Power designs, constructs, operates, maintains, and repairs the electric system based on detailed metrics and data analysis to provide safe, reliable, resilient, and affordable energy services and products for all. We hold these high standards for every customer, regardless of race, identity, income, or location.

Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

Scalability and explanation

This offer is not scalable. We need to complete construction of the entire circuit to support serving customers.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Maintaining balanced loading, providing sufficient capacity, and installing backup capability on our electrical feeders prevents overload conditions in case of equipment failure.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Providing adequate circuit capacity and a backup circuit improves the reliability and resiliency of the electric distribution system to better support the customer experience.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Appropriate loading of circuits allows for backup and sectionalizing, allowing for more customers to be re-energized earlier, reducing outage duration times and allowing careful precise, accurate troubleshooting of outages in the isolated cable sections.

Differences from Prior Budget Cycles

- Not applicable



Offer 2.13: Utilities: Light & Power Circuit 638 Extension and Circuit 608 Contingency - Funded

Offer Type: Capital Project

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.13: Utilities: Light & Power Circuit 638 Extension and Circuit 608 Contingency

Offer Type: Capital Project

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	465,000	-	- %
560000 - Capital Outlay	465,000	-	- %
Total Expenses	465,000	-	- %
Funding Sources			
501-Light & Power Fund: Reserves Reserve	465,000	-	- %
Funding Source Total	465,000	-	- %



Offer 2.14: Utilities: Light & Power Install Circuit 628 - Funded

Offer Type: Capital Project

2023: \$0 and 0.00 FTE (excluding hourly staffing)

2024: \$1,730,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund labor and construction materials to build an electrical feeder and duct bank to efficiently provide affordable, safe and reliable electric service to new loads north of the Mountain Vista Drive and Turnberry Road intersection. Feeder circuits provide electric service to new and existing customers and are the backbone and foundation of our electrical delivery system. This circuit project consists of 750kcmil aluminum cables in a duct bank and medium voltage switches to distribute electricity from the substation. Appropriately loading electrical feeder circuits promotes reliability and quality of service to customers.

This offer specifically covers the resources needed to Install 9,400 circuit feet of 750kcmil aluminum medium voltage cable and 6,600 feet of duct bank with seven vaults as Circuit 628 from the Richards Lake substation south to Mountain Vista Drive and west to the intersection of Mountain Vista and Turnberry to serve new loads north of Turnberry. This circuit requires the installation of two medium voltage switches to help support reliable operation of the circuits in the area.

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Additional Information

- Continued residential development north of Turnberry and Mountain Vista necessitate the construction of a feeder circuit to serve the growing load in the area and provide contingency protection for customers in the area.
- The area in question is a significant distance from other electrical supply centers of the City of Fort Collins, thus making it difficult to allow the flexibility needed within the system to consistently provide electrical reliability. The additional equipment proposed lends to better use of resources and capacity on the electrical system for unplanned events.
- The construction of this circuit will help provide the ability to maintain a high level of service to customers in the Mountain Vista and Turnberry area, as well as the much needed flexibility to operate the electrical system safely and efficiently, maintaining a high level of service and reliability during growth in the area and into the future.



Offer 2.14: Utilities: Light & Power Install Circuit 628 - Funded

Offer Type: Capital Project

- Light & Power designs, constructs, operates, maintains, and repairs the electric system based on detailed metrics and data analysis to provide safe, reliable, resilient, and affordable energy services and products for all. We hold these high standards for every customer, regardless of race, identity, income, or location.

Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

Scalability and explanation

This offer is not scalable.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Maintaining balanced loading, providing sufficient capacity, and installing backup capability on our electrical feeders prevents overload conditions in case of equipment failure.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Providing adequate circuit capacity and a backup circuit improves the reliability and resiliency of the electric distribution system to better support the customer experience.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Appropriate loading of circuits allows for backup and sectionalizing, allowing for more customers to be re-energized earlier, reducing outage duration times and allowing careful precise, accurate troubleshooting of outages in the isolated cable sections.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable



Offer 2.14: Utilities: Light & Power Install Circuit 628 - Funded

Offer Type: Capital Project

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.14: Utilities: Light & Power Install Circuit 628

Offer Type: Capital Project

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	-	1,730,000	- %
560000 - Capital Outlay	-	1,730,000	- %
Total Expenses	-	1,730,000	- %
Funding Sources			
501-Light & Power Fund: Reserves Reserve	-	1,730,000	- %
Funding Source Total	-	1,730,000	- %



Offer 2.15: Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade - Phase 3 - Funded

Offer Type: Capital Project

2023: \$508,000 and 0.00 FTE (excluding hourly staffing)

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

Offer Summary

This offer funds reliability and security improvements to the City's advanced metering infrastructure (AMI). The AMI system facilitates the transfer of water and electric usage data from customer meters to the City's IT servers. Water and electric utility billing, including Time of Day (TOD) billing, relies on prompt and accurate communication of customer usage data. Challenges that can be costly include:

- Billing based on estimates that require future adjustments
- Troubleshooting the cause of degraded communication signals and attempting to relocate equipment, often requiring a traffic plan and scheduling crews to do the work after hours
- Unsupported equipment

AMI expenditures that are anticipated in 2023-24 will seek to either reduce or eliminate the costs and vulnerabilities identified above by:

- Upgrading data collection devices called Gatekeepers from current models that are at the end of the product lifecycle to next-generation models that will afford us approximately 10 more years of active support, offer cybersecurity protection, and ease data traffic congestion. We anticipate improved meter read success rates and reductions in truck rolls to perform equipment upgrades and electric service connects and disconnects.
- Modifying the AMI system configuration to rely on fiber rather than wide area network (WAN) wireless routers. The existing routers will reach end-of-support in 2023. With the build out of Connexion, the timing is optimal to transition away from WAN routers that are susceptible to weak wireless signals and instead use fiber optic technology for more reliable communications.

This offer would fund the third year in a three year replacement program of the AMI technology and includes the portion of capital investment proposed for 2021 that was deferred to relieve short-term rate pressure. Not funding this offer would defer all remaining costs into 2024 (508k), which could delay the replacement beyond the 2023 end of support.

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

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

Additional Information

- We have experienced seasonal changes that negatively impact the WAN. High frequency wireless signals cannot penetrate foliage easily, which has the potential to block the signal completely. With the arrival of the Connexion broadband utility, it makes fiscal and technical sense to leverage Connexion fiber as the AMI backhaul as opposed to wireless signals going forward.



Offer 2.15: Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade - Phase 3 - Funded

Offer Type: Capital Project

- The Connexion monthly subscription fee is a more cost effective way to transmit AMI data than the costs associated with the WAN software maintenance agreement costs.
- The AMI system currently utilizes 84 GKs. One third of these devices will be replaced each year and connected to a Connexion Optical Network Terminal (ONT) over the project cycle.
- Light & Power and Water both utilize the AMI system to collect customer usage data, this offer will be jointly funded 68.4% (\$347,472) and 31.6% (\$160,528) respectively.
- Light & Power designs, constructs, operates, and maintains the electric system using detailed metrics and data analysis to provide safe, reliable, resilient, and affordable energy services to all customers regardless of race, identity, or income.

Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

Scalability and explanation

X

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: This equipment is part of the Advanced Metering Infrastructure and ensures the secure transmission of our customers' water and electric meter reads allowing the Utility to accurately bill customers for their water and electric usage. Funding the replacement of this equipment will ensure that this aspect of the AMI system is operational.

Performance Metrics

- ECON 47. Customer Average Interruption Duration Index (CAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=360150.html>

Performance Measure Reason: The equipment being replaced is part of the network that funnels outage notification messages from electric meters to the Outage Management System and the improved speed and reliability of these messages getting to the OMS will have a direct impact on the duration of outages experienced by our customers which affects our CAIDI index.



***Offer 2.15: Utilities: Light & Power - Advanced Metering Infrastructure
Equipment and Technology Upgrade - Phase 3 - Funded***

Offer Type: Capital Project

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.15: Utilities: Light & Power - Advanced Metering Infrastructure Equipment and Technology Upgrade - Phase 3

Offer Type: Capital Project

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	508,000	-	- %
560000 - Capital Outlay	508,000	-	- %
Total Expenses	508,000	-	- %
Funding Sources			
501-Light & Power Fund: Reserves Reserve	347,470	-	- %
502-Water Fund: Ongoing Revenue Ongoing Restricted	160,530	-	- %
Funding Source Total	508,000	-	- %



Offer 2.16: Utilities: Light & Power - Utility Network Migration & ADMS Enhancements - Funded

Offer Type: Capital Project

2023: \$830,000 and 0.00 FTE (excluding hourly staffing)

2024: \$250,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund additional functionality in the Advanced Distribution Management System (ADMS), labor costs to perform a data migration from one GIS data model to another, and an updated integration between the two.

The additional functionality planned for in the ADMS will enable electric system analysis with Distributed Energy Resources (DER) interconnected, which will also require an integration to the Utilities Demand Response (DR) system, IntelliSource. IntelliSource is the system that communicates with, controls and aggregates data from existing DR devices on customer premises; the integration will enable two-way data flow to enhance analyses in the ADMS and controls sent to devices by the DR system. This portion of this offer aligns with the deliverables in Offer 1.7, submitted under the Environmental Health outcome area, that provides the software needed to communicate with DR devices or Distributed Energy Resources (DER) with standard protocol.

Before the end of 2024, our electric Geographic Information System (GIS) network data model will be migrated to a more modern standard model called Utility Network. This will be required to remain in current support with our GIS vendors, and to increase the performance of the model. Utility Network enhances operations by reducing the number of layers in the map and simplifies the ability to search and report on data. To maintain continuity of operations in GIS and ADMS, we will also need to reconfigure the integration between them. This will require the support of the ADMS product vendor. The migration process will be labor intensive and, if possible, L&P would like to perform most of this work internally.

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Additional Information

- L&P desires to perform the migration internally; as such a BFO offer for a new employee in 2023 is included in this budget cycle. As part of the BFO offer for the new FTE, the cost of an outsourced data migration (\$500 K) will be subtracted from this offer in 2023.



Offer 2.16: Utilities: Light & Power - Utility Network Migration & ADMS Enhancements - Funded

Offer Type: Capital Project

- Utility Network is crucial to collecting and managing the details required to drive the advanced applications from Advanced Distribution Management System (ADMS) vendors. Utility Network supports the necessary modeling of the electric network data that is needed to support the advanced applications.
- Utility Network is the first major upgrade to GIS systems in 20 years, providing the next generation spatial information system with greater functionality over massive utility datasets, at every scale of resolution. This integration is industry focused and will provide tools focused on the user experience to improve communication across our organization.
- The architecture of the Utility Network is designed to provide secure data access for users across all platforms, giving access to tools for data collections, modeling and analysis tools of providing unprecedented levels of information gathering for better operational awareness and decision-making.
- Utility Network provides advanced network modeling and analytical capabilities that will assist with managing our network with greater insight and information. Implementing Utility Network will provide increased benefits for electric distribution planning, engineering, operations and customer service.

Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

Scalability and explanation

L&P desires to perform the migration internally; as such a BFO offer for a new employee in 2023 is included in this budget cycle. As part of the BFO offer for the new FTE, the cost of an outsourced data migration (\$500 K) will be subtracted from this offer in 2023.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Utility Network enhances our ability to model assets, analyze the network and gather data in an efficient manner that all users can access. The investment will assist with effectively maintaining the utility infrastructure and services.



Offer 2.16: Utilities: Light & Power - Utility Network Migration & ADMS Enhancements - Funded

Offer Type: Capital Project

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: Improved modeling of assets allows advanced analysis of the system, efficiency of the system and data collection to make better informed decisions on operating and maintaining the electric system for improved customer service.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Each application integration provides better details, additional data and improved "visibility" into the status and operation of the electric system. By modeling the system on an advanced platform, these applications are integrated to streamline the users ability to access information to reduce or avoid customer interruptions.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.16: Utilities: Light & Power - Utility Network Migration & ADMS Enhancements

Offer Type: Capital Project
Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	830,000	250,000	-69.9%
560000 - Capital Outlay	830,000	250,000	-69.9%
Total Expenses	830,000	250,000	-69.9%
Funding Sources			
501-Light & Power Fund: Reserves Reserve	830,000	250,000	-69.9%
Funding Source Total	830,000	250,000	-69.9%



Offer 2.17: Utilities: Light & Power - Cable Handling Facility for Cut-To-Length Program - Unfunded

Offer Type: Capital Project

2023: \$0 and 0.00 FTE (excluding hourly staffing)

2024: \$1,551,472 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund the purchase of equipment and the construction of a space in Utilities' warehouse necessary to issue medium- and low-voltage power cable in lengths specific to each job. Waste can be eliminated by purchasing cable on much larger master reels from our manufacturers and issuing a carefully measured amount, tailored to each particular job. Currently, reels with a standardized length are issued to work orders with different length needs, which results in waste from leftover lengths that are too short to use on any other jobs. With this shift from purchasing cable in lengths longer than those needed for each job, we have an opportunity to improve losses related to scrap amounts of cable left on our reels as well as reduce waste related to non returnable reels that may eventually end up in the landfill.

Implementing this program will require equipment and facilities dispense cable from the larger reels. This budget cycle is an opportune time to consider transitioning to this method as it would reduce the amount of waste that may occur under our current approach as we build new circuits out of a new substation and convert the Mulberry annexation areas to Light & Power's electric system.

Losses related to scrap cable average between 18 20%. As an example, the average annual cable inventory losses between 2010 and 2014 are valued at \$138,179.00. Once cut to length cable issuance is implemented, the expected losses will initially drop to annual losses of 5 7% and, as the process is refined, can reach losses as low as 2% over time. Based on a reasonable assessment of current losses, the internal rate of return is between 10 and 13 years. This program will better utilize materials and resources, reduce environmental impact from transportation related CO2 emissions and material waste, reduce potential safety risks related to space congestion, and promote efficiency in construction.

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.

Additional Information

- When the remaining cable on a reel reaches a certain point, about 150 feet for our 200-amp cables and 550 feet on our 600-amp cables, it is not easily useable for primary distribution system construction.



Offer 2.17: Utilities: Light & Power - Cable Handling Facility for Cut-To-Length Program - Unfunded

Offer Type: Capital Project

- Analysis of the recorded weight of recycled materials during 2013 and 2014 easily supports annual scrap losses of 20% for 15kV jacketed underground cable. Assuming a 2% hurdle rate for a discounted cash flow analysis, a 20% scrap loss combined with a concerted effort to get losses down to 2% would bring the break-even horizon to 10 years.
- Analysis of the recorded weight of recycled materials easily supports annual scrap losses during 2013 and 2014 of 20% for 15kV jacketed TRXLPE shielded cable for both classes mentioned earlier. A 20% scrap loss combined with a concerted effort to get losses down to 2% would bring the break-even horizon to 10 years, assuming a 2% hurdle rate for a discounted cash flow analysis.
- The intent of this project is to improve efficiency and reduce operational costs over the long term, which contributes towards keeping rates lower. With respect to equity, it is important to control rates, as rate escalation affects underserved and lower income communities disproportionately.

Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

Scalability and explanation

This offer is not easily scalable. If the cut-to-length facility is not constructed, then we will not have the space or equipment to safely accomplish this shift in practice.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: This project serves to both reduce immediate expenses related to unusable cable lengths, and the "downstream" expenses related to the additional trips, costs, and efforts of addressing the recycling or disposal of the reels on which the cable comes. These cost reductions translate to avoided increases in the rate-base.
- ENV 4.3 - Accelerate efforts to achieve 2030 zero waste goals.: While the metals in the waste cable lengths are recyclable, the cable insulation polymers and reels are not always recyclable, and this program will reduce materials in both of those solid waste streams.

Performance Metrics



Offer 2.17: Utilities: Light & Power - Cable Handling Facility for Cut-To-Length Program - Unfunded

Offer Type: Capital Project

- ECON 46. Electric System Average Interruption Frequency Index (SAIFI)

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=272743.html>

Performance Measure Reason: This will require a new performance measure to track the amount of unusable cable as a percentage of cable purchased.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.17: Utilities: Light & Power - Cable Handling Facility for Cut-To-Length Program

Offer Type: Capital Project
Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	-	1,551,472	- %
560000 - Capital Outlay	-	1,551,472	- %
Total Expenses	-	1,551,472	- %
Funding Sources			
501-Light & Power Fund: Ongoing Revenue	-	1,551,472	- %
Funding Source Total	-	1,551,472	- %



Offer 2.18: Utilities: Light & Power - Disaster Recovery Site Improvements - Phase 2 - Funded

Offer Type: Capital Project

2023: \$256,500 and 0.00 FTE (excluding hourly staffing)

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

Offer Summary

This offer will fund the design and purchase of new electric system operator consoles and related equipment to complete construction of the disaster recovery site. This offer will provide two electric system operator consoles, radio equipment and the necessary extension of the 800 MHz radio system that communicates to crew personnel in the field, which requires a redundant fiber loop to be installed and a replacement fiber patch panel.

Phase 1 of this project is funded in 2022, including design and construction of improvements to the existing Utilities building located southwest of the intersection of Mulberry Street and Overland Trail, commonly known as the Overland Substation. The improvements will ensure functional and efficient use of this building as it contains three existing employee workstations and will accommodate a future electric operations center disaster recovery (DR) site. The main improvements included:

- Water/Sewer taps
- Restroom facilities
- A reconfigured building space that accommodates the existing personnel use cases as well as enabling future operator consoles

Failure to fund this offer will delay the completion of our disaster recovery site. Funding this offer will ensure completion of the emergency system operating workspaces.

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Additional Information

- The critical need for a disaster recovery (DR) site became very apparent during the previous two years of the pandemic. The work performed by the operators must be performed on site at a secure location due to the ESCADA system, it can not be accessed remotely due to cyber security risks and concerns.



Offer 2.18: Utilities: Light & Power - Disaster Recovery Site Improvements - Phase 2 - Funded

Offer Type: Capital Project

- The operator group is a small group of 5 personnel. The disaster recovery site is imperative in times like the pandemic, when it is necessary separate the team into two workgroups we can ensure that we have two teams of available operators that can be isolated from each other. This work group is essential to work being performed in the field and is not able to be sourced to another group.
- In the event that a situation renders the current operations center located at 700 Wood St to be inoperable or uninhabitable, the electric control center and operators will have no way to perform work duties and support field personnel in daily tasks or emergencies.
- The equipment in the control room can not be easily moved and relocated in an emergency, this necessitates the disaster recovery site to be commissioned with all necessary components for continuity of operations and the safety and well being of Fort Collins citizens and electric employees.
- Currently three substation personnel use this as their primary work location; the only bathroom currently available to them is a portable unit. L&P used this location as a DR site during the early stages of the pandemic; all without access to running water or a bathroom. Ready access to a bathroom is definitely an accommodation necessary for female co-workers and the health of all employees.

Impact to Ongoing Expenses

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

\$9,315

Ongoing Cost Description:

Additional maintenance costs associated with two more radio consoles from Motorola.

Increased electric usage from electronics and HVAC equipment.

Scalability and explanation

This offer cannot be scaled; it was scaled in 2022 which is why we are asking for the remainder of the money now.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: The disaster recovery (DR) site will ensure the ability to properly monitor and operate the electric system regardless of events in the community that may affect the health of employees or the current physical location of the operations center at 700 Wood St.



Offer 2.18: Utilities: Light & Power - Disaster Recovery Site Improvements - Phase 2 - Funded

Offer Type: Capital Project

- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: The disaster recovery (DR) site will ensure the ability to properly monitor and operate the electric system regardless of events in the community that may affect the health of employees or the current physical location of the operations center at 700 Wood St.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: The disaster recovery (DR) site will ensure the seamless ability to monitor, maintain and operate the electrical system in a safe and reliable manner regardless of world, community or disaster impacts.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.18: Utilities: Light & Power - Disaster Recovery Site Improvements - Phase 2

Offer Type: Capital Project
Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	256,500	-	- %
560000 - Capital Outlay	256,500	-	- %
Total Expenses	256,500	-	- %
Funding Sources			
501-Light & Power Fund: Reserves Reserve	256,500	-	- %
Funding Source Total	256,500	-	- %



Offer 2.19: Utilities: Light & Power System Relocations Due to Road, Intersection and Alley Improvements - Funded

Offer Type: Capital Project

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

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

Offer Summary

This offer will fund the ability to relocate electric facilities that need to be moved because of projects in the public right-of-way (ROW). Light & Power collaborates with the Engineering Department in the design and completion of a broad range of City initiated capital projects such as roadway and intersection improvements and bridge replacements. During construction of these projects, Light & Power is required to relocate facilities if there is a conflict with the ROW improvements. Funding this offer will provide the capital funds necessary to comply with the needed system relocation.

Funds for system relocation were previously taken from the Operations and Maintenance budget. Funding this offer provides the opportunity to better align expenditure allocations. The budget offer approved for 2022 was \$230,000, due to a lower level of projects requiring relocations. The increase for funding in 2023 and 2024 is due to an increase in these types of projects planned within other offers within this budget cycle.

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

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

Additional Information

- Not applicable

Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

Scalability and explanation

x

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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



Offer 2.19: Utilities: Light & Power System Relocations Due to Road, Intersection and Alley Improvements - Funded

Offer Type: Capital Project

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: In conjunction with transportation infrastructure updates, Light & Power relocates and upgrades electric facilities. With funding specifically allocated to these types of projects, Light & Power does not have to use reserves or other funding pools.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Moving infrastructure from the public ROW before construction occurs will prevent outages from occurring due to construction dig-ins.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.19: Utilities: Light & Power System Relocations Due to Road, Intersection and Alley Improvements

Offer Type: Capital Project

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	400,000	400,000	- %
560000 - Capital Outlay	400,000	400,000	- %
Total Expenses	400,000	400,000	- %
Funding Sources			
501-Light & Power Fund: Ongoing Ongoing Restricted Revenue	400,000	400,000	- %
Funding Source Total	400,000	400,000	- %



Offer 2.20: Utilities: Light & Power - 2.0 FTE Electrical Engineer - Unfunded

Offer Type: Enhancement

2023: \$256,710 and 2.00 FTE (excluding hourly staffing)

2024: \$257,912 and 2.00 FTE (excluding hourly staffing)

Offer Summary

Additional full-time engineering support is needed to implement programs and standards for increasing changes to the electric system with respect to Distributed Generation (DG) and Beneficial Electrification (BE). The City of Fort Collins has adopted the Our Climate Future (OCF) plan with an ambitious goal for 100% renewable electricity being supplied to the community by 2030. To reach this goal energy sources provided by our energy supplier, Platte River Power Authority, will be transitioning to renewable sources and additional renewable energy sources will need to be developed locally through DG. Coordinating these efforts to transition the electric system will require increasing involvement of engineering staff to ensure that new energy sources and technology to manage them will not degrade system reliability and field personnel safety.

Another OCF goal is to have community 2030 greenhouse gas emissions 80% lower than 2005 baseline levels. This will require a large increase in customer electrical demand as customers switch from fossil fuel vehicles and appliances; a process known as BE, such as adopting Electric Vehicles and installing or replacing heating appliances with electric heating. L&P anticipates not only an increase in electric demand but also a change in the times and days that electricity is most used in our distribution system.

To support OCF goals engineers will be needed to develop dynamic system models to analyze the effects of these changes. Standards for equipment connection requirements and specialized controls equipment that interface with the electric system will need to be developed to ensure the continuing reliability and safety of the electric system. Developing tools and implementing software solutions, such as Advanced Distribution Management Systems, will be crucial allowing real-time analysis and control to manage the electrical grid efficiently.

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

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

Additional Information

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



Offer 2.20: Utilities: Light & Power - 2.0 FTE Electrical Engineer - Unfunded

Offer Type: Enhancement

- Without additional engineering staff we are unlikely to successfully implement all programs to implement the programs necessary to meet OCF goals.

Impact to Ongoing Expenses

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

\$271,970

Ongoing Cost Description:

Ongoing costs for these two positions include salaries, benefits costs, and funding for training expenses.

Scalability and explanation

There is some potential that we could contract additional services through a temporary agency, but the entry and ongoing costs for that option would likely be higher than more fully utilizing a trained in-house resource that can accommodate the additional workload with little to no additional training expense. There is a very strong preference to add new FTEs because they will be needed to support the increasing technical workload into the future.

Links to Further Details:

- <https://coftc.sharepoint.com/:b:/t/LightPower/EVkJUBF2EHZCn8bMXxT-Yr4BeUqKZtOEpiUabrXvoJ05kQ?e=BTtmRD>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: There is more workload than we have staff; these positions will ensure system planning and operations are supporting continuous improvement of the system design and construction that results in better reliability.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.: These positions will directly support initiatives like beneficial electrification and distributed energy resources planning, both of which further our progress on Our Climate Future 2030 goals.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: These positions directly impact the materials we buy, how those materials are installed on our system, what areas of the system need maintenance or replacement, and ensure that the distribution system maintains a high level of reliability even as we continue to see high penetration of Distributed Energy Resources (DER).



Offer 2.20: Utilities: Light & Power - 2.0 FTE Electrical Engineer - Unfunded

Offer Type: Enhancement

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.20: Utilities: Light & Power - 2.0 FTE Electrical Engineer

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %
Expenses			
511000 - Salaries & Wages	202,698	211,820	4.5%
512000 - Benefits	54,292	56,838	4.7%
519000 - Other Personnel Costs	(10,280)	(10,746)	4.5%
510000 - Personnel Services	246,710	257,912	4.5%
555000 - Office & Related Supplies	10,000	-	- %
550000 - Supplies	10,000	-	- %
Total Expenses	256,710	257,912	0.5%
Funding Sources			
501-Light & Power Fund: Ongoing	256,710	257,912	0.5%
Ongoing Restricted Revenue			
Funding Source Total	256,710	257,912	0.5%



Offer 2.21: Utilities: Light & Power - 1.0 FTE Senior Systems Analyst Through Repurposing An Existing 0.75 FTE Position - Unfunded

Offer Type: Enhancement

2023: \$-431,581 and 0.25 FTE (excluding hourly staffing)

2024: \$71,512 and 0.25 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will provide funding to re-purpose and transition an existing 0.75 FTE position to a 1.0 FTE position in the Operations and Technology department in Light & Power (L&P). This position will support the strategic advancement of technological solutions within L&P while ensuring alignment with City IT strategic planning.

Technological advances, system and software lifecycles, cybersecurity and City IT directives all influence and contribute to the ever-evolving and complex technology landscape of Light & Power. The department is responsible for several critical business functions that are dependent on high performing solutions; these include power monitoring and delivery, power outage management, water and electric metering for revenue collection, demand modeling and forecasting, and GIS based utility network models. At any given time one or more of the systems that support these functions require data engineering and system architecture resources. The organizational structure currently lacks a position that contributes strategically to defining and executing a comprehensive technology vision. Additionally, the department has immediate and future project work that, without this additional resource, will require consultant contracts that invest in non retained talent.

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

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

Additional Information

- Immediate Project Work: Utility Network Migration
The technology upon which our electric & fiber GIS networks are built is undergoing an industry-wide transition. Utilities using this technology will be required to make this move as support for the previous technology will end in 2024. This new position will be our primary support coordinating and performing key tasks for this large project.
- Immediate Project Work: Maximo Information – Business Intelligence and Ongoing Analysis
Application Integration



Offer 2.21: Utilities: Light & Power - 1.0 FTE Senior Systems Analyst Through Repurposing An Existing 0.75 FTE Position - Unfunded

Offer Type: Enhancement

- Project Work: Data Warehouse Architecture

This position will serve as the lead data warehouse developer for the department. Having a functional data warehouse is a priority for Light & Power as it will alleviate existing blockages to valuable information and empower end-users to garner valuable insights within their areas of expertise.

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

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$140,100

Ongoing Cost Description:

Ongoing costs for this position includes salary, benefits costs, and funding for training expenses.

Scalability and explanation

The required work described in Additional Information Bullet 1 (Utility Network Migration) can be accomplished with the support of consultants. Estimates for a complete data migration average \$500,000. This offer has a negative amount for \$500 K in 2023 that will be subtracted from offer 2.16 if purchased. If this offer is not purchased, offer 2.16 will stay fully funded and will support the necessary data migration to Utility Network with consultant help.

Links to Further Details:

- <https://coftc.sharepoint.com/:b:/t/LightPower/EWtTGfzNd19Hj08y8uYQIC4BS-5Sne35nvRDSJcC5vpOiA?e=fmRLCF>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: Tasks performed by this position will directly support upgrades in our technology systems making them faster and more efficient as well as providing a higher availability of information to our crews in the field. This increases their level of safety, efficiency and productivity.
- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.: The tasks that this position will work on directly impacts the systems performing some of the heavy electric system analytics as our penetration of distributed energy resources increases. This work is imperative to maintaining safe, reliable delivery of electric service AND enable us to achieve our climate goals.



Offer 2.21: Utilities: Light & Power - 1.0 FTE Senior Systems Analyst Through Repurposing An Existing 0.75 FTE Position - Unfunded

Offer Type: Enhancement

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: All tasks completed by this position support applications utilized by field and system operations groups making them both more efficient and able to support faster responses to and restorations of outages.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



**2.21: Utilities: Light & Power - 1.0 FTE Senior Systems Analyst Through
Repurposing An Existing 0.75 FTE Position**
Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	0.25	0.25	- %
Expenses			
511000 - Salaries & Wages	62,028	64,820	4.5%
512000 - Benefits	9,242	9,672	4.7%
519000 - Other Personnel Costs	(2,851)	(2,980)	4.5%
510000 - Personnel Services	68,419	71,512	4.5%
569000 - Other Capital Outlay	(500,000)	-	- %
560000 - Capital Outlay	(500,000)	-	- %
Total Expenses	(431,581)	71,512	-116.6%
Funding Sources			
501-Light & Power Fund: Ongoing Revenue	(431,581)	71,512	-116.6%
Funding Source Total	(431,581)	71,512	-116.6%



Offer 2.22: Utilities: Light & Power - 1.0 FTE Sr. Technical Project Manager - Unfunded

Offer Type: Enhancement

2023: \$108,871 and 1.00 FTE (excluding hourly staffing)

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

Offer Summary

Funding this offer will provide needed support for Light & Power's (L&P) Electric Project Engineering (EPE) team. While the team has decreased over the past five years, the work to support customers has increased. Among the additions to the group's workload are wireless carrier small cell deployments, electric service upgrades, development review and development support, and reliability based capital improvement projects such as electric feeder construction, overhead to underground conversions, and cable replacement projects. For small cell and service upgrades, EPE reviews the application documents and permits, performs analysis and design for required electrical system upgrades, and manages construction and financing activities and other required construction permits.

With four wireless carrier Master License Agreements in place and additional carriers operating in our market, it is expected that well over 1,000 Small Cell facilities will be installed within the next three to five years, with more to follow beyond that timeline.

Beneficial electrification (BE) to support Our Climate Future (electric vehicle chargers, customer owned solar panels, residential electrification to reduce use of natural gas) has resulted in an accelerating volume of customers who need electric service capacity upgrades to support it. Electric service upgrade requests have gone up significantly in the last three years and are increasing.

Development has also increased in the last five years. With all development projects, our team is responsible for reviewing the development submittal documents, providing comments, designing the electrical infrastructure, working with the development team to incorporate our design within the construction plan set, finalizing the design, and managing the electric distribution construction project from start to finish. Developments include larger subdivisions that require capital improvement projects, and smaller commercial and residential developments.

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

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

Additional Information



Offer 2.22: Utilities: Light & Power - 1.0 FTE Sr. Technical Project Manager - Unfunded

Offer Type: Enhancement

- For the first time, Light and Power is receiving funding for the required time to review each project that is submitted through Development Review. The cost recovery for time spent on Development Review can offset a portion of the funds needed for the additional position, and will not necessitate a rate increase, which would have a disproportionate impact on underserved and vulnerable populations.
- The Utilities Light & Power department recognizes that modernizing our hiring practices is an area of opportunity for advancing equity. The department is interested in incorporating City level guidance, specifically regarding the use of inclusive language in job postings and posting options that are more effective at reaching all potential candidates.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$115,100
Ongoing Cost Description:
Ongoing costs for this position includes salary, benefits costs, and funding for training expenses.

Scalability and explanation

There are very few alternatives to the addition of personnel to this group. Without an additional person, there will need to be a measured understanding about which part of the EPE team's responsibilities will be placed on hold to still ensure that customers receive high levels of service for the work that can be accomplished. This may include the slow-down on capital improvement projects, such as cable and transformer replacement and Light & Power expansion and inclusion projects.

Links to Further Details:

- <https://coftc.sharepoint.com/:b:/t/LightPower/EYhPhF0uVzRJgVGPTTIOQbgBPVSf91F0uDvi932hRFJKlg?e=m5hUK6>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: To maintain levels of service, overhead to underground conversions, annexation conversions and enclave inclusion projects have been delayed in the face of the increased workload and lack of resources. Delaying these projects prolongs the existence of overhead electric within the city and delays reliability improvements and provision of the same affordable electric services shared by other citizens



Offer 2.22: Utilities: Light & Power - 1.0 FTE Sr. Technical Project Manager - Unfunded

Offer Type: Enhancement

- ENV 4.1 - Intensify efforts to meet 2030 climate, energy and 100% renewable electricity goals that are centered in equity and improve community resilience.: The additional person would allow more time to be dedicated to create missing workflows and procedures to allow for higher level of electric usage to support solar generating systems, electric vehicle chargers and total electrification within single-family & multi-family residences. These procedures are key to achieving our 2030 climate efforts.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: This position will directly support electric designs for reliability improvement projects like cable replacements and overhead to underground conversions. Ensuring the timely completion of these projects is vital to maintaining our already high level of reliability.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.22: Utilities: Light & Power - 1.0 FTE Sr. Technical Project Manager

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change	
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %	
Expenses				
511000 - Salaries & Wages	83,686	87,452	4.5%	
512000 - Benefits	24,513	25,665	4.7%	
519000 - Other Personnel Costs	(4,328)	(4,525)	4.6%	
510000 - Personnel Services	103,871	108,592	4.5%	
555000 - Office & Related Supplies	5,000	-	- %	
550000 - Supplies	5,000	-	- %	
Total Expenses	108,871	108,592	-0.3%	
Funding Sources				
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	108,871	108,592	-0.3%
Funding Source Total		108,871	108,592	-0.3%



Offer 2.23: Utilities: Light & Power - 1.0 FTE increase from 0.5 FTE for Warehouse Business Support - Funded

Offer Type: Enhancement

2023: \$36,680 and 0.50 FTE (excluding hourly staffing)

2024: \$38,364 and 0.50 FTE (excluding hourly staffing)

Offer Summary

This offer will fund an increase from 0.5 FTE status to 1.0 FTE for the existing Utilities Warehouse Business Support I position to better support the workload related to a changing business environment. The past five years have seen an unprecedented increase in subdivision construction, supply chain issues, and the addition of an additional utility (Connexion) to the business units that the Utilities Warehouse supports.

Additional workload has manifested not only in the volume of materials flowing through the warehouse, but also because of supply chain issues stemming from the COVID 19 pandemic. Supply chain constraints have resulted in materials shortages, increased lead times, increased material prices, and therefore a need for enhanced project coordination to make sure that materials are available for the work that Utilities personnel must accomplish to serve the community. Part of the project coordination from materials management will involve more rigorous order status tracking and sharing to keep field crews and project managers informed to allow better project scheduling and staging, benefiting ratepayers by increasing efficiency.

Initiatives such as a proposed cable cut to length program are planned to improve material use efficiency and reduce waste and will call for better tracking of material waste to measure and guide related business processes. To ensure that material quality concerns in the currently constrained market are expediently addressed, the expanded focus of the Warehouse Business Support will also include administrative tracking and oversight of Return Material Authorizations (RMAs) and support for shipping diagnostic equipment for repairs or routine calibration.

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

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

Additional Information

- Not applicable



Offer 2.23: Utilities: Light & Power - 1.0 FTE increase from 0.5 FTE for Warehouse Business Support - Funded

Offer Type: Enhancement

Impact to Ongoing Expenses

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

\$42,450

Ongoing Cost Description:

Ongoing costs for this position includes salary, benefits costs, and funding for training expenses.

Scalability and explanation

There is some potential that we could contract additional services through a temporary agency, but the entry and ongoing costs for that option would likely be higher than more fully utilizing a trained in-house resource that can accommodate the additional workload with little to no additional training expense. The additional FTE is preferred.

Links to Further Details:

- <https://coftc.sharepoint.com/:b:/t/LightPower/EemK2wxJUvIDk52oidd3pKkBVtKdd6B0ml6AT1D7WQe5pA?e=gZR6zP>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: By ensuring that we can adequately resource our efforts to acquire and employ quality materials for construction, maintenance and upgrades to the electric distribution system, we are supporting predictable rates and services.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: The ability to adequately address electric distribution system construction, maintenance and upgrades supports reliability as measured through the 3 interrelated reliability metrics of SAIDI, CAIDI, and SAIFI.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.23: Utilities: Light & Power - 1.0 FTE increase from 0.5 FTE for Warehouse

Business Support
Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change	
Full Time Equivalent (FTE) Staffing	0.50	0.50	- %	
Expenses				
511000 - Salaries & Wages	23,324	24,374	4.5%	
512000 - Benefits	14,884	15,589	4.7%	
519000 - Other Personnel Costs	(1,528)	(1,599)	4.6%	
510000 - Personnel Services	36,680	38,364	4.6%	
Total Expenses	36,680	38,364	4.6%	
Funding Sources				
501-Light & Power Fund: Ongoing Revenue	Ongoing Restricted	36,680	38,364	4.6%
Funding Source Total		36,680	38,364	4.6%



Offer 2.25: Utilities: Light & Power - Asset Register and Work Management System Upgrades - Funded

Offer Type: Capital Project

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

2024: \$380,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund the continued, multi year implementation of the IBM Maximo Utilities Asset Register and Work Management System. This system enables the organization to support long term areas of significant value serving the public. Included in this offer is post go live system support and multiple new system deployments in the Light & Power (L&) service unit.

Utilities manages more than \$2 billion in assets that support services to the Fort Collins community. This asset management system enables Utilities' ability to proactively and accurately track, manage, operate and maintain those assets to help ensure quality and reliability. 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 and organizational objectives drive the priorities of the Utilities Capital Improvement Plan (CIP).

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 the work with critical asset status records.

Knowledge Transfer and Data Collection:

Moving toward a more efficient, data-informed organization requires the ability to capture and transfer both the institutional knowledge and the historical data against assets. This system provides a means for accomplishing that as well as ongoing data collection so that analysis of the current system status informs key decisions to support the levels of service that support all ratepayers, including underserved and vulnerable populations.

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

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.

Additional Information



Offer 2.25: Utilities: Light & Power - Asset Register and Work Management System Upgrades - Funded

Offer Type: Capital Project

- Key projects supported by the funding for this program are the support and training for the Maximo module that manages ordering and issuance of Utilities warehouse stock items, maintenance operations, and the conversion of databases used for tracking poles and condition assessment of other electric system assets.

Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

Scalability and explanation

Not scalable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.5 - Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.: IBM Maximo will be the asset management software used to track assets providing us with a better ability to document and plan for preventive maintenance on the electric distribution system.
- HPG 7.6 - Optimize technology, data analysis and process improvements to innovate, guide decisions and enhance service delivery.: The asset data that is collected in the system is used for documenting asset condition, age, and cost of renewal/ replacement. The work management data can be analyzed and used to enhance equipment reliability practices.

Performance Metrics

- ECON 7. Electric System Average Interruption Duration Index (SAIDI) in Minutes

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6290&object=measure&objectId=91417.html>

Performance Measure Reason: Our ability to better track assets and their condition will allow a more directed approach to infrastructure upgrades and investments and will have a direct impact on the frequency in which our customers experience outages.

Differences from Prior Budget Cycles

- Not applicable



Offer 2.25: Utilities: Light & Power - Asset Register and Work Management System Upgrades - Funded

Offer Type: Capital Project

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: ABromley

Financial Lead: pladd

Lead Department: Utilities Strategic Planning



2.25: Utilities: Light & Power - Asset Register and Work Management System Upgrades

Offer Type: Capital Project

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
569000 - Other Capital Outlay	400,000	380,000	-5.0%
560000 - Capital Outlay	400,000	380,000	-5.0%
Total Expenses	400,000	380,000	-5.0%
Funding Sources			
501-Light & Power Fund: Ongoing Revenue	400,000	380,000	-5.0%
Funding Source Total	400,000	380,000	-5.0%



Offer 14.1: Utilities: Connexion - Customer Service - Funded

Offer Type: Ongoing

2023: \$454,065 and 4.00 FTE (excluding hourly staffing)

2024: \$472,070 and 4.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will allow members of Utilities Customer Care & Technology (CCT) to continue to deliver outstanding service to Connexion customers. CCT staff provides customer and operations support on behalf of the electric, water, wastewater, stormwater and Connexion (internet, phone and TV) utilities.

The Utilities contact center supports the following telephone queues: Utilities and Connexion Customer Service, payments, and delinquent accounts. Transactions include establishing or discontinuing service; taking payments and making payment arrangements or offering assistance; responding to outages and emergencies; explaining utility bills and rates; educating about utility service options, packages and programs; and answering general inquiries. Employees staff the counter for payments, service transactions and identity verification.

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information

- Not applicable

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: Customer Care responds to customer and citizen inquiries by phone, electronically and in person. Transactions include establishing or discontinuing service; taking payments; explaining rates, bills and utility service options, program and services; emergency response, and answering general questions and inquiries.

Improvements & Efficiencies

- Launched a new billing system (GLDS) to support Connexion services.
- Expanded Utilities service hours to optimally support Connexion services.
- Train employees regularly as utility services evolve, especially Connexion services.



Offer 14.1: Utilities: Connexion - Customer Service - Funded

Offer Type: Ongoing

Performance Metrics

- Connexion 01: Residential Take Rate

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1244072.html>

Performance Measure Reason: Customer Service will support Connexion initiatives by providing excellent customer service to achieve an overall residential take rate of 35%. Customer Service has gone through training and development for the cycle of service to support broadband product offers. Funding has been supported from Connexion.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: Mreeves

Financial Lead: mreeves

Lead Department: Broadband



14.1: Utilities: Connexion - Customer Service

Offer Type: Ongoing

Ongoing Programs and Services

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

Expenses

511000 - Salaries & Wages	275,995	288,417	4.5%
512000 - Benefits	90,122	94,358	4.7%
519000 - Other Personnel Costs	(14,646)	(15,311)	4.5%
510000 - Personnel Services	351,471	367,464	4.6%
542000 - Communication Services	876	893	1.9%
549000 - Other Purchased Services	98,187	100,151	2.0%
540000 - Other Purchased Services	99,063	101,044	2.0%
555000 - Office & Related Supplies	1,000	1,000	- %
559000 - Other Supplies	2,531	2,562	1.2%
550000 - Supplies	3,531	3,562	0.9%
Total Expenses	454,065	472,070	4.0%

Funding Sources

505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	454,065	472,070	4.0%
Funding Source Total		454,065	472,070	4.0%



Offer 14.2: Utilities: Connexion - Sales and Marketing - Funded

Offer Type: Ongoing

2023: \$3,836,235 and 5.00 FTE (excluding hourly staffing)

2024: \$4,342,397 and 5.00 FTE (excluding hourly staffing)

Offer Summary

This offer supports the ongoing work of building out a community wide fiber-to-the-home/business network (Connexion). Services include both residential and business internet, phone, and video options. Communication services includes cost of goods sold of internet, phone, and video which are all expected to increase as customer growth continues.

Connexion Marketing & Sales maximizes opportunities to inform and engage Fort Collins residents and businesses about Fort Collins Connexion and its services. The marketing objective is to secure a 35% market share by the end of 2022 by installing one or more services per premise. The long term goal is to reach a 45%-50% market share which is measured by take rate. Take rate is calculated by taking the number of customers as a percentage of the serviceable addresses (addresses where service is available).

This will be accomplished using a variety of tactics that will provide brand, product and service recognition. The Connexion sales team works with medium- to enterprise level businesses to provide standard and customized internet, phone and video broadband services. Sales also supports multi family dwellings and HOA relationships to develop bulk or custom services. The sales objective is to secure 20% of the market share by the end of 2022, with a take rate of 28% by 2024.

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information

- Fort Collins Connexion provides equitable pricing for customers with a reduced rate on gigabit-speed internet for income-qualified customers. Additionally, Connexion sales and marketing is working on Spanish language materials for distribution.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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



Offer 14.2: Utilities: Connexion - Sales and Marketing - Funded

Offer Type: Ongoing

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: Connexion Sales and Marketing will continue to use tactics like direct mail, email, website, community events, and more to 1.) Educate and inform residents & businesses about Connexion, 2.) provide relevant information and updates regarding service availability across the city, and encourage new customer sign-ups and 3.) find partnership opportunities both city and county-wide.

Improvements & Efficiencies

- Connexion Marketing recently launched a new eCommerce website and all marketing initiatives (Direct Mail, Social Media, Online, etc.) are intended to drive customers to the website where they can learn more about Connexion services and order online 24/7.
- Commercial Sales will be a primary focus for 2022 with sales specialists working with local businesses and MDUs (Multi-dwelling units, example - apartments) to provide customized services.

Performance Metrics

- Connexion 01: Residential Take Rate
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1244072.html>

Performance Measure Reason: Marketing will continue to develop and implement strategic marketing plans to drive new customer sales and increase the residential take rate. Initiatives include but are not limited to: Direct mail, email, social media advertising, and local sponsorships.

- Connexion 02: Commercial Take Rate
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1244163.html>

Performance Measure Reason: Marketing will focus on driving new tactics and initiatives to increase sales leads and conversions to Commercial customers to meet the 28.2% take rate by the end of 2024. These include but are not limited to: website content development and search engine optimization (SEO), social media advertising, sales collateral development, direct mail and email.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: Mreeves

Financial Lead: mreeves

Lead Department: Broadband



14.2: Utilities: Connexion - Sales and Marketing

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change	
Full Time Equivalent (FTE) Staffing	5.00	5.00	- %	
Expenses				
511000 - Salaries & Wages	413,259	431,858	4.5%	
512000 - Benefits	121,801	127,518	4.7%	
519000 - Other Personnel Costs	(21,402)	(22,373)	4.5%	
510000 - Personnel Services	513,658	537,003	4.5%	
521000 - Professional & Technical	131,500	133,500	1.5%	
520000 - Purchased Prof & Tech Services	131,500	133,500	1.5%	
542000 - Communication Services	3,050,796	3,523,360	15.5%	
544000 - Employee Travel	9,250	10,000	8.1%	
549000 - Other Purchased Services	123,046	130,193	5.8%	
540000 - Other Purchased Services	3,183,092	3,663,553	15.1%	
555000 - Office & Related Supplies	4,200	4,250	1.2%	
559000 - Other Supplies	3,785	4,091	8.1%	
550000 - Supplies	7,985	8,341	4.5%	
Total Expenses	3,836,235	4,342,397	13.2%	
Funding Sources				
505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	3,836,235	4,342,397	13.2%
Funding Source Total		3,836,235	4,342,397	13.2%



Offer 14.4: Utilities: Connexion - Network Operations - Funded

Offer Type: Ongoing

2023: \$2,876,215 and 26.00 FTE (excluding hourly staffing)

2024: \$2,998,193 and 26.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds Connexion networks and staff that provide the infrastructure to enable services including internet, voice, and video for all residential and commercial customers. These networks, which are foundational to the success of delivering Connexion services to end customers, are based on a resilient and secure architecture. Additionally, Connexion networks provide the infrastructure required to enable transport services to intergovernmental agreement (IGA) partners Loveland Pulse and Estes Park Trailblazer.

Network Operations and Technical Support staff assist all ratepayers with product and service issues, monitor performance and perform upgrades, design and implement network architecture, and provide outstanding customer service at all levels. Continuous investment in Connexion networks and training opportunities for staff is critical to avoiding service interruptions from external and internal events.

Specifically, this offer funds network operations that include the physical devices and personnel required to guarantee high availability and smooth operation of Connexion networks to deliver internet, phone, and video services across the entire community:

- Hardware maintenance – upgrading Connexion network equipment which includes switches, routers, security and licensing appliances, video cache servers, and customer end premises equipment.
- Software maintenance – upgrading/patching switch and router firmware and devices that provide accurate monitoring, accounting and alerting, and reduce cybersecurity risks.
- Professional services – augments Connexion’s capacity to innovate on existing solutions when Connexion personnel lack either expertise or bandwidth to perform necessary upgrades or expansions of network services.
- A team of Network Operations staff that provide 24/7 technical support to Connexion, Loveland Pulse, and Estes Park Trailblazer.

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information



Offer 14.4: Utilities: Connexion - Network Operations - Funded

Offer Type: Ongoing

- Connexion networks provide services for residential and business segments that are accessible without prejudice or knowledge of the user's identity or status. These networks enable many communication services to the public, increasing accessibility for all. Connexion adheres to City purchasing practices that provides fair and equitable competition in procurement of all equipment and services.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: Connexion Network Operations provides the physical infrastructure and support services to deliver leading edge data, voice and video technologies for our citizens and businesses. With these services, Fort Collins and extended region has the platform and tools required to work and live in new, innovative ways as a highly engaged and thriving community.

Improvements & Efficiencies

- Connexion has worked with IT to utilize Network Engineer positions in a manner that supports the network design, integration and maintenance of City's Enterprise Networks, Utility secure networks, and Connexion Broadband Networks.
- Connexion Network Operations works collaboratively with IGA municipal partners Loveland Pulse and Estes Park Trailblazer to share common knowledge and learnings of broadband technology.
- Due to the rapid build and deploy Connexion network, much of the maintenance and professional services costs for operating the network have been expensed via capital funds. Beginning in 2023, these expenses will be funded from Hardware Maintenance and Services Support allocation, creating an apparent disparity in year over year cost between 2022 and 2023

Performance Metrics

- Connexion 03: Broadband Network Uptime

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1244943.html>

Performance Measure Reason: Connexion network uptime measures the availability of broadband infrastructure, possible only through investment in network infrastructure and resources to monitor and maintain all services 24/7.

Differences from Prior Budget Cycles

- Not applicable



Offer 14.4: Utilities: Connexion - Network Operations - Funded

Offer Type: Ongoing

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: JRobbins

Financial Lead: mreeves

Lead Department: Broadband



14.4: Utilities: Connexion - Network Operations

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change	
Full Time Equivalent (FTE) Staffing	26.00	26.00	- %	
Expenses				
511000 - Salaries & Wages	1,927,644	2,016,057	4.6%	
512000 - Benefits	596,159	624,795	4.8%	
519000 - Other Personnel Costs	(98,875)	(103,391)	4.6%	
510000 - Personnel Services	2,424,928	2,537,461	4.6%	
521000 - Professional & Technical	4,000	4,500	12.5%	
520000 - Purchased Prof & Tech Services	4,000	4,500	12.5%	
533000 - Repair & Maintenance Services	295,800	301,716	2.0%	
530000 - Purchased Property Services	295,800	301,716	2.0%	
542000 - Communication Services	19,743	20,138	2.0%	
544000 - Employee Travel	33	33	- %	
549000 - Other Purchased Services	462	471	1.9%	
540000 - Other Purchased Services	20,238	20,642	2.0%	
551000 - Vehicle & Equipment Supplies	1,629	1,661	2.0%	
555000 - Office & Related Supplies	125,235	127,740	2.0%	
556000 - Health & Safety Supplies	4,385	4,473	2.0%	
550000 - Supplies	131,249	133,874	2.0%	
Total Expenses	2,876,215	2,998,193	4.2%	
Funding Sources				
505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	2,520,184	1,360,644	-46.0%
505-Broadband Fund: Reserves	Reserve	356,031	1,637,549	359.9%
Funding Source Total		2,876,215	2,998,193	4.2%



Offer 14.5: Utilities: Connexion - Outside Plant - Funded

Offer Type: Ongoing

2023: \$1,365,562 and 13.00 FTE (excluding hourly staffing)

2024: \$1,432,125 and 13.00 FTE (excluding hourly staffing)

Offer Summary

This offer supports the continued provision of Connexion internet, phone and TV to residents of Fort Collins and particularly focuses on the Outside Plant portion of Connexion.

The Outside Plant (OSP) Team is responsible for building, maintaining and managing the fiber infrastructure for the new Connexion network as well as the existing City of Fort Collins fiber network infrastructure. As Connexion grows, the OSP team (including its contractors, vendors and employees) is responsible for adding residential and commercial customers to this network. This offer also supports the education and training investment around this type of work. This team plays a key role in installing every new customer, bringing cable and equipment from the curb to inside the home or business. OSP responds to all network outages that involve damage to Connexion infrastructure and has the technical ability to repair conduit, cables and the splices that tie all of the fiber optics strands together to provide network continuity to customers. OSP manages the data for the physical network, which supports continuity of service and long uptimes, accurate customer billing, simple and efficient installs of new customers, and the ability to ensure quality service to all ratepayers. OSP continues to build out the network to areas that grant legal access to the utility where there is no public right-of-way.

Further, OSP provides site visits to all ratepayers experiencing difficulties with their Connexion services. OSP works to troubleshoot issues that exist with the physical network and engages customers in education related to any problems they have with their own equipment or network, all while ensuring a great customer experience that is second to none in the industry.

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information

- Connexion OSP provides the physical infrastructure to serve underrepresented communities, most notably through the Digital Equity program that provides discounted internet to disadvantaged communities. The building of the utility is the most expensive portion of internet service, and Connexion's commitment to serving every premise gives reality to those promises where the industry refuses to act.

Links to Further Details:

- Not applicable



Offer 14.5: Utilities: Connexion - Outside Plant - Funded

Offer Type: Ongoing

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: Outside plant serves this objective by stewarding the physical infrastructure to ensure service delivery continues un-interrupted and uptimes remain long. OSP works with other City-owned fiber and Connexion to provide a broad approach to solving problems related to serving City networks to individual locations, serving commercial and residential customers, and other key community assets.

Improvements & Efficiencies

- Collaboration with Light & Power has led to joint design work and infrastructure installation in areas that still have overhead electric lines as well as new developments.
- The OSP team is working with the in home/business installation vendor to ensure that over time Connexion has well trained staff in house once a vendor is no longer required.

Performance Metrics

- Connexion 01: Residential Take Rate

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1244072.html>

Performance Measure Reason: OSP provides the capacity to install residential customers by building the final pieces of physical infrastructure to each residential premise as they sign up for service. Responding to requests for service in a timely manner and completing quality work ensure a good customer experience. This drives take rates through word-of-mouth marketing.

- Connexion 02: Commercial Take Rate

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1244163.html>

Performance Measure Reason: Commercial installations are both more complicated and have greater return on investment potential. A good customer experience is essential, as business owners communicate and spread their impressions of service. OSP has an integral role to play in completing quality work on time so that commercial customers can keep doing what they do.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile



Offer 14.5: Utilities: Connexion - Outside Plant - Funded

Offer Type: Ongoing

Offer Owner: Mreeves

Financial Lead: mreeves

Lead Department: Broadband



14.5: Utilities: Connexion - Outside Plant

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	13.00	13.00	- %
Expenses			
511000 - Salaries & Wages	1,020,269	1,065,974	4.5%
512000 - Benefits	297,902	312,084	4.8%
519000 - Other Personnel Costs	(49,426)	(51,682)	4.6%
510000 - Personnel Services	1,268,745	1,326,376	4.5%
521000 - Professional & Technical	6,000	7,000	16.7%
520000 - Purchased Prof & Tech Services	6,000	7,000	16.7%
533000 - Repair & Maintenance Services	5,352	5,459	2.0%
530000 - Purchased Property Services	5,352	5,459	2.0%
542000 - Communication Services	6,600	7,300	10.6%
544000 - Employee Travel	2,000	2,200	10.0%
549000 - Other Purchased Services	3,500	4,000	14.3%
540000 - Other Purchased Services	12,100	13,500	11.6%
551000 - Vehicle & Equipment Supplies	30,913	36,061	16.7%
552000 - Land & Building Maint Supplies	1,156	1,169	1.1%
554000 - Utility Supplies	20,741	21,156	2.0%
555000 - Office & Related Supplies	6,986	7,086	1.4%
556000 - Health & Safety Supplies	2,952	3,026	2.5%
559000 - Other Supplies	10,617	11,292	6.4%
550000 - Supplies	73,365	79,790	8.8%
Total Expenses	1,365,562	1,432,125	4.9%

Funding Sources

505-Broadband Fund: Reserves	Reserve	1,365,562	1,432,125	4.9%
Funding Source Total		1,365,562	1,432,125	4.9%



Offer 14.6: Utilities: Connexion - Director's Office - Funded

Offer Type: Ongoing

2023: \$1,312,856 and 5.00 FTE (excluding hourly staffing)

2024: \$1,379,929 and 5.00 FTE (excluding hourly staffing)

Offer Summary

This offer supports the focus of both residential and commercial customer acquisition, take rate, and the build-out of the system expected to be completed by the end of 2022. Take rate is calculated by taking the number of customers as a percentage of the serviceable addresses (premises where service is available).

The offer funds the Connexion director, finance, administration, and a customer support lead, as well as ongoing Connexion customer management system (GLDS) costs. This is a subscription service with costs based on the number of subscribers.

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information

- Fort Collins Connexion provides equitable pricing for customers with a reduced rate on gigabit-speed internet for income-qualified customers. Additionally, Connexion sales and marketing is working on Spanish language materials for distributions. Through the PILOT program, we can track how many digital equity customers are participating.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: Connexion's focus is to gain customers while providing exceptional customer service.

Improvements & Efficiencies

- Connexion will be separating from Enterprise in 2022 to ensure a clear separation between the City's internal network and Broadband is defined and workloads are balanced. This should help with both the Network Engineers and the NOC.
- A new billing system (GLDS) was implemented. Customers are now able to sign up online. Manual processes have been removed.



Offer 14.6: Utilities: Connexion - Director's Office - Funded

Offer Type: Ongoing

- The outside plant team is working with the in home/business installation vendor to ensure that over time Connexion has well trained staff in house once a vendor is no longer required.
- Connexion Marketing recently launched a new eCommerce website and all marketing initiatives (Direct Mail, Social Media, Online, etc.) are intended to drive customers to the website where they can learn more about Connexion services and order online 24/7.
- Commercial Sales will be a primary focus for 2022 with sales specialists working with local businesses and MDUs to provide customized services.
- A financial model has been developed to determine financing needs and sales goals.
- BFO 23-24 is being broken out into offers by business unit to support Connexion's overall goals and objectives.

Performance Metrics

- Connexion 01: Residential Take Rate
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1244072.html>

Performance Measure Reason: Marketing will continue to develop and implement strategic marketing plans to drive new customer sales and increase the residential take rate. Initiatives include but are not limited to: Direct mail, email, social media advertising, and local sponsorships.

- Connexion 02: Commercial Take Rate
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1244163.html>

Performance Measure Reason: Marketing will focus on driving new tactics and initiatives to increase sales leads and conversions to Commercial customers to meet the 28.2% take rate by the end of 2024. These include but are not limited to: website content development and search engine optimization (SEO), social media advertising, sales collateral development, direct mail and email.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: Mreeves

Financial Lead: mreeves

Lead Department: Broadband



14.6: Utilities: Connexion - Director's Office

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	5.00	5.00	- %
Expenses			
511000 - Salaries & Wages	473,483	494,793	4.5%
512000 - Benefits	142,403	149,055	4.7%
519000 - Other Personnel Costs	(24,635)	(25,754)	4.5%
510000 - Personnel Services	591,251	618,094	4.5%
521000 - Professional & Technical	417,801	432,800	3.6%
529000 - Other Prof & Tech Services	7,201	7,345	2.0%
520000 - Purchased Prof & Tech Services	425,002	440,145	3.6%
534000 - Rental Services	1,626	1,659	2.0%
539000 - Other Property Services	25,500	26,010	2.0%
530000 - Purchased Property Services	27,126	27,669	2.0%
542000 - Communication Services	4,511	4,623	2.5%
544000 - Employee Travel	668	682	2.1%
549000 - Other Purchased Services	8,670	8,843	2.0%
540000 - Other Purchased Services	13,849	14,148	2.2%
555000 - Office & Related Supplies	1,300	1,450	11.5%
556000 - Health & Safety Supplies	1,450	1,479	2.0%
559000 - Other Supplies	25,985	26,944	3.7%
550000 - Supplies	28,735	29,873	4.0%
579000 - Other	226,893	250,000	10.2%
570000 - Other	226,893	250,000	10.2%
Total Expenses	1,312,856	1,379,929	5.1%

Funding Sources

505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	1,312,856	1,379,929	5.1%
Funding Source Total		1,312,856	1,379,929	5.1%



Offer 14.7: 2.0 FTE - Sales Specialist Connexion - Funded

Offer Type: Enhancement

2023: \$132,402 and 2.00 FTE (excluding hourly staffing)

2024: \$175,277 and 2.00 FTE (excluding hourly staffing)

Offer Summary

The sales specialist role is critical for Fort Collins Connexion's success in achieving a 28% market take rate in 2024. The sales specialist works directly with small- to enterprise level businesses to provide custom solutions to meet their individual business objectives and needs. Sales Specialists also work with multi dwelling unit (MDU) properties including apartment complexes and townhome and condominium associations to provide their residents with high speed internet, video and phone service. Sales Specialists develop relationships with local businesses and property management companies to drive new customer sales to meet our targeted take rate and revenue goals.

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information

- Not applicable

Impact to Ongoing Expenses

Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
\$175,000

Ongoing Cost Description:

The annual ongoing cost of \$175,000 covers the personnel costs including annual salary, benefits, equipment, and any misc. training or event/travel costs.

Scalability and explanation

The Sales Specialist role of 2.0 FTE can be scaled down if revenue does not grow as projected and the need for this headcount decreases to 1.0 FTE or both are not needed. However, as Fiber Distribution Huts (FDH) continue to be released and take rates and revenues grow, the need for an additional FTE will be necessary to balance the workload of current sales people and add customers to get to our goal of 28% take rate by 2024. FDH's are blocks of homes released at one time.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: Reach the target 28% take rate by the end of 2024.



Offer 14.7: 2.0 FTE - Sales Specialist Connexion - Funded

Offer Type: Enhancement

Performance Metrics

- Connexion 02: Commercial Take Rate

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1244163.html>

Performance Measure Reason: The additional sales specialist will be critical from a staffing standpoint for meeting the commercial take rate. Sales specialists conduct daily cold calls (email, phone, and in-person), respond to inbound sales inquiries, answer questions for prospective customers, pull together pricing and design estimates, conduct site surveys, write up contracts, and oversee client relationship management.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: Mreeves

Financial Lead: mreeves

Lead Department: Broadband



14.7: 2.0 FTE - Sales Specialist Connexion

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %

Expenses

511000 - Salaries & Wages	103,432	136,918	32.4%
512000 - Benefits	34,486	45,662	32.4%
519000 - Other Personnel Costs	(5,516)	(7,303)	32.4%
510000 - Personnel Services	132,402	175,277	32.4%
Total Expenses	132,402	175,277	32.4%

Funding Sources

505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	132,402	175,277	32.4%
Funding Source Total		132,402	175,277	32.4%



Offer 14.9: 1.0 FTE - Technical Project Manager, Connexion Network Operations - Funded

Offer Type: Enhancement

2023: \$92,794 and 1.00 FTE (excluding hourly staffing)

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

Offer Summary

The Technical Project Manager for Connexion Network Operations is instrumental in the delivery and execution of more than 30 active technical projects. This 1.0 FTE position drives planning, scheduling and execution of delivery across Network Operations; creates and facilitates a communication plan for all stakeholders of a given project; and acts as a liaison to vendors for Network Engineering. This role could also provide support in the following areas: scheduling for current commercial sales leads, organizes FDH's (Fiber Distribution Huts) before release, validating premise type, supporting sales with related system efforts.

The Technical Project Manager assists leadership with budgeting, asset management and financial transactions and all aspects of project management across regional and intergovernmental agreement (IGA) partners.

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information

- Not applicable

Impact to Ongoing Expenses

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

\$97,000

Ongoing Cost Description:

Ongoing costs are expected to be \$97,000

Scalability and explanation

This position is scalable and is dependent on Connexion's increase of revenues. If revenues are not exceeding target then the position will be scaled down and not used.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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



Offer 14.9: 1.0 FTE - Technical Project Manager, Connexion Network Operations - Funded

Offer Type: Enhancement

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: The Technical Project Manager will ensure more formal adherence to project delivery, accountability and process alignment across Connexion Broadband Operations.

Performance Metrics

- Connexion 03: Broadband Network Uptime

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1244943.html>

Performance Measure Reason: Connexion network uptime measures the availability of broadband infrastructure, possible only through investment in network infrastructure and resources to monitor and maintain all services 24/7.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: JRobbins

Financial Lead: mreeves

Lead Department: Broadband



14.9: 1.0 FTE - Technical Project Manager, Connexion Network Operations

Offer Type: Enhancement
Enhancement to Programs and Services

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

Expenses

511000 - Salaries & Wages	73,643	76,957	4.5%
512000 - Benefits	23,017	24,100	4.7%
519000 - Other Personnel Costs	(3,866)	(4,042)	4.6%
510000 - Personnel Services	92,794	97,015	4.5%
Total Expenses	92,794	97,015	4.5%

Funding Sources

505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	92,794	97,015	4.5%
Funding Source Total		92,794	97,015	4.5%



Offer 14.10: 2.0 FTE - Connexion Network Engineering - Funded

Offer Type: Enhancement

2023: \$219,882 and 2.00 FTE (excluding hourly staffing)

2024: \$229,870 and 2.00 FTE (excluding hourly staffing)

Offer Summary

After four years of combined Connexion and IT network coverage (phones, network, etc.) supported by the Connexion Network Operations team, an organizational change is being made in 2022 to shift all non Connexion networks back to the City’s IT Department. This joint effort between Connexion and IT will result in the discontinuation of compensation allotted to Connexion for maintaining non Connexion networks. The compensation funds planned for transfer to Connexion (\$810,682 for 2023 and \$834,702 for 2024) will be instead retained by IT.

Additionally, 3.0 vacant FTEs, currently assigned to Connexion, will transition to the IT Department. With 6.0 engineering FTEs assigned to Connexion currently; Connexion will retain 3.0 FTEs post-transition leaving Connexion Engineering with less bandwidth as the engineers were supporting both Connexion and IT.

This enhancement offer is to allocate funding for 2.0 new FTEs for Connexion Network Engineering above and beyond the 3.0 existing FTEs, post-transition. These new FTEs will only be filled based on Connexion’s continued growth in residential and business customers. To ensure the continued success and future support of the Connexion network, these two positions are offered to maintain Network Engineering resources for Connexion only, funded by Connexion and based on potential revenue in 2023-2024. The two positions are critical for the continued, successful delivery of the Connexion network architecture, design, integration, testing and execution of all network functions across Connexion.

Specifically, the following positions are being requested for Connexion Network Engineering, dependent upon the subscriber growth scale shown:

- 1.0 FTE Network Engineer II (P2 level) - allocated after 17k subscribers, business projection for Jan 2023
- 1.0 FTE Network Engineer II (P2 level) - allocated after 22k subscribers, business projection for Jan 2024

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information

- Not applicable



Offer 14.10: 2.0 FTE - Connexion Network Engineering - Funded

Offer Type: Enhancement

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
\$231,000
Ongoing Cost Description:
The cost includes compensation for 2.0 FTE toward Network Engineering.

Scalability and explanation

This offer is scalable, dependent upon Connexion subscriber growth in 2023 and 2024. Trigger for adding FTE is based on metrics of maintaining subscribers based on this guideline.

- (1) new FTE, Network Engineer II (P2 level) when customer base grows to 17k subscribers
- (1) new FTE, Network Engineer II (P2 level) when customer base grows to 22k subscribers

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: Connexion Network Engineering is responsible for the architecture, design, testing, integration and maintenance of all broadband network infrastructure.

Performance Metrics

- Connexion 03: Broadband Network Uptime
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1244943.html>

Performance Measure Reason: Connexion network uptime measures the availability of broadband infrastructure, possible only through investment in network infrastructure and resources to monitor and maintain all services 24/7.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: JRobbins

Financial Lead: mreeves

Lead Department: Broadband



14.10: 2.0 FTE - Connexion Network Engineering

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %

Expenses

511000 - Salaries & Wages	178,374	186,402	4.5%
512000 - Benefits	50,670	53,046	4.7%
519000 - Other Personnel Costs	(9,162)	(9,578)	4.5%
510000 - Personnel Services	219,882	229,870	4.5%
Total Expenses	219,882	229,870	4.5%

Funding Sources

505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	219,882	229,870	4.5%
Funding Source Total		219,882	229,870	4.5%



Offer 14.11: Network Edge Defense Platform - Dynamic Denial of Service (DDoS) Protection - Funded

Offer Type: 1-Time Enhancement

2023: \$45,000 and 0.00 FTE (excluding hourly staffing)

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

Offer Summary

This enhancement offer is to aid Fort Collins Connexion in the automated protection to the broadband network against Dynamic Denial of Service (DDoS) attacks. DDoS attacks are malicious attempts to disrupt normal broadband traffic of a targeted server, service or network by overwhelming the target or its surrounding infrastructure with a flood of internet traffic.

An overall Network Edge Defense Platform solution consists of multiple functions that include the monitoring, detection and scrubbing of malicious data. Normally, these functions are distinct operations that may be deployed separately. This enhancement offer specifically funds the primary function of the defense platform, the detection of inbound DDoS threats through an active monitoring system. This will increase the security Fort Collins Connexion already has in place.

Another major function of the overall Network Edge Defense Platform is the automated mitigation of a present DDoS attack via the use of an off-premises scrubbing system to parse bad data from good data and maintain operations cohesively. The automated mitigation and scrubbing function is much more costly than the primary function of monitoring and detecting threats and will therefore be deferred to a later BFO cycle.

The Network Edge Defense Platform acts as a first line of defense in stopping inbound DDoS attacks to protect availability of Connexion network services for all ratepayers.

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information

- Not applicable



Offer 14.11: Network Edge Defense Platform - Dynamic Denial of Service (DDoS) Protection - Funded

Offer Type: 1-Time Enhancement

Impact to Ongoing Expenses

Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$10,000

Ongoing Cost Description:

This offer funds a 1-time enhancement cost of \$35,000, with ongoing annual cost of approximately \$8,000 - \$10,000. A competitive bid or RFP process per City of Fort Collins purchasing guidelines would be utilized for determining the appropriate sized Network Edge Defense Platform solution or Connexion.

Scalability and explanation

This offer is already scalable down from an approximate cost of \$500k for a full Network Edge Defense Platform, to \$45,000 for primary function of monitoring and detection of malicious attacks. With the scaled down solution, mitigation of DDoS attacks will continue to be facilitated via a manual process within Network Operations with the potential for a longer service interruption in the event of an attack.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: Network Edge Defense Platform protects Connexion network infrastructure, providing a higher level of assurance of maintaining all broadband services 24/7 without service interruption in the event of a malicious attack.

Performance Metrics

- Connexion 03: Broadband Network Uptime

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1244943.html>

Performance Measure Reason: Connexion network uptime measures the availability of Connexion infrastructure, possible only through investment in network infrastructure and resources to monitor and maintain all services 24/7.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable



Offer 14.11: Network Edge Defense Platform - Dynamic Denial of Service (DDoS) Protection - Funded

Offer Type: 1-Time Enhancement

Offer Profile

Offer Owner: JRobbins

Financial Lead: mreeves

Lead Department: Broadband



14.11: Network Edge Defense Platform - Dynamic Denial of Service (DDoS) Protection

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Expenses				
555000 - Office & Related Supplies	45,000	-	- %	
550000 - Supplies	45,000	-	- %	
Total Expenses	45,000	-	- %	
Funding Sources				
505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	45,000	-	- %
	Funding Source Total	45,000	-	- %



Offer 14.14: 1.0 FTE - Connexion Network Engineer, Intergovernmental Agreement (IGA) Scope - Funded

Offer Type: Enhancement

2023: \$124,329 and 1.00 FTE (excluding hourly staffing)

2024: \$130,145 and 1.00 FTE (excluding hourly staffing)

Offer Summary

This enhancement offer is to provide network engineering staff required to maintain compliance in regional intergovernmental agreements (IGA). Specifically, the current IGA between Fort Collins Connexion, Loveland Pulse and Estes Park Trailblazer states that Fort Collins Connexion will design, construct and staff Technical and Network support facilities as described in the IGA. Per the IGA, the regional parties will share respective cost of technical and network support; a new IGA is expected to be drafted and reviewed in 2022.

The continued success and future support of the broadband networks for all regional partners depends on network engineering staff. This 1.0 FTE position reports into Fort Collins Connexion. Network engineering staff is critical for the successful delivery of broadband network architecture, design, integration, testing and execution of all network functions across not only Connexion, but all regional partners.

Specifically, the following position is being requested for Connexion Network Engineering to support broadband IGA scope:

- 1.0 FTE Senior Network Engineer (P3)

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information

- Not applicable

Impact to Ongoing Expenses

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

\$131,000

Ongoing Cost Description:

If funded, there would be no ongoing cost to Connexion as the IGA partners would agree to pay for this engineer.

Scalability and explanation

This offer is scalable and would only be utilized depending on need due to customer growth within Connexion, Pulse, and Trailblazer. This would be no cost to Connexion and be fully funded by Loveland Pulse and Estes Trailblazer.



Offer 14.14: 1.0 FTE - Connexion Network Engineer, Intergovernmental Agreement (IGA) Scope - Funded

Offer Type: Enhancement

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: Connexion Network Engineering is responsible for the architecture, design, testing, integration and maintenance of all broadband network infrastructure.

Performance Metrics

- Connexion 03: Broadband Network Uptime

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1244943.html>

Performance Measure Reason: Connexion network uptime measures the availability of broadband infrastructure, possible only through investment in network infrastructure and resources to monitor and maintain all services 24/7.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: JRobbins

Financial Lead: mreeves

Lead Department: Broadband



14.14: 1.0 FTE - Connexion Network Engineer, Intergovernmental Agreement (IGA)

Scope

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change	
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %	
Expenses				
511000 - Salaries & Wages	101,349	105,910	4.5%	
512000 - Benefits	28,160	29,658	5.3%	
519000 - Other Personnel Costs	(5,180)	(5,423)	4.7%	
510000 - Personnel Services	124,329	130,145	4.7%	
Total Expenses	124,329	130,145	4.7%	
Funding Sources				
505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	124,329	130,145	4.7%
Funding Source Total		124,329	130,145	4.7%



Offer 14.15: 1.0 FTE - Technician II, Connexion - Funded

Offer Type: Enhancement

2023: \$73,241 and 1.00 FTE (excluding hourly staffing)

2024: \$76,579 and 1.00 FTE (excluding hourly staffing)

Offer Summary

As the customer base grows for Connexion Broadband, the need for expert technical support grows. Our current customer base is ever-changing and it is imperative to have enough people to answer the phone when customers/prospective customers call, answer tickets, monitor the systems to make sure they stay up and running and react to have unplanned issues.

To ensure the best service, we need to have enough TSRs staffed throughout all shifts to assist customers. When we reach 17,000 customers we will need to add an additional FTE.

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information

- Not applicable

Impact to Ongoing Expenses

Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
\$77,000

Ongoing Cost Description:

The ongoing cost will be salary, benefits, etc. \$77,000

Scalability and explanation

The offer for the FTE can be scaled down if the current subscriber base does not grow as projected or if our average handling time/customer waiting in the queue time does not substantiate the need.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: Connexion TSR's are responsible for the expert technical support of broadband customers.

Performance Metrics

- Connexion 04: Broadband Technical Support (NOC) - Average Call Hold Time



Offer 14.15: 1.0 FTE - Technician II, Connexion - Funded

Offer Type: Enhancement

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=110867&object=measure&objectId=1244944.html>

Performance Measure Reason: Connexion TSR's have a goal to keep call hold times below 2 minutes. This enhancement (dependent on need and customer growth) will be necessary to keep call hold times down.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: JRobbins

Financial Lead: mreeves

Lead Department: Broadband



14.15: 1.0 FTE - Technician II, Connexion

Offer Type: Enhancement
Enhancement to Programs and Services

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

Expenses

511000 - Salaries & Wages	55,917	58,434	4.5%
512000 - Benefits	20,376	21,336	4.7%
519000 - Other Personnel Costs	(3,052)	(3,191)	4.6%
510000 - Personnel Services	73,241	76,579	4.6%
Total Expenses	73,241	76,579	4.6%

Funding Sources

505-Broadband Fund: Ongoing Revenue	Ongoing Restricted	73,241	76,579	4.6%
Funding Source Total		73,241	76,579	4.6%



Offer 21.1: Convention and Visitor's Bureau Annual Support - Funded

Offer Type: Ongoing

2023: \$1,330,000 and 0.00 FTE (excluding hourly staffing)

2024: \$1,400,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

The City contracts with Visit Fort Collins (VFC) to provide convention and visitor services. Since 2006, the contract has been based on a funding model whereby VFC receives 70% of the 3% lodging tax dollars; the Cultural Resources Board receives the remaining 30% to distribute as Fort Fund grants.

VFC's convention sales and marketing efforts focus on three major markets: sports (youth and amateur), religious and other associations. VFC attends industry trade shows, hosts familiarization tours, and builds partnerships with CSU, the Bike Share Program, area craft brewers, the Downtown Development Authority, North Business Association, Outreach Fort Collins, the River District, Midtown Business Improvement District, the Fort Collins Tourism Improvement District, and multiple City departments.

VFC produces numerous marketing tools including a website that hosts a popular calendar featuring local events and cultural activities, including a section for residents; a robust blog; social media channels including Instagram, Facebook, Twitter, Snapchat and Pinterest; and the Official Visitors and Community Resource Guide, used by visitors, CSU students and parents, and local residents.

With a limited advertising budget, VFC focuses on direct sales, social media and public relations to carry the Fort Collins message and maximize return on investment. This offer also includes research projects including conversion studies to measure marketing effectiveness, convention and meeting marketing intelligence platforms, and visitor profiles.

Sustainability programs are a major part of VFC's public relations efforts, promoting Fort Collins as a leading city in sustainability and protection of the natural environment.

VFC leverages the Downtown Visitor Information Center to inform visitors and residents of the many recreational and cultural activities in Fort Collins. The Certified Tourism Ambassador program engages and educates all aspects of the community in tourism.

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

- ✓ ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.
- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.

Additional Information



Offer 21.1: Convention and Visitor's Bureau Annual Support - Funded

Offer Type: Ongoing

- Visit Fort Collins will be translating the entire website to Spanish in 2022 with work beginning in June and finishing by EOY. Following the translation of the website, VFC will be able to utilize Google Analytics for data collection and to inform future work.
- In addition to the website, VFC is also creating specific collections of multicultural photos and videos. This will work in tandem with the creation of multicultural itineraries. VFC will be partnering with the Economic Health office and the Museum of Discovery to begin that work. Itineraries will begin being hosted on the website and featured in Summer of 2022 and continue beyond.
- To maximize impact, VFC utilizes targeted public relation efforts. Collaboration with a wide variety of partners is key for the organization's success. Articles have run in publications such as Forbes, Travel and Leisure, the Austin Statesmen and 5280 Magazine. Partnerships with the Colorado Tourism Office and regional destinations are also critical to success.
- Over 40,000 Visitor Guides were distributed by mail, digitally, at hotels and at welcome centers throughout the state. A recent focus including safe visitation and provided COVID19 information. At other times safety may include fire danger, water safety or a immediate threat with a call to action.
- According to 2019/2020 Economic Impact of Tourism Study by RRC Associates, Inc., tourism accounts for \$346.3M in economic activity in Fort Collins. Jobs attributed to tourism totaled 4,197, while labor income attributable to tourism is at \$112.2M. Visitors contribute an estimated \$10M in tax revenue to the City.

Links to Further Details:

- <http://www.visitftcollins.com/>
- <https://www.facebook.com/VisitFortCollins>
- <https://twitter.com/VisitFtCollins>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.: VFC is a partner in the Front Range Tourism Region, a collective of destinations including Loveland, Estes Park, Greeley, Boulder and Longmont that applies for and receives marketing grants from the Colorado Tourism Office for advertising and marketing efforts. VFC also partners with the Colorado Tourism Office to maximize exposure and public relations opportunities.
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.: VFC works closely with the CSU Recreation and Tourism Program and Hospitality Management Program to provide internships, industry training and service learning opportunities to better prepare students for entry into the fields of hospitality and tourism. VFC is also a key partner in launching a Hospitality Sector Partnership in 2022 which will additionally focus on talent need for recovery.



Offer 21.1: Convention and Visitor's Bureau Annual Support - Funded

Offer Type: Ongoing

- CR 2.1 - Provide diverse, inclusive and accessible recreation and cultural programs that drive attendance and cost recovery.: VFC's Events Calendar on the www.visitftcollins.com/events site allows both visitors and residents to seek out and access recreational and cultural activities throughout the community. Cultural events make up the majority of events on the site, including those at the Lincoln Center, Museum of Discovery, the Gardens on Spring Creek and other local venues.

Improvements & Efficiencies

- Fort Collins is the FIRST community in Colorado to certify and train residents on tourism and hospitality to better serve the visiting public on the unique assets of the community. Over 150 businesses have participated with 674 current ambassadors from hospitality employees, CSU departments, Poudre School District, retail merchants, major businesses and employers, and City & County departments.
- A Destination Master Plan was recently completed and include short and long-term strategies to enhance and increase tourism activities in Fort Collins. The Plan also includes strategies to support tourism recovery efforts.
- VFC earned \$6.8M in paid media value from public relations efforts which include stories in Forbes, Travel and Leisure, the Austin Statesmen, and 5280 Magazine.
- Private membership revenue brought in \$29,000 along with Special Lodging District contributions of over \$20,000. Visit Fort Collins launched an eCommerce platform to provide a way for small business who did not have an online platform to participate and facilitate sales during the pandemic. The platform has hosted thirty small business.

Performance Metrics

- ECON 6. Lodging Occupancy Rates

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=91339.html>

Performance Measure Reason: VFC focuses on direct sales, social media and public relations to carry the Fort Collins message and maximize return on investment. Partnership with Economic Health allows for engagement to local businesses, educators and residents' encouraging them to invite their professional associations, focusing on the City's targeted industry clusters.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable



Offer 21.1: Convention and Visitor's Bureau Annual Support - Funded

Offer Type: Ongoing

Offer Profile

Offer Owner: aking

Financial Lead: chmartinez

Lead Department: Comm. & Public Involvement



21.1: Convention and Visitor's Bureau Annual Support

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
574000 - Grants	1,330,000	1,400,000	5.3%
570000 - Other	1,330,000	1,400,000	5.3%
Total Expenses	1,330,000	1,400,000	5.3%
Funding Sources			
100-General Fund: Lodging Taxes Ongoing Restricted	1,330,000	1,400,000	5.3%
Funding Source Total	1,330,000	1,400,000	5.3%



Offer 26.1: Engineering Support for Broadband/Small Cell Inspections - Funded

Offer Type: Ongoing

2023: \$201,938 and 2.00 FTE (excluding hourly staffing)

2024: \$206,321 and 2.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will continue to provide a contractual Construction Inspector and a Business Support position to work in the Engineering department. The inspector position will primarily be used for inspection of restoration to the right of way for Connexion broadband. This offer will also provide an administrative position (Business Support) to handle the volume of permits, billing, contractor licenses and closeout documentation that will be issued for the broadband project and small cell inspections.

The current Construction Inspector contractual position will inspect the repairs and restoration to the public ROW infrastructure that will be needed after the fiber is installed. The Construction Inspector will also inspect the location of the new fiber for required clearances from existing City assets.

Currently, the Engineering department has 2.0 FTEs to support ROW inspections and 1.0 FTE for administrative support. It is anticipated that one inspector position (reducing 1 FTE inspector) and the business support position will continue to maintain the average amount of projects for 2022.

The Construction Inspector position will be responsible for the broadband related inspections and will be able to supplement the classified FTE inspectors as needed. The Business Support position will be responsible for the outlined duties above in addition to assisting other Engineering Department Business Support needs. This position will support all telecommunications installations to include Connexion, Vero, Small Cell, Etcetera.

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.

Additional Information

- Provides compliance for City of Fort Collins codes and Larimer County Urban Area Street Standards (LCUASS). This offer is a critical component of the deployment of Broadband. If it is not funded, this offer could directly impact the roll-out schedule for the utility.
- This build out will increase access to educational opportunities, community development, and social networking for all members of the community.

Links to Further Details:



Offer 26.1: Engineering Support for Broadband/Small Cell Inspections - Funded

Offer Type: Ongoing

- www.fcgov.com/engineering/inspection
- www.fcgov.com/engineering/excavation

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: Inspection, permitting, post construction documentation, and contractor licensing of broadband installation ensures high quality infrastructure (both broadband and otherwise).

Improvements & Efficiencies

- City Engineering has worked with the General Contractor and Connexion to allow bundling of permits instead of applying for permits individually which allows for an expedited permit process for the project.

Performance Metrics

- NLSH 64. % of residents responding very good/good - Your neighborhood as a place to live
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109864.html>

Performance Measure Reason: This occurs by ensuring proper construction and management principles in the City right-of-way are being adhered to.

Differences from Prior Budget Cycles

- No differences, this is an ongoing City project.

Explanation of Any Adjustments to Personnel Costs using object 519999

- N/A

Offer Profile

Offer Owner: kzetye

Financial Lead: ccosmas

Lead Department: Engineering



26.1: Engineering Support for Broadband/Small Cell Inspections

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %
Expenses			
511000 - Salaries & Wages	161,394	164,262	1.8%
512000 - Benefits	42,570	44,260	4.0%
519000 - Other Personnel Costs	(6,326)	(6,501)	2.8%
510000 - Personnel Services	197,638	202,021	2.2%
542000 - Communication Services	1,000	1,000	- %
540000 - Other Purchased Services	1,000	1,000	- %
551000 - Vehicle & Equipment Supplies	500	500	- %
555000 - Office & Related Supplies	2,000	2,000	- %
556000 - Health & Safety Supplies	200	200	- %
559000 - Other Supplies	600	600	- %
550000 - Supplies	3,300	3,300	- %
Total Expenses	201,938	206,321	2.2%
Funding Sources			
292-Transportation Services Fund: Ongoing Restricted Ongoing Revenue	201,938	206,321	2.2%
Funding Source Total	201,938	206,321	2.2%



Offer 26.2: Engineering Support for Small Cell Part-Time Hourly Positions - Funded

Offer Type: Enhancement

2023: \$79,730 and 0.00 FTE (excluding hourly staffing)

2024: \$81,723 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund two part time positions for the Right of Way (ROW) Management Division, one Senior Construction Inspector position and one Administrative Assistant II position, to assist with the increasing workload associated with the small cell 5G network build-out.

The small cell 5G cellular internet providers will be installing an estimated 1,375 new 5G towers within the City ROW in the next two- to four-year period. Our first large-scale contractor will be installing 230,000 linear feet of broadband lines to support these new towers; 1/3 of which is to be installed within the first year. This constitutes ~14% of the overall small cell project volume when including all of the providers. Each tower installation goes through an arduous review process to ensure that the locations are serviceable by Light & Power, properly spaced from existing utilities and trees, and that the installation will meet all City codes and ordinances. The Administrative Assistant position will help ensure that this intensive permitting process meets the federally mandated timeline for permit approval of each tower location.

The Construction Inspector hourly position will inspect the repairs and restoration to the public ROW infrastructure that will be needed after the broadband fiber and 5G towers are installed. The Construction Inspector will also inspect the location of the new fiber for required clearances from existing City assets.

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

Additional Information

- This build out will increase access to educational opportunities, community development, and social networking for all members of the community.



Offer 26.2: Engineering Support for Small Cell Part-Time Hourly Positions - Funded

Offer Type: Enhancement

Impact to Ongoing Expenses

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

Ongoing Cost Description:

This provides salaries for 2 part time hourly employees. These positions will be in place for the duration of the Small Cell 5G network build out which is anticipated to be between three to five years.

Scalability and explanation

This offer could be scaled to fund only one of the two requested positions, reducing the offer by 50%. However, given the workload and diverse needs of the projects in question, we feel both positions are warranted to meet the federally mandated timelines as well as City objectives.

Links to Further Details:

- www.fcgov.com/engineering/inspection

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: Broadband and 5G cellular internet connectivity are the future of commerce. These Services will be required for persons within the city to participate in business, education, recreation and more in the coming years.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.: Lower income persons often rely on cellular internet in lieu of hard line providers because cell phones offer mobility and are subsidized through a number of government programs. Providing better quality internet to these communities will allow more opportunities for education, commerce, and employment.

Performance Metrics

- TRAN 50. % of residents responding very good/good - Street maintenance in Fort Collins
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109983.html>

Performance Measure Reason: This occurs by ensuring proper construction and management principles in the City ROW are being adhered too. This is also the result of city services that stay on the cutting edge of technologies like the roll out of 5G cellular data. This roll out by cellular providers can not take place without the support and supervision of qualified engineering staff within the city.



Offer 26.2: Engineering Support for Small Cell Part-Time Hourly Positions - Funded

Offer Type: Enhancement

Explanation of Any Adjustments to Personnel Costs using object 519999

- n/a

Offer Profile

Offer Owner: kzetye

Financial Lead: ccosmas

Lead Department: Engineering



26.2: Engineering Support for Small Cell Part-Time Hourly Positions

Offer Type: Enhancement
Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Expenses				
511000 - Salaries & Wages	72,384	74,193	2.5%	
512000 - Benefits	7,346	7,530	2.5%	
510000 - Personnel Services	79,730	81,723	2.5%	
Total Expenses	79,730	81,723	2.5%	
Funding Sources				
100-General Fund: Reserves	Reserve	79,730	81,723	2.5%
Funding Source Total		79,730	81,723	2.5%



Offer 26.3: 1.0 FTE Contractual to Classified Civil Engineer I for Broadband/Small Cell Design - Unfunded

Offer Type: Enhancement

2023: \$17,121 and 0.00 FTE (excluding hourly staffing)

2024: \$29,330 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will fund a 1.0 contractual FTE Civil Engineer I to work in the Engineering Right of Way (ROW) Inspection division. This position will primarily focus on design work for directing contractors on the installation of broadband and small cell lines throughout the City's ROW.

In addition, the small cell 5G cellular internet providers will be installing an estimated 1,375 new 5G towers within the City ROW in the next two to four years. Our first large-scale contractor will install 230,000 linear feet of broadband lines to support these new towers with 1/3 being installed in the first year. This constitutes ~14% of the overall small cell project volume.

The current system allows contractors to dictate where their lines are installed with minimal input from the City. This has led to many areas becoming too congested with telecommunications lines and obsolete conduit as we do not have a means of creating designs for the providers. With an Engineer focused on this work, the Engineering Department will be able to determine the installation path that is most advantageous to the future of the City.

The Civil Engineer I position will be responsible for directing contractors as to where they may install their towers and lines to ensure that suitable access is made for other providers, in addition to the City's own needs. This position will also be able to supplement the classified FTE inspectors as needed.

This position will alleviate the need for a multitude of supports from the Locate, Utilities, Light & Power, and Forestry departments by getting ahead of the providers' applications and taking a proactive approach to small cell tower site approvals.

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

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

Additional Information



Offer 26.3: 1.0 FTE Contractual to Classified Civil Engineer I for Broadband/Small Cell Design - Unfunded

Offer Type: Enhancement

- Provides compliance for City of Fort Collins codes and Larimer County Urban Area Street Standards (LCUASS). This offer is a critical component of the deployment of Broadband. If it is not funded, this offer could directly impact the roll-out schedule for the utility.
- This build out will increase access to educational opportunities, community development, and social networking for all members of the community.

Impact to Ongoing Expenses

- Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$30,000
- Ongoing Cost Description:
Difference between the existing Contractual inspector position and the proposed Engineer position.

Scalability and explanation

This offer cannot be scaled.

Links to Further Details:

- www.fcgov.com/engineering/inspection

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.6 - Deliver exceptional broadband services while finding innovative ways to leverage the network in the city and in the region.: Broadband and 5G cellular internet connectivity are the future of commerce. These Services will be required for persons within the city to participate in business, education, recreation and more in the coming years
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.: Lower income persons often rely on cellular internet in lieu of hard line providers because cell phones offer mobility and are subsidized through a number of government programs. Providing better quality internet to these communities will allow more opportunities for education, commerce, and employment.

Performance Metrics

- NLSH 64. % of residents responding very good/good - Your neighborhood as a place to live
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109864.html>



Offer 26.3: 1.0 FTE Contractual to Classified Civil Engineer I for Broadband/Small Cell Design - Unfunded

Offer Type: Enhancement

Performance Measure Reason: Provides compliance for City of Fort Collins codes and LCUASS. This offer is a critical component of the deployment of Broadband and small cell 5G. If it is not funded, this offer could directly impact the roll-out schedule for the utility, and have legal implications due to 5G federal mandates.

Explanation of Any Adjustments to Personnel Costs using object 519999

- n/a

Offer Profile

Offer Owner: kzetye

Financial Lead: ccosmas

Lead Department: Engineering



26.3: 1.0 FTE Contractual to Classified Civil Engineer I for Broadband/Small Cell Design

Offer Type: Enhancement

Enhancement to Programs and Services

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

Expenses

511000 - Salaries & Wages	12,640	22,712	79.7%
512000 - Benefits	5,194	7,840	50.9%
519000 - Other Personnel Costs	(713)	(1,222)	71.4%
510000 - Personnel Services	17,121	29,330	71.3%
Total Expenses	17,121	29,330	71.3%

Funding Sources

100-General Fund: Reserves	Reserve	17,121	29,330	71.3%
Funding Source Total		17,121	29,330	71.3%



Offer 33.1: Downtown General Improvement District (GID) - Operating Budget - Funded

Offer Type: Ongoing

2023: \$223,275 and 0.25 FTE (excluding hourly staffing)

2024: \$224,459 and 0.25 FTE (excluding hourly staffing)

Offer Summary

In the 1970s, Downtown leaders recognized the need to improve the identity and appearance of the main street to enhance the area as a business and commercial area. In 1976, property owners in the district petitioned for the formation of a general improvement district. Council then formed General Improvement District No. 1 (GID1) as enabled by the City's home rule authority and State law (CRS 31 25 601, et seq.) to fund parking, pedestrian and street beautification improvements in the Downtown commercial area. Councilmembers serve as the Governing Board of the GID, as per statute.

The GID is a major factor in the look and feel of Downtown's public spaces today. The concentration of streetscape improvements funded largely from the GID has had a dramatic impact on the appearance and attraction of the Downtown area.

Funding this offer will provide annual operating expenses for the Downtown GID, including:

- \$75,000 to be used for work related to priority sidewalk and curb replacements
- \$25,000 to be used for work related to capital improvements and capital maintenance in the Downtown area not included in the priority sidewalk and curb replacements
- \$50,000 to be used for work related to Parks and Forestry work in the Downtown area
- \$37,000 for residential property tax rebate program
- \$6,200 for Larimer County Treasurer's fee for collecting the property tax
- \$29,901 for estimated operating costs, including utilities

In addition to the items funded directly in the GID offer, there is one other offer that requests the use of GID funding:

- Offer 55.1: Downtown Parks and Amenities Maintenance (\$90,000 GID ongoing revenue). GID funds are being requested to support the holiday light program, \$90,000. The Downtown Development Authority also contributes \$35,000 to this program.

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

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.

Additional Information

- The GID will be working with the DDA on outreach and engagement to businesses in the GID area in preparation for the GID 5-year Capital Improvement Plan. We strive to include business and property owners of all backgrounds to get a better plan that serves the whole community.



Offer 33.1: Downtown General Improvement District (GID) - Operating Budget - Funded

Offer Type: Ongoing

- We intend to ensure that all written materials are available in at least English and Spanish. During in-person engagement, we will have interpretation services available if needed.

Links to Further Details:

- <https://www.fcgov.com/business/gid>
- [Downtown Plan](#)
https://www.fcgov.com/planning/downtown/pdf/2017_0518_DowntownPlan_no_appendices_11x17_Web.pdf?
- <file:///Z:/Sustainability%20Services/Economic%20Health/Downtown%20GID/Budget%20and%20Financial%20Docs/2023-2024%20Budget/Attach%201%20-%20Boundary%20map%20for%20AIS.pdf>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.: The GID specifically supports downtown businesses through the creation and maintenance of minor capital that gives Old Town it's distinct feel.

Improvements & Efficiencies

- GID projects are improvements to the Downtown as a commercial area with enhancements beyond the standard level of quality for public spaces.
- Staff continuously seeks opportunities to leverage resources and move projects to construction in collaboration with property owners, Parks, Engineering, the City Manager's Office, the DDA and others as appropriate.

Performance Metrics

- ECON 70. Business Satisfaction (% rating positively)
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=741480.html>

Performance Measure Reason: The property owners in the GID contribute property tax mills to the GID and if the GID is successful it will be reflected in our Business Satisfaction rating.

Differences from Prior Budget Cycles

- We reduced the non-lapsing capital budget and shifted that funding into lapsing funds to allow for a broader use of the funds.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable



Offer 33.1: Downtown General Improvement District (GID) - Operating Budget - Funded

Offer Type: Ongoing

Offer Profile

Offer Owner: RRogers

Financial Lead: wbricher

Lead Department: Economic Health Office



33.1: Downtown General Improvement District (GID) - Operating Budget

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change	
Full Time Equivalent (FTE) Staffing	0.25	0.25	- %	
Expenses				
511000 - Salaries & Wages	21,016	21,962	4.5%	
512000 - Benefits	6,145	6,433	4.7%	
519000 - Other Personnel Costs	(1,086)	(1,136)	4.6%	
510000 - Personnel Services	26,075	27,259	4.5%	
521000 - Professional & Technical	6,200	6,200	- %	
520000 - Purchased Prof & Tech Services	6,200	6,200	- %	
531000 - Utility Services	3,000	3,000	- %	
535000 - Construction Services	150,000	150,000	- %	
530000 - Purchased Property Services	153,000	153,000	- %	
549000 - Other Purchased Services	1,000	1,000	- %	
540000 - Other Purchased Services	1,000	1,000	- %	
573000 - Rebates & Incentives	37,000	37,000	- %	
570000 - Other	37,000	37,000	- %	
Total Expenses	223,275	224,459	0.5%	
Funding Sources				
252-GID Fund: Ongoing Revenue	Ongoing Restricted	223,275	224,459	0.5%
Funding Source Total		223,275	224,459	0.5%



Offer 33.2: Metro Districts - Funded

Offer Type: Ongoing

2023: \$5,000 and 0.00 FTE (excluding hourly staffing)

2024: \$5,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds the City’s review of proposed Metropolitan District (Metro District) Service Plans submitted by private developers. There is dedicated revenue to support this offer. The expense in this offer equals the anticipated revenue to be received.

State statute authorizes the formation of Metro Districts by private developers subject to City Council review and approval. In 2018, the Council adopted a revised policy related to the review and consideration of Metro District service plans, which expanded the circumstances in which Council will consider the use of Metro Districts. Additionally, in April 2021 Council revised the 2018 policy to provide an analysis tool to be used in reviewing new metro district applications. Together these changes will affect the number of applications.

This offer provides the necessary staff capacity and third party review to ensure consistency with the City’s adopted policy and provide City Council with an expert recommendation. Staff capacity will manage intake of letters of interest and applications, coordination of internal and third party review, negotiation of Service Plan terms, and the process of presenting a recommendation to City Council. Funds used to purchase third party professional services will primarily be used for outside legal counsel, financial analysis, and in some cases engineering review of infrastructure plans.

This offer will deliver consistent review of proposed Metro District Service Plans. Dedicated staff will manage an interdepartmental team of Planning, Development & Transportation; Economic Health; City Attorney's Office; and Finance, resulting in decreased impacts on each.

Metro Districts can provide a wide variety of public improvements and services. When deployed judiciously, these special districts can support developers in achieving specific community goals, such as affordable housing, denser land use patterns, Nature in the City, urban agriculture, renewable energy deployment and many more.

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

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.
- ✓ ECON 3.4 - Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City’s broader strategic objectives.

Additional Information



Offer 33.2: Metro Districts - Funded

Offer Type: Ongoing

- HISTORY: Prior to 2018, the City had reviewed and approved four Metropolitan District Service Plans. In 2018, the City approved four additional Metro Districts and in 2019 an additional five were approved. City Council adopted additional changes to the Metro District policy and process. In April 2021, Council adopted a new process for evaluating proposed service plans that staff will implement.
- The 2021 Metro District policy incentivizes affordable housing as part of new Metro Districts. The affordable homes in Metro Districts will also benefit from the other public benefits the developer must provide to gain approval including but not limited to better energy efficiency, access to open spaces and parks, and mixed-use development.

Links to Further Details:

- <https://www.fcgov.com/business/metro-districts>
- <https://www.fcgov.com/cityplan/>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- NLSH 1.5 - Enhance the quality of life and sense of belonging in neighborhoods by connecting neighbors to City services, building community, and fostering harmonious relationships.: Metro District policy requires a range of public benefits that enhance the quality of life in new neighborhoods.
- ✓ ECON 3.4 - Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City’s broader strategic objectives.: Metro District policy requires residential Metro Districts to provide a range of public benefits consistent with City Plan. These benefits include and are not limited to affordable/attainable housing, energy efficient design, and access to quality open spaces.

Improvements & Efficiencies

- This offer will deliver consistent review of proposed Metro District Service Plans, a predictable and timely review process for Council and private applicants, and expertise applied to specific aspects of Service Plan review. Dedicated staff will manage an interdepartmental team to review Service Plans.
- City Council now enters into a Public Benefits Agreement that ensures developers provide the public benefits promised in their Metro District Service Plan.
- City Council adopted an update to the Metro District policy on April 20, 2021. These changes provide predictability to the development community on what constitutes a public benefit and what thresholds a development must meet to obtain approval from City Council. The amended policy also outlines a clear process for review Metro District applications.



Offer 33.2: Metro Districts - Funded

Offer Type: Ongoing

Performance Metrics

- NLSH 3. Affordable Housing Inventory

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6343&object=measure&objectId=91486.html>

Performance Measure Reason: The current Metro District policy encourages the building of affordable housing in new developments.

Differences from Prior Budget Cycles

- This offer was an enhancement in the 2019-2020 budget as it was a new program. It is now part of the Economic Health Office's ongoing programs and activities.
- This offer was reduced to two additional Metro Districts per year from the original offer that projected five per year for 2019-2020.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: cfrickey

Financial Lead: wbricher

Lead Department: Economic Health Office



33.2: Metro Districts

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Expenses				
529000 - Other Prof & Tech Services	5,000	5,000	- %	
520000 - Purchased Prof & Tech Services	5,000	5,000	- %	
Total Expenses	5,000	5,000	- %	
Funding Sources				
100-General Fund: Ongoing	Ongoing	5,000	5,000	- %
Funding Source Total		5,000	5,000	- %



Offer 33.3: Business & Workforce Support - Funded

Offer Type: Ongoing

2023: \$356,149 and 2.00 FTE (excluding hourly staffing)

2024: \$368,782 and 2.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer supports the City’s investment in business support and workforce development, including funding for 2.00 FTE positions (classified) and programmatic costs associated with a variety of business and workforce support activities. This work will benefit both the business community and Fort Collins community members.

The Economic Health Office engages in several specific activities to support businesses and workforce development, including:

- Conducting individual business retention and expansion visits to understand specific business needs and challenges.
- Supporting individual businesses by connecting them to local, regional, state and national resources that can help them thrive.
- Hosting business listening sessions quarterly on a variety of topics. Past topics include Latino Business Owners, Women-Owned Businesses, Start Ups, and West Elizabeth Merchants.
- Supporting sector partnerships to engage in workforce development activities such as manufacturing business visits for high school students and parents.
- Hosting the annual Business Appreciation Celebration to express gratitude to business community partners.
- Engaging and supporting minority- and women-owned businesses with translation and engagement.
- Supporting Larimer County Small Business Development Center through direct funding.
- Engaging with a county-wide strategy for talent development, including re training and employee/employer alignment.

The above activities support the business community and residents as they continue to face a number of economic headwinds – rising costs, global uncertainty, and climate change. These pressures do not show signs of abating in 2023 and 2024. Continuing to invest in supporting businesses and our workforce will help to increase our economic resilience.

This offer depends on the Economic Health Leadership offer (33.4) to provide overall strategic leadership, organizational integration, and data analysis essential to success.



Offer 33.3: Business & Workforce Support - Funded

Offer Type: Ongoing

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

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.
- ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.

Additional Information

- Diversity, Equity, and Inclusion: EHO partners with the local business community to explore the impacts on historically underrepresented groups and to develop programs collaboratively to increase community equity. Examples include Tech Industry Diversity and Equity Working Group, Day of Industry, engagement with Colorado State University, and others.
- Minority Business Engagement: EHO’s business support team has invested time and resources creating relationships with individual businesses and entities representing minority- and women-owned businesses. This has included working with a cultural broker to refine our engagement and communication methods and the hiring of a full-time Specialist tasked with engaging underrepresented business owners.
- Sector Partnerships: EHO staff funds the operations and engagement of three sector partnerships, including: (a) Northern Colorado Manufacturing Partnership; (b) Health Sector partnership; and (c) Construction Sector partnership. These funds support workforce engagement activities, training programs, outreach to future workers, and operations of the partnerships.
- Business Retention & Expansion Engagement: EHO staff have specific targets to meet with businesses individually each month. Staff divides up businesses by industry, business model and geographic location. Information gathered in these individual meetings lead to specific support of the business and broader understanding of economic conditions and challenges faced by local businesses.
- Communication Tools: EHO manages the City Business page. Staff works collaboratively with the City’s Communications and Public Involvement Office (CPIO) on business-related social media, weekly communications, and other tools. EHO commits to always providing program and resource materials in both Spanish and English as well as supporting language access for all.

Links to Further Details:

- [NoCo Manufacturing Partnership – Supporting Northern Colorado manufacturers of all types, the partnership works to expand sustainable manufacturing and support the industrial process. We embrace education, collaboration and community involvement. The all-volunteer, business-led organization proudly recognizes manufacturing as a staple of the Northern Colorado economies. https://nocomfg.com/](https://nocomfg.com/)



Offer 33.3: Business & Workforce Support - Funded

Offer Type: Ongoing

- [NoCo Health Sector Partnership](https://nocohealthsector.org/) – The Northern Colorado Health Sector Partnership brings together key stakeholders to promote and improve health within our communities. We will collaborate across disciplines, organizations and communities to seize opportunities, solve problems and celebrate successes in the region. <https://nocohealthsector.org/>
- [ForFortCollins.com](https://forfortcollins.com) – A website created to support businesses and customers alike. The website provides a hub of resources and tools such as re-opening plans, marketing tools and a social asset creator, and community members can find shareable assets and a toolkit filled with different ways to show their support to those impacted. <https://forfortcollins.com>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.: This offer funds activities that engage businesses connecting them to resources to support the success in a dynamic economy, including access to local, regional, and state resources, connections to local sources of talent, and on-going engagement from EHO staff based on their unique needs.
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.: This offer provides funding for staff and programs that support workforce development. Funds support: (a) three sector partnerships that work to engage future workers; (b) engagement with educational institutions to align training with employer needs; and (c) implementation of the Talent 2.0 strategy. Finally, staff supported by this offer engage on affordability of quality housing and childcare.
- ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.: EHO engages with a network of regional partners to collaborate. This network focuses on regional economic resilience by collaborating on business engagement activities, addressing the challenges of workforce development, and supporting/providing shared resources to support local businesses.

Improvements & Efficiencies

- Minority Business Engagement Specialist – In 2022, EHO converted a previous contractual position into a full- time classified Specialist focused on engaging minority and women owned businesses. The individual hired is bilingual and has strong existing relationships to the Latino community.
- Weekly Business Communication – Starting in 2020, EHO staff produced and distributed a weekly communication to businesses informing them of available resources, the changing regulatory environment, and other updates. The communication goes to over 750 businesses weekly. This tool has continued to evolve and is now offered in both Spanish and English.



Offer 33.3: Business & Workforce Support - Funded

Offer Type: Ongoing

- Restaurant Delivery Service – At the end of 2021 and continuing into 2022, EHO arranged for a program to support local restaurants who were continuing to experience significant revenue loss due to public health orders. The program in partnerships with NoCo Nosh subsidized the cost to restaurants of third-party food deliveries funded with federal dollars.
- Spanish Translation – This offer provides funding to support Spanish translation of materials created and distributed by the EHO. EHO shifted to providing Spanish translations after conducting a Latinx Business Owners listening session. Engaging this vibrant part of the business community creates a more complete understanding of local economic condition and resiliency.
- Virtual Business Appreciation Celebration – In the face of continued public health restrictions EHO conducted a virtual celebration expressing gratitude to our local business community, including a virtual event showcasing a keynote speaker focusing on wellbeing and remote work and care packages for the first 50 businesses to register filled with items from local retailers.
- Business Relief Programs –EHO used federal, state, and local funds to provide approximately \$1.0 million in direct and indirect assistance to local businesses. These programs included offsetting or reducing the certain permit costs, technical assistance, industry specific support, and other activities. All these programs focused on specific impacts to businesses from the pandemic.
- Consolidated Key Business Support Staff – In the past few budget cycles, EHO has consolidated all full-time business support staff under one management structure. This offer funds the bulk of those positions, including Senior Manager, Economic Sustainability (oversees all business support), Lead Specialists for Workforce/Sector Partnerships and Minority/Small Business Support.

Performance Metrics

- ECON 59. Average Weekly Wage

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=558077.html>

Performance Measure Reason: By tracking average weekly wage, we can evaluate the effectiveness at the local economy providing wages and salary that enable an individual or family to live in our community. This in turn enables us to measure the success of our business and workforce support efforts at achieving greater economic resilience. Wages provide the primary source of income for the vast majority of households.

- ECON 76. Occupation Diversity Score

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=779404.html>

Performance Measure Reason: Economic resilience is a combination of strength, which can be measured by the other metrics tied to this offer, and diversity. This metric helps to analyze the breadth of available occupations in our community helping to understand if our community is skewing towards one occupation over another. This input can aid in guiding re-training and other workforce interventions.

Differences from Prior Budget Cycles



Offer 33.3: Business & Workforce Support - Funded

Offer Type: Ongoing

- This offer now includes the salary and benefits costs associated with the Minority Business Specialist position, which was funded as an ongoing enhancement in the 2022 budget cycle.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: skendall

Financial Lead: wbricher

Lead Department: Economic Health Office



33.3: Business & Workforce Support

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	2.00	2.00	- %
Expenses			
511000 - Salaries & Wages	141,395	147,759	4.5%
512000 - Benefits	45,158	47,282	4.7%
519000 - Other Personnel Costs	(7,463)	(7,802)	4.5%
510000 - Personnel Services	179,090	187,239	4.6%
529000 - Other Prof & Tech Services	25,210	29,694	17.8%
520000 - Purchased Prof & Tech Services	25,210	29,694	17.8%
542000 - Communication Services	2,400	2,400	- %
544000 - Employee Travel	8,050	8,050	- %
549000 - Other Purchased Services	650	650	- %
540000 - Other Purchased Services	11,100	11,100	- %
555000 - Office & Related Supplies	500	500	- %
559000 - Other Supplies	20,250	20,250	- %
550000 - Supplies	20,750	20,750	- %
574000 - Grants	119,999	119,999	- %
570000 - Other	119,999	119,999	- %
Total Expenses	356,149	368,782	3.5%

Funding Sources

100-General Fund: Ongoing	Ongoing	193,390	206,023	6.5%
100-General Fund: Prior KFCG	Ongoing Restricted	162,759	162,759	- %
0.25% for Other Comm & Trans - Ongoing Revenue				
Funding Source Total		356,149	368,782	3.5%



Offer 33.4: Economic Health Leadership - Funded

Offer Type: Ongoing

2023: \$404,062 and 2.10 FTE (excluding hourly staffing)

2024: \$419,793 and 2.10 FTE (excluding hourly staffing)

Offer Summary

Funding this offer supports the efficient pursuit of Council policies and goals on business support and engagement (both small business and primary employers); workforce development; support of minority-, women- and veteran-owned businesses; innovation; redevelopment; and economic analysis and performance measurement. These efforts focus on engaging Council in policy discussions and local and regional partners in program development and implementation.

This offer supports the business climate and businesses in the community by:

- Funding the EHO Director and Business Specialist positions (2.0 FTE).
- Engaging with and supporting the business community.
- Supporting regional workforce development efforts.
- Engaging in ongoing policy discussions within the City organization ranging from affordable housing to construction impact mitigation.
- Working and leading collaborative engagement with regional partners on challenges that impact our community and region.
- Providing real-time data analysis to target business support interventions and inform strategy.
- Developing relationships with minority-, women- and veteran-owned businesses.
- Sponsoring the ongoing operations of Innosphere Ventures and annual Start Up Week.

EHO is committed to the Triple Bottom Line (TBL) and works to advance economic health goals while considering impacts and opportunities for social and environmental health. The EHO Director applies a TBL approach as they plan/develop policy for economic health and redevelopment, business engagement, workforce development, entrepreneurial support, and sector development.

The EHO Director manages a staff of 7.00 FTE (classified, contractual, and hourly) and an annual ongoing budget of over \$1.0 million (2022) with additional federal and state recovery funds. In addition, EHO leadership provides strategic oversight and policy guidance to the Urban Renewal Authority (Offers 34.1 and 34.2) with an annual budget of \$5,682,349.

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

- ✓ ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information



Offer 33.4: Economic Health Leadership - Funded

Offer Type: Ongoing

- Economic Resilience & Recovery: In 2022, EHO supported the development of the City’s Recovery Plan by co-leading the Economic section of the plan’s development. This included engaging with the community to understand ongoing impacts and concerns and scanning existing plans for supportive activities already part of the City’s priorities.
- Ongoing Pandemic Response: In 2022, EHO continued to deploy local, state and federal funds to support businesses and residents impacted by the COVID-19 pandemic. Programs included technical assistance grants for businesses, training programs for residents, and support of local restaurants and retailers.
- Diversity, Equity, and Inclusion: EHO continues to invest in understanding how underrepresented social identities participate in the local economy – as employees, as business owners, and as beneficiaries of the local wealth creation. Work ranges from direct engagement to gain lived experience insight to supporting the equity indicators initiative.
- Regional Leadership: The EHO director co-leads regional engagement of partners in both Larimer and Weld Counties ranging from the local chamber and Colorado State University to other economic health professionals in adjacent communities. Together these partners work to share best practices, compare, and combine data, address regional issues, and develop supporting policies.
- Internal Integration: EHO works closely with Planning, Development & Transportation; Fort Collins Utilities; and fellow Sustainability Services departments to consider and recommend internal practices, policies, and actions that support economic resilience.

Links to Further Details:

- [City of Fort Collins National Business Survey Results - Updated survey results from the first quarter of 2020. The survey asks our business community to provide input on the current economic conditions in our community, satisfaction with City services, and input on economic health activities.](#)
- [NoRecovers.com – A collaborative effort of regional economic health professionals from Larimer and Weld County to provide a one-stop shop for business support resources. EHO and partners work to keep the website up-to-date and provide rapid response to inquiries generated by the site. www.nocorecovers.com](#)
- [ChooseNorthernColorado.com – Home to the Northern Colorado Regional Economic Development Initiative \(NoCo REDI\). NoCo REDI is a collaboration between Larimer and Weld Counties and the municipalities within each to provide a single regional source to assist businesses looking to relocate to our region. www.choosenortherncolorado.com](#)

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)



Offer 33.4: Economic Health Leadership - Funded

Offer Type: Ongoing

- ✓ ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.: Through the leadership of the EHO a network of regional partners has agreed to collaborate, including sharing data, coordinating business retention, and coordinated messaging. The collaborative network focuses on regional economic resilience by addressing shared challenges such as workforce development, transportation, housing affordability, regional competitiveness, and cluster development.
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.: This offer provides funding for staff and programs that support innovation, business development, and access to employment in our community. Funds support: (a) direct operations of Innoshpere Ventures a local business incubator; (b) engagement on affordability of quality housing and childcare; and (c) engagement with a regional network of partners.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: World class service starts with a clear understanding of customer needs. This offer supports the effort of translating the understanding obtained through Business Retention and Expansion efforts into actionable knowledge for the organization. EHO shares this knowledge with colleagues through interdisciplinary teams, sharing sessions, and review of policy and practices.

Improvements & Efficiencies

- NoCo REDI: In 2022, EHO with collaboration from other partners was able to develop an annual action plan for NoCo REDI. This network of collaborators focuses on promoting the economic resilience of the region by tackling regional economic issues, sharing data, and developing consistency of approach.
- ForFortCollins: In 2022, EHO enhanced this communication channel to spotlight local businesses, especially those owned by historically underrepresented social identities. The channel continues to focus on encouraging residents to support local businesses while evolving into an ongoing campaign extending the work begun during the pandemic.
- Spanish Translation: This offer provides funding to support Spanish translation of materials created and distributed by the EHO. EHO shifted to providing Spanish translations after conducting a Latinx Business Owners listening session. Engaging this vibrant part of the business community creates a more complete understanding of local economic condition and resiliency.
- Business Relief Programs –EHO used federal, state, and local funds to provide approximately \$1.0 million in direct and indirect assistance to local businesses. These programs included offsetting or reducing the certain permit costs, technical assistance, industry specific support, and other activities. All these programs focused on specific impacts to businesses from the pandemic.



Offer 33.4: Economic Health Leadership - Funded

Offer Type: Ongoing

- Data & Analysis: Through strategic hires, EHO has increased internal capability to gather, analyze and interpret data. This has resulted in numerous new resources for City Council, the organization, and the EHO team. These capabilities will continue to be developed with enhanced reporting anticipated in 2023 and beyond.
- Innosphere Fund – Since the last budget, Innosphere launched a fund that provides seed stage venture capital to local businesses. Formed to accelerate the growth and exit of Innosphere’s client companies, the Fund seeks to lead seed-stage investment rounds in companies with motivated founders that are likely to achieve a near-term exit through a corporate acquisition.

Performance Metrics

- ECON 43. Real GDP for the Fort Collins MSA
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=121073.html>

Performance Measure Reason: Real GDP for the Fort Collins MSA provides a high-level overview of economic productivity in the community. It provides a strong sense of the growth or contraction of the economy and will guide the overall strategic approach to economic health efforts.

- ECON 70. Business Satisfaction (% rating positively)
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=741480.html>

Performance Measure Reason: Business satisfaction (% rating positively) provides the most direct insight into customer satisfaction with the community's efforts related to economic health. Understanding customer satisfaction is core to understanding the City's success as supporting the local economy.

- ECON 58. Survey: quality of jobs and life within Fort Collins
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=558076.html>

Performance Measure Reason: Survey respondents view of quality of jobs and life within Fort Collins aids in understanding the community's perspective on the overall opportunity in Fort Collins for employment. This measure will be limited by the survey demographics and may not capture a perspective that includes a truly inclusive view of this sentiment. Additional care should be taken when analyzing this data point.

Differences from Prior Budget Cycles

- The sponsorship of ongoing Innosphere Ventures operations (\$60,000 annually) and Start-Up Week (\$7,500 annually) have been moved into this offer to streamline funding requests. The two offers were previously in the Economic Health - Cluster and Innovation Support offer. Over the past budget cycles that offer has seen cuts to the other programs contained within leaving only these two items.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Pay differential decrease



Offer 33.4: Economic Health Leadership - Funded

Offer Type: Ongoing

Offer Profile

Offer Owner: JBirks

Financial Lead: wbricher

Lead Department: Economic Health Office



33.4: Economic Health Leadership

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	2.10	2.10	- %
Expenses			
511000 - Salaries & Wages	219,284	229,154	4.5%
512000 - Benefits	57,678	60,322	4.6%
519000 - Other Personnel Costs	(19,240)	(19,741)	2.6%
510000 - Personnel Services	257,722	269,735	4.7%
521000 - Professional & Technical	16,670	16,670	- %
529000 - Other Prof & Tech Services	14,730	18,448	25.2%
520000 - Purchased Prof & Tech Services	31,400	35,118	11.8%
533000 - Repair & Maintenance Services	500	500	- %
534000 - Rental Services	331	331	- %
530000 - Purchased Property Services	831	831	- %
542000 - Communication Services	2,676	2,676	- %
544000 - Employee Travel	7,703	7,703	- %
549000 - Other Purchased Services	8,580	8,580	- %
540000 - Other Purchased Services	18,959	18,959	- %
555000 - Office & Related Supplies	1,500	1,500	- %
559000 - Other Supplies	3,650	3,650	- %
550000 - Supplies	5,150	5,150	- %
574000 - Grants	90,000	90,000	- %
570000 - Other	90,000	90,000	- %
Total Expenses	404,062	419,793	3.9%

Funding Sources

100-General Fund: Ongoing	Ongoing	404,062	419,793	3.9%
Funding Source Total		404,062	419,793	3.9%



Offer 33.5: Use and Business Personal Property Tax Rebates - Funded

Offer Type: Continuing Enhancement

2023: \$66,351 and 0.00 FTE (excluding hourly staffing)

2024: \$42,120 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will support existing Business Assistance Packages providing use and business personal property tax rebates to Broadcom (formerly Avago Wireless Technologies). These assistance packages were previously approved by City Council and require annual appropriation of the applicable rebates (Resolution 2011 066 and Resolution 2012 096).

Each project eligible for a rebate is described below:

- Avago/Broadcom Phase I Building 4 Retrofit: Provided use and business personal property (BPP) tax rebate for the retrofit of a portion of Building 4 and the addition of 92 new jobs. All use tax has been paid out on this project. Personal Property Tax rebates extend until 2023.
- Avago/Broadcom Phase II Building 4 FBar Facility: Provided use and BPP tax rebates for the retrofit of a portion of Building 4 and the addition of 135 jobs. All use tax payments were spread across 7 years for this project and have been paid in full. In addition, the BPP rebate extends for 10 years (ending in 2024).

The payments for this budget cycle include:

- BPP Tax Rebate: \$66,351 in 2023 and 42,120 in 2024

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

- ✓ ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.

Additional Information

- Broadcom has fulfilled the new hire, net of replacement, requirement by hiring 639 new full-time equivalents.

Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

Scalability and explanation

n/a

Links to Further Details:

- Not applicable



Offer 33.5: Use and Business Personal Property Tax Rebates - Funded

Offer Type: Continuing Enhancement

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.:
The intent of the business assistance to Broadcom was to encourage the creation of new jobs.

Performance Metrics

- ECON 5. Local Unemployment Rate

<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=91338.html>

Performance Measure Reason: The intent of the business assistance to Broadcom was to encourage the creation of new jobs. The local unemployment rate measures the ability of the local labor force to find gainful employment. This measure provides a view of the broader economic condition meant to be impacted by these tax rebates.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- N/A

Offer Profile

Offer Owner: skendall

Financial Lead: wbricher

Lead Department: Economic Health Office



33.5: Use and Business Personal Property Tax Rebates

Offer Type: Continuing Enhancement
Enhancement to Programs and Services

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

Expenses

573000 - Rebates & Incentives	66,351	42,120	-36.5%
570000 - Other	66,351	42,120	-36.5%
Total Expenses	66,351	42,120	-36.5%

Funding Sources

100-General Fund: Economic Incentives	Ongoing Restricted	35,000	35,000	- %
100-General Fund: Reserves	Reserve	31,351	7,120	-77.3%
	Funding Source Total	66,351	42,120	-36.5%



Offer 33.6: ARPA For Fort Collins (FFC) Support Local Campaign - Unfunded

Offer Type: 1-Time Enhancement

2023: \$275,000 and 0.00 FTE (excluding hourly staffing)

2024: \$275,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will continue the "support local" campaign, For Fort Collins (FFC), launched by the Economic Health Office (EHO) in response to the impacts of the COVID-19 pandemic. FFC provided support to local businesses to help them reopen and has transformed into recovery assistance, while providing resources to the community to encourage supporting local businesses. Local businesses will be served, with a strong focus on supporting the most vulnerable businesses that were disproportionately impacted by the pandemic such as businesses run by people of color, women, veterans and other underserved populations, as well as highly impacted industries. Campaign partners include the Downtown Development Authority, the Fort Collins Area Chamber of Commerce, Visit Fort Collins, and Midtown Fort Collins.

Objectives:

- Support local businesses by bringing more attraction to businesses through promotion, awareness and other support, particularly to businesses that are seeing long term impacts from the pandemic.
- Serve as a mechanism for the City to connect with specific business populations through a platform that is more approachable, an external website and branding independent from the City. Businesses run by people of color are more reluctant to interact with City led initiatives.
- Assist businesses with marketing strategy.
- Share critical information with businesses.

Expected Outcomes and Impacts:

- Create a safe space to engage with businesses that traditionally do not engage with government entities by creating separate identity
- Increase sales of local businesses
- Increase local customer base for local businesses

Year 1 Deliverables:

- Activations and programming aimed to support business increase revenues
- Continue working with a cultural consultant and business partner organizations

Year 2 Deliverables:

- Expanding current programs and creating additional programs that will promote businesses
- Continue programs & expand reach to new businesses



Offer 33.6: ARPA For Fort Collins (FFC) Support Local Campaign - Unfunded

Offer Type: 1-Time Enhancement

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

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- ARPA Funding Recovery Theme: Economic Recovery

Additional Information

- There's a strong focus on supporting the most vulnerable businesses that were disproportionately impacted by the pandemic including businesses run by people of color, women owned, veteran owned, and other underserved populations. For Fort Collins targets support for industries impacted by the pandemic, including the service industry, solo preneurs, creatives, and others that are recovering.
- FFC is supported by EHO, which includes bilingual staff that will support non-English speaking businesses access its resources and programs. A cultural consultant will be hired to develop marketing and communication plan to engage the community with a focus on underserved businesses and community members, increasing cultural relevance and ensuring the programs have equitable impacts.
- FFC will use the equity indicators of Representation Among Business Owners to inform how participation amongst communities of color and other underrepresented social identities. Specifically, through the Ambassador program, FFC hopes to select a diverse representation of businesses to better understand the needs of businesses of color and other underrepresented social identities
- FFC Ambassador Program Survey Results:

Please rate the Program on a scale of 1-5 (1 being 'bad experience', 5 being 'great experience').
Average rating: 4

"Interact more with other business owners and feel that we matter and are heard. I met so many incredible business owners and got a lot of help and felt welcomed"

- Continued Survey Results:

"The Program helped our business by being a part of the community that supports shopping small."

"It was fantastic!! It was massively valuable, OTM was so knowledgeable and helpful and was spot on with hands-on recommendations. 100% recommend this part of the program!"

"It's hard to quantify a value. Every piece of marketing and exposure is good for small business."



Offer 33.6: ARPA For Fort Collins (FFC) Support Local Campaign - Unfunded

Offer Type: 1-Time Enhancement

Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

Scalability and explanation

If scaled down by \$85,000 each year, FFC would continue programming each year at the current 2022 budget. Although, programming will be at a smaller scale considering increased costs over time, but can still continue to serve businesses. Programming and opportunities would be less frequent throughout the year and more reliance on CPIO's services such as photography would be increased.

Links to Further Details:

- [Sales tax revenue is not a true representation of business recovery as it doesn't account for inflation. The cost of doing business has significantly increased with supply chain, labor issues, and increased costs of energy, this particularly impacts small business.](#)
- www.forbes.com/sites/edwardsegal/2022/03/31/recent-rise-in-inflation-affects-a-growing-number-of-small-businesses-survey
- [For Fort Collins Ambassador Program full survey results:](#)
<https://coftc.sharepoint.com/:b:/t/SUSEconomicHealthStaff/EZyN5HcvaSFIi9bHmOv5PUABwPZ2bBhP41PSr781KkiFyg?e=x6t22f>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.: Assists local businesses with their marketing strategy in order for business revival coming out of the pandemic
- ARPA Funding Recovery Theme: Economic Recovery: Supports clear and effective communication of public health order to the business community

Supports the small businesses, creatives, and nonprofits by bringing more attraction to businesses through promotion, awareness, and support, particularly to businesses that may have lingering impacts from the pandemic

Performance Metrics

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



Offer 33.6: ARPA For Fort Collins (FFC) Support Local Campaign - Unfunded

Offer Type: 1-Time Enhancement

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

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: jfresa

Financial Lead: wbricher

Lead Department: Economic Health Office



33.6: ARPA For Fort Collins (FFC) Support Local Campaign

Offer Type: 1-Time Enhancement
Enhancement to Programs and Services

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

Expenses

521000 - Professional & Technical	25,000	25,000	- %
529000 - Other Prof & Tech Services	200,000	200,000	- %
520000 - Purchased Prof & Tech Services	225,000	225,000	- %
549000 - Other Purchased Services	50,000	50,000	- %
540000 - Other Purchased Services	50,000	50,000	- %
Total Expenses	275,000	275,000	- %

Funding Sources

100-General Fund: American Reserve	275,000	275,000	- %
Rescue Plan Act (ARPA)			
Funding Source Total	275,000	275,000	- %



Offer 33.7: ARPA 3.0 FTE Contractual - Multicultural Business and Entrepreneurship Center and Portal (Inclusive Business Support) - Funded
Offer Type: 1-Time Enhancement

2023: \$443,523 and 3.00 FTE (excluding hourly staffing)

2024: \$492,483 and 3.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will continue and enhance the resources needed to realize equitable economic development by preparing and producing healthier businesses, including entrepreneurs of color. In partnership with the Poudre River Public Library District, the Multicultural Business and Entrepreneurship Center (MBEC) will be supported by three business connectors (two are Spanish bilingual), including 1.0 contractual FTE added in 2022, to serve Fort Collins entrepreneurs including women, people of color, non-English speakers, and veterans.

Objectives:

- Connect entrepreneurs with resources, furthering the commitment that all businesses are privy to the same information, at the same time, and in the language of their heart
- Accessible, user friendly online portal that is a one stop-shop for City programs and resources
- Enhance existing business support programs and agencies, providing multilingual workshops and trainings
- Foster new relationships and build trust across the business community, especially with BIPOC, non English speaking, and women entrepreneurs
- Expand capacity of support resources with two additional engagement specialists to increase business satisfaction

Expected Outcomes and Impacts:

- Stories and lived experiences shared from our business community that have not been shared
- Accessible customer service navigation tools and reporting through the portal
- Increase business starts, growth, resilience, engagement and social capital, especially for people of color and non English speakers

Year 1 Deliverables:

- Hire and retain two more FTEs as business connectors to significantly increase engagement and resource connections
- Launch technical assistance grants (Offer 33.8)
- Online portal to help customers navigate resources/programs
- Inclusive marketing and outreach plan
- Expand language services beyond Spanish and English

Year 2 Deliverables:

- Workshops and enhanced education



Offer 33.7: ARPA 3.0 FTE Contractual - Multicultural Business and Entrepreneurship Center and Portal (Inclusive Business Support) - Funded
Offer Type: 1-Time Enhancement

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

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- ARPA Funding Recovery Theme: Economic Recovery
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.

Additional Information

- The impacts of COVID-19 exposed many flaws in the way our small businesses receive support that are supposed to help them. The pandemic also has showed us the vulnerabilities that such businesses have because of many factors like, the communication channels, access to resources, preparations to apply for grants and loans, language barriers, and technology gaps.
- Representation among business owners is a key metric in Economic Opportunity of the Equity Indicators Dashboard. The goal of the MBEC is to increase business starts and support resiliency especially for people of color, bilingual, representative of the target audience, and know the community.
- The online portal portion could also support additional departments and be the home of the Technical Assistance Program (development review, building permit processes, zoning, etc.) and even support Purchasing if the MBEC could add a government contracts component for small businesses.
- The MBEC will work closely with partners like Larimer Small Business Development Center to connect customers with the rest of the entrepreneurial support system, ensuring duplication of efforts does not take place. It is also important to note, no other partner organization provides multilingual business services.
- Project ties to recovery outcomes: empower individuals and businesses through strong pandemic response programs, bolster community organizations, networks, and spaces that provide direct assistance, and center those most impacted, Remove barriers to resilience.

Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:



Offer 33.7: ARPA 3.0 FTE Contractual - Multicultural Business and Entrepreneurship Center and Portal (Inclusive Business Support) - Funded
Offer Type: 1-Time Enhancement

Scalability and explanation

- If scaled up by \$300,000 (doubling program dollars) the MBEC could expand language justice options to support additional languages, and expand workshops and education topics.
- If scaled down by \$150,000 (cutting the portal) the MBEC would continue to serve business customers

Number of businesses served could be impacted if more time is spent on data entry without the portal.

Links to Further Details:

- [Investing in Entrepreneurs of Color, A Playbook for Economic Developer, from the International Economic Development Council](https://www.iedconline.org/index.php?src=directory&view=store&srctype=detail&refno=818&category=EDRP%20Reports)
<https://www.iedconline.org/index.php?src=directory&view=store&srctype=detail&refno=818&category=EDRP%20Reports>
- [Examples of online portals for businesses to navigate resources and opportunities throughout the City: https://bizcare.kcmo.gov/](https://bizcare.kcmo.gov/) and <https://myhuub.com/mesa/>. These tools allow communities focused on equitable economic development improve access to information, City processes, and resources.
- [McKinsey & Company Report: COVID-19's effect on minority-owned small businesses in the United States: https://www.mckinsey.com/industries/public-and-social-sector/our-insights/covid-19s-effect-on-minority-owned-small-businesses-in-the-united-states](https://www.mckinsey.com/industries/public-and-social-sector/our-insights/covid-19s-effect-on-minority-owned-small-businesses-in-the-united-states)

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.: The MBEC will engage the community through 1x1 visits, appointments at the library, through inclusive marketing and word-of-mouth to become a trusted resource to anyone wanting to starting, sustaining, and growing a business.
- ARPA Funding Recovery Theme: Economic Recovery: Supports economic recovery
- NLSH 1.4 - Advance equity for all with an emphasis on racial justice to remove systemic barriers so that persons of all identities, including race, ethnicity, religion, gender and gender identity, age, class, sexual identity, mental and physical abilities and ability can fully participate in City services and experience equitable community outcomes.: The MBEC will engage the community through 1x1 visits, appointments at the library, through inclusive marketing and word-of-mouth to become a trusted resource to anyone wanting to starting, sustaining, and growing a business.

Performance Metrics

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



Offer 33.7: ARPA 3.0 FTE Contractual - Multicultural Business and Entrepreneurship Center and Portal (Inclusive Business Support) - Funded

Offer Type: 1-Time Enhancement

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

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Differential added for actual hire amount in April 2022.

Offer Profile

Offer Owner: skendall

Financial Lead: wbricher

Lead Department: Economic Health Office



**33.7: ARPA 3.0 FTE Contractual - Multicultural Business and Entrepreneurship
Center and Portal (Inclusive Business Support)**
Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change	
Full Time Equivalent (FTE) Staffing	3.00	3.00	- %	
Expenses				
511000 - Salaries & Wages	175,265	213,926	22.1%	
512000 - Benefits	43,867	54,677	24.6%	
519000 - Other Personnel Costs	(609)	(1,120)	83.9%	
510000 - Personnel Services	218,523	267,483	22.4%	
529000 - Other Prof & Tech Services	75,000	75,000	- %	
520000 - Purchased Prof & Tech Services	75,000	75,000	- %	
549000 - Other Purchased Services	150,000	150,000	- %	
540000 - Other Purchased Services	150,000	150,000	- %	
Total Expenses	443,523	492,483	11.0%	
Funding Sources				
100-General Fund: American Rescue Plan Act (ARPA)	Reserve	443,523	492,483	11.0%
Funding Source Total		443,523	492,483	11.0%



Offer 33.8: ARPA 1.0 FTE Contractual Econ Specialist, Small Business & Impacted Sector Grants - Unfunded

Offer Type: 1-Time Enhancement

2023: \$1,064,094 and 1.00 FTE (excluding hourly staffing)

2024: \$1,080,476 and 1.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will provide small business grants (SBGs) focused on three primary areas (with additional areas identified as the recovery process continues): Industry Grants, Technical Assistance Grants, and Impacted Sector/Workforce Grants. These grants will target small businesses (less than 50 employees) and impacted sectors such as healthcare and manufacturing located within Fort Collins and who were negatively impacted by the COVID-19 pandemic, including minority-, women-, low-income, and veteran-owned businesses. These businesses were disproportionately impacted by the pandemic.

These grants will be targeted to support impacted businesses as they re establish profitable operations, stabilize employment circumstances, and otherwise recover from the pandemic. Small businesses traditionally do not have the cash reserves or in-house expertise to weather economic downturns or adapt quickly to changing conditions. As a result, many were significantly impacted by the shutdown and resulting public health restrictions. To maintain operations, many took on large amounts of debt, reduced staff, cut costs, and changed operating procedures. Many small businesses report ongoing net losses and continue to struggle to make payroll and meet expenses. The Great Resignation hit the healthcare sector hard during the pandemic and collided with an already strapped healthcare staffing shortage in Northern Colorado.

Supporting business adaptation is essential to continued strong economic recovery. The anticipated results of this project could include: fewer business closures, continued economic recovery (for both individuals and small businesses), increases in net revenues to small businesses, more employment opportunities, community wealth recovery/creation, and enhanced municipal revenues.

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

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- ARPA Funding Recovery Theme: Economic Recovery
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.

Additional Information

- Language Justice/Access. These grants will be managed by a team including multiple bilingual individuals that will be able to support non-English speaking business owners and grantees in accessing these tools as well as other regional resources.



Offer 33.8: ARPA 1.0 FTE Contractual Econ Specialist, Small Business & Impacted Sector Grants - Unfunded

Offer Type: 1-Time Enhancement

- Industry Grants. These grants will focus on specific industries most impacted by COVID (e.g., Hospitality, Restaurant, Retail, Creatives, etc.) and will provide grants specific to their needs. One example is supporting the implementation of permanent of outdoor dining expansion by offsetting a portion of the permit fee. Approximately \$300,000.
- Technical Assistance Grants. These grants will be managed through the Multicultural Business and Entrepreneur Center. These grants will offset a portion of the cost associated with a business addressing the impacts of COVID on their business. This could include updating their accounting systems, developing an online presence, or responding to new employment challenges. Approximately \$500,000.
- Impacted Sector/Workforce Grants. These grants will be used to offset additional negative economic impacts from the pandemic. Such as providing support to businesses from training programs and other workforce solutions that enable them to hire and retain staff. Examples of impacted sectors include health, manufacturing and construction. Approximately \$200,000.
- Minority and Women owned business engagement. The team managing these grants will work with community partners to ensure wide disbursement of their availability with a special focus on minority and women owned businesses. All materials will be available in Spanish and accommodations for other languages will be provided as well.

Impact to Ongoing Expenses

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

Scalability and explanation

This offer could be scaled up or down based on funding availability. A decrease in funding would reduce the amounts dedicated to each of the three grant programs meaning fewer businesses are supported overall. Similarly, an increase in the funding would enable more businesses to be supported by the program.

Links to Further Details:

- [CARES CVRF FUNDING IMPACT REPORT](https://www.fcgov.com/eps/files/2021-cares-report.pdf?1621958636) (<https://www.fcgov.com/eps/files/2021-cares-report.pdf?1621958636>). This report provides an indication of how past federal funds were used through grants to support small businesses. While the proposed programs will be different they are targeting a similar business demographic.



Offer 33.8: ARPA 1.0 FTE Contractual Econ Specialist, Small Business & Impacted Sector Grants - Unfunded

Offer Type: 1-Time Enhancement

- [CNBC Article, Feb. 1, 2022 - Ongoing impacts of the pandemic on small business](https://www.cnbc.com/2022/02/01/small-business-owners-optimistic-but-still-face-challenges-amid-covid.html) (https://www.cnbc.com/2022/02/01/small-business-owners-optimistic-but-still-face-challenges-amid-covid.html). Generating enough revenue is the biggest post-pandemic challenge facing owners. Additionally, inflation and complying with COVID-19 safety protocols remain top concerns.
- [CNBC Article, Feb. 14, 2022 - Impact of inflation on small business](https://www.cnbc.com/2022/02/14/inflation-economic-shock-complete-as-main-street-tipping-point-reached.html) (https://www.cnbc.com/2022/02/14/inflation-economic-shock-complete-as-main-street-tipping-point-reached.html). Overall, 78% of small businesses say their costs are above pre-pandemic levels, but the largest block of small businesses (29%) say they are seeing price hikes of 25% or more for their business inputs.

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.: A primary objective of these grants is to support business recovery from the COVID-19 pandemic and enhance their resilience to withstand future similar economic shocks.
- ARPA Funding Recovery Theme: Economic Recovery: These grants tie directly to three Recovery Plan outcomes: 2a) Foster a sense of belonging and community trust; 3a) Small businesses, creatives and nonprofits have the resources they need to thrive; and 3b) Safe and stable employment, current and future.
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.: 98% of the businesses within Fort Collins are small businesses. They are responsible for a substantial portion of the job growth and total employment within our community. Therefore, helping to stabilize these businesses not only supports their resilience but provides stable employment for many residents.

Performance Metrics

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

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

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile



Offer 33.8: ARPA 1.0 FTE Contractual Econ Specialist, Small Business & Impacted Sector Grants - Unfunded

Offer Type: 1-Time Enhancement

Offer Owner: skendall

Financial Lead: wbricher

Lead Department: Economic Health Office



33.8: ARPA 1.0 FTE Contractual Econ Specialist, Small Business & Impacted Sector Grants

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change	
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %	
Expenses				
511000 - Salaries & Wages	46,169	61,558	33.3%	
512000 - Benefits	12,658	17,459	37.9%	
519000 - Other Personnel Costs	(2,353)	(3,161)	34.3%	
510000 - Personnel Services	56,474	75,856	34.3%	
529000 - Other Prof & Tech Services	1,320	1,320	- %	
520000 - Purchased Prof & Tech Services	1,320	1,320	- %	
549000 - Other Purchased Services	2,300	2,300	- %	
540000 - Other Purchased Services	2,300	2,300	- %	
555000 - Office & Related Supplies	4,000	1,000	-75.0%	
550000 - Supplies	4,000	1,000	-75.0%	
574000 - Grants	1,000,000	1,000,000	- %	
570000 - Other	1,000,000	1,000,000	- %	
Total Expenses	1,064,094	1,080,476	1.5%	
Funding Sources				
100-General Fund: American Rescue Plan Act (ARPA)	Reserve	1,064,094	1,080,476	1.5%
Funding Source Total		1,064,094	1,080,476	1.5%



Offer 33.9: ARPA Small Business Online Marketplace - Unfunded

Offer Type: 1-Time Enhancement

2023: \$125,000 and 0.00 FTE (excluding hourly staffing)

2024: \$125,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will identify and support ways for local retailers to increase revenue generation, which is essential to their resilience and long term success in a changed and changing marketplace. This offer supports businesses' access to existing, new and broader customer bases. This project will help to evaluate and to begin to implement tools to support local retailers competing in the online marketplace.

We saw that the impacts of the pandemic have necessitated a long term shift toward online shopping. Unfortunately, many small, locally owned businesses don't have the capacity to adopt and support an online platform on their own. This marketplace will help local retailers access omnichannel retailing, which means transacting across multiple marketplaces, including in brick and mortars and online.

Objectives:

Address the challenges small, local businesses continue to face:

- Increasing availability of products to existing, new and broader customer bases
- Improving competition with national brands in the online shopping world
- Better reliability in serving local customers as workforce issues prevail

Expected Outcomes and Impacts:

- Increased sales by local retailers, growth and expansion of small businesses
- Increased access for customers to local retailers
- Increased opportunity for remote work, in turn creating diverse employment opportunities in industries like retail that would not traditionally have access to this type of work

Year 1 Deliverables:

- Investigate and research the development of the small business online marketplace
- Engage with key community stakeholders
- Work closely with partners in the development of the marketplace
- Launch the marketplace system

Year 2 Deliverables:

- Continue to closely work and collaborate with the business community and other partner organizations
- Investigation into a local delivery system to supplement the online marketplace and increase access to local customers



Offer 33.9: ARPA Small Business Online Marketplace - Unfunded

Offer Type: 1-Time Enhancement

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

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- ARPA Funding Recovery Theme: Economic Recovery
- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.

Additional Information

- There's a strong focus on supporting the most vulnerable businesses and their employees that were disproportionately impacted by the pandemic including businesses run by people of color, women-owned, veteran-owned, and other underserved populations. Additionally, the marketplace will support smaller retailers that have been impacted by the pandemic, including creatives.
- The development of the marketplace will examine options for access in various languages, for both the business user and customers. Specific engagement with underserved businesses and community members will be implemented, increasing cultural relevance and participation, while ensuring the programs have equitable impacts.
- The marketplace will use the equity indicators of Representation Among Business Owners to inform how participation amongst communities of color and other underrepresented social identities.
- The marketplace will look into various revenue indicators of the participating businesses to determine how well they did before and after using the marketplace.

Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

Scalability and explanation

This offer is not scalable. As the initial funding is essential to getting a minimally viable product to support the outcome. Future funding will likely be lower.

Links to Further Details:

- <https://www.emarketer.com/content/omicron-surge-compounds-retail-sector-s-worker-shortage>
- [With fewer store hours due to labor shortage, shoppers will likely continue to shift more of their spending online with ecommerce sales:](#)



Offer 33.9: ARPA Small Business Online Marketplace - Unfunded

Offer Type: 1-Time Enhancement

- <https://smallbusinessmajority.org/our-research/small-businesses-seek-level-playing-field-and-chance-compete-fairly>
- <https://smallbusinessmajority.org/our-research/small-businesses-seek-level-playing-field-and-chance-compete-fairly>

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.: Support new business models for local businesses that may struggle to quickly adapt to by themselves

Creating opportunities to grow and expand business

- ARPA Funding Recovery Theme: Economic Recovery: Supports the small businesses and creatives in adapting to long-term industry changes resulted by the pandemic

Supports safe and stable employment that aligns with the shift to increased remote work options

- ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.: Supports the shift to remote, adaptive, and flexible work especially for employees in an industry that would traditionally be slow to adopt (retail workers)

Performance Metrics

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

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

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

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: jfresa

Financial Lead: wbricher

Lead Department: Economic Health Office



33.9: ARPA Small Business Online Marketplace

Offer Type: 1-Time Enhancement
Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
529000 - Other Prof & Tech Services	125,000	125,000	- %
520000 - Purchased Prof & Tech Services	125,000	125,000	- %
Total Expenses	125,000	125,000	- %
Funding Sources			
100-General Fund: American Reserve	125,000	125,000	- %
Rescue Plan Act (ARPA)			
Funding Source Total	125,000	125,000	- %



Offer 33.10: ARPA - Reskill, Upskill, New Skill (RUN) Training Program Support - Unfunded

Offer Type: 1-Time Enhancement

2023: \$750,000 and 0.00 FTE (excluding hourly staffing)

2024: \$750,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer will create a program focused on reskilling, upskilling, and new-skilling community members disproportionately impacted by the COVID-19 pandemic. The primary audience will include those in lower-wage jobs, especially black, indigenous, people of color (BIPOC) and women who experienced the greatest employment impact of the pandemic. However, the program will be available to all within the community.

This pilot program will aim to connect the dots and reduce barriers, connecting participants to high quality training and certification while providing a stipend for basic income so that participants can complete their training without economic hardship. Participants will receive additional forms of support. The goal would be to pair the participant with a local employer upon completion of the program through career coaching and support. This program will be administered in coordination with the Economic Specialist proposed in Offer 33.8 and regional partners in workforce, nonprofits and educational institutions.

Funds will be used to support the following costs (not an exhaustive list):

- Basic income to reduce the economic hardship of taking training that competes with earning
- Costs for materials to complete training, such as a laptop, which would become the student's once training is complete
- Tuition offset reducing the cost of training to near zero for participants

The objective of this program is to support existing residents to re engage in the workforce by enhancing their knowledge, skills and abilities to align with current employer needs. Additionally, the intent of the program is to remove/reduce the barriers to obtaining this training. The overall impact is that more individuals who lost their jobs during the pandemic can return to work and do so in a manner that provides flexibility and long term marketability.

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

- ✓ ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.
 - ARPA Funding Recovery Theme: Economic Recovery
 - ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.

Additional Information



Offer 33.10: ARPA - Reskill, Upskill, New Skill (RUN) Training Program Support - Unfunded

Offer Type: 1-Time Enhancement

- Basic Income Stipend - The largest challenge for many low-income earners to engage with reskilling, upskilling, and new skilling programs is the choice between training and earning. This tension leads to longer training times, higher non-completion rates, and increased debt. Providing some basic income participants will be able to avoid some of these negative impacts.
- Training Materials & Equipment Many of the high demand jobs in the labor force require that students seeking training in these fields supply their own materials, such as a laptop. This can create an additional barrier to participation and completion. This program will seek to provide or substantially discount the cost of acquiring these materials.
- Tuition Reimbursement/Discount - The final barrier to retraining is the cost of the programs themselves. This contributes to a double impact on low-income earners, who work fewer hours because of the time dedicated to training while also incurring costs for the training. This can often be a hurdle that discourages many from participating. By reducing or even covering the cost of training this prog
- Pilot Program - This program will be a pilot that might lead to a more permanent program within the community. The program as a pilot will be built upon the success of other communities (see links to further details below for an example). Prior to the program beginning research both directly (through remote meetings) and indirectly (through other means) will be completed.
- Offer 33.10 relies on the 1.0 FTE requested in offer ECON33.8 ARPA 1.0 FTE Econ Specialist, Small Business & Impacted Sectors Grants; Other partners may be able to deliver a similar program; however, no other partner is working on such a program at this time.

Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

Scalability and explanation

This program can be scaled up or down based on the availability of funds. However, a minimum budget of \$500,000 would be necessary to create a program of a scale that would justify the time required to build the program and incur the management work load.

Links to Further Details:

- [Digital Upskill Sacramento \(https://www.greatersacramento.com/tech-grads/\)](https://www.greatersacramento.com/tech-grads/) - A program similar to the one proposed in this funding request focused on digital skills from Sacramento.



Offer 33.10: ARPA - Reskill, Upskill, New Skill (RUN) Training Program Support - Unfunded

Offer Type: 1-Time Enhancement

- [DC Infrastructure Academy \(https://does.dc.gov/service/dc-infrastructure-academy\)](https://does.dc.gov/service/dc-infrastructure-academy) - A program similar to the one proposed in this funding request focused on infrastructure employment training from Washington, D.C.
- [The International Economic Development Council's Playbook for Equitable Economic Development \(https://www.rockefellerfoundation.org/wp-content/uploads/2022/03/A-Playbook-for-Equitable-Economic-Development.pdf\)](https://www.rockefellerfoundation.org/wp-content/uploads/2022/03/A-Playbook-for-Equitable-Economic-Development.pdf) - A report published through the support of several cities, including Fort Collins, focused on enhancing equitable outcomes from economic development actions.

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.: The RUN program will focus on creating opportunities for individual residents to gain the skills necessary to pursue new and diverse employment opportunities in our community directly. Offsetting the cost of training and providing some basic income during the period of training should remove barriers for low-income and underrepresented social identities to participate.
- ARPA Funding Recovery Theme: Economic Recovery: This budget offer supports the Economic Recovery theme of the City's recovery plan, specifically - 3b. Safe and stable employment, current and future; and equitable and affordable childcare is accessible.
- ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.: Labor is a key input to the economy. A growing challenge for the region is having access to the right type of labor. Increasing the number of current residents that have the knowledge, skills, and abilities to align with current labor demands will increase the resilience of our economy. This will occur by lessening our dependence on outside talent to meet employer labor needs.

Performance Metrics

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

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

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile



***Offer 33.10: ARPA - Reskill, Upskill, New Skill (RUN) Training Program
Support - Unfunded***

Offer Type: 1-Time Enhancement

Offer Owner: skendall

Financial Lead: wbricher

Lead Department: Economic Health Office



33.10: ARPA - Reskill, Upskill, New Skill (RUN) Training Program Support

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	-	-	- %
Expenses			
519000 - Other Personnel Costs	400,000	400,000	- %
510000 - Personnel Services	400,000	400,000	- %
555000 - Office & Related Supplies	75,000	75,000	- %
550000 - Supplies	75,000	75,000	- %
574000 - Grants	275,000	275,000	- %
570000 - Other	275,000	275,000	- %
Total Expenses	750,000	750,000	- %
Funding Sources			
100-General Fund: American Reserve	750,000	750,000	- %
Rescue Plan Act (ARPA)			
Funding Source Total	750,000	750,000	- %



Offer 33.11: 1.0 FTE Economic Lead Specialist Capital Project Business Liaison and Program - Funded

Offer Type: Enhancement

2023: \$282,306 and 1.00 FTE (excluding hourly staffing)

2024: \$311,627 and 1.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer supports a 1.0 FTE position to provide centralized business engagement during construction of capital projects ensuring consistency across projects and continuous improvement.

Well maintained public infrastructure is critical to supporting, enhancing, and promoting our business community. The work to upgrade streets, add public improvements, replace utilities, and construct major capital projects can create significant short term challenges to businesses. This program will provide a range of activities and strategies to enhance engagement with businesses during construction projects.

Existing utility infrastructure needs to be located in accessible right of ways so that it can be maintained and periodically renewed. Utilities anticipates significant infrastructure improvements in the coming decade and beyond. Accessing such infrastructure may adversely impact businesses. This offer will pilot an effort to minimize those impacts while accessing the needed infrastructure in the most cost-effective way to minimize the impacts of such improvements on all ratepayers.

This pilot program will augment ongoing utility ratepayer service and engagement. Centralizing business customer engagement for capital projects (e.g., utility system projects – especially planned outage/upgrade events) directly benefits utility ratepayers by sharing engagement costs with other departments. A portion of the outreach planned for the pilot includes services previously delivered as part of specific utility project costs.

The intent of this program is to reduce the negative impacts on businesses when major capital projects occur by providing early warning and smooth operations. The program will not replace lost revenue or provide rent relief to businesses.

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

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.

Additional Information

- Program Funding - \$200,000 of the budget will provide funding for business mitigation grants (\$1,500 to \$2,500 per business; criteria based), enhanced signage, marketing and promotion, and other similar mitigation activities.



Offer 33.11: 1.0 FTE Economic Lead Specialist Capital Project Business Liaison and Program - Funded

Offer Type: Enhancement

- Program Development - The program will be built upon research conducted during the development of the construction toolkit and from engagement with other communities that provide similar services.
- Build on a Pilot Program - In 2022, funding was authorized for a pilot program providing staffing capacity and funding for support services. This budget offer will build upon that pilot program adapting to lessons learned and continuing to improve engagement.
- Short term strategies may include:
 - Develop and deploy response plans that connect businesses with supportive services during construction.
 - Stakeholder and communication training for capital project managers.
 - Develop a communication plan to promote the construction tool kit directly to businesses.
- Long term strategies may include:
 - Construction management plan requirements of both capital projects and private developments.
 - Dedicated funding for ongoing support of this pilot program through capital project budgets.
 - Integrate business engagement and expectations as part of the selection process for capital project partners.

Impact to Ongoing Expenses

Funding this Offer will increase future ongoing expenses by an estimated annual amount of: \$308,000

Ongoing Cost Description:

This will be a pilot program in 2023/2024 focused on developing best practices, systems, and criteria for providing mitigation support within commercial areas, including re-engagement of certain utility ratepayer support and outreach services. The pilot will focus on developing a long-term strategy for funding that ties the cost directly to capital projects requiring the service.

Scalability and explanation

n/a

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)



Offer 33.11: 1.0 FTE Economic Lead Specialist Capital Project Business Liaison and Program - Funded

Offer Type: Enhancement

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.: This pilot program will support the long-term resilience of the economy and businesses by improving systems and providing for additional construction mitigation tools.
- HPG 7.1 - Provide world-class municipal services, while recognizing the importance of multi-sector relationships and partnerships at all levels.: The additional staff capacity provided by this offer will improve service delivery related to major capital projects by providing for additional engagement and communication with businesses and funding for offsetting potential negative impacts.

Performance Metrics

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

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

Performance Measure Reason: This offer should reduce the impacts on businesses of major capital projects. This impact could be measured through increased satisfaction of impacted business and fewer complaints.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: JBirks

Financial Lead: wbricher

Lead Department: Economic Health Office



33.11: 1.0 FTE Economic Lead Specialist Capital Project Business Liaison and Program

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Expenses			
511000 - Salaries & Wages	59,619	83,069	39.3%
512000 - Benefits	17,919	25,011	39.6%
519000 - Other Personnel Costs	(3,102)	(4,323)	39.4%
510000 - Personnel Services	74,436	103,757	39.4%
542000 - Communication Services	1,320	1,320	- %
544000 - Employee Travel	2,000	2,000	- %
549000 - Other Purchased Services	25,750	25,750	- %
540000 - Other Purchased Services	29,070	29,070	- %
555000 - Office & Related Supplies	3,800	3,800	- %
550000 - Supplies	3,800	3,800	- %
574000 - Grants	175,000	175,000	- %
570000 - Other	175,000	175,000	- %
Total Expenses	282,306	311,627	10.4%

Funding Sources

100-General Fund: Ongoing	Ongoing	134,131	243,186	81.3%
254-KFCG Fund: Other Community Priorities Reserves	Reserve	100,000	-	- %
605-Utility Customer Srv & Admin Fund: Ongoing Revenue	Ongoing Restricted	48,175	68,441	42.1%
Funding Source Total		282,306	311,627	10.4%



Offer 34.1: Urban Renewal Authority - Funded

Offer Type: Ongoing

2023: \$665,216 and 1.90 FTE (excluding hourly staffing)

2024: \$682,345 and 1.90 FTE (excluding hourly staffing)

Offer Summary

This offer funds Urban Renewal Authority (URA) administration and operations. The URA brings together local tax-collecting organizations to collaborate and remediate blight to create a better community for everyone. The URA currently has four active tax increment financing (TIF) districts.

The URA program makes important contributions to the City’s vibrancy with an emphasis on triple bottom-line benefits and placemaking. URA’s revitalization objectives include:

- Create vibrant neighborhoods
- Support projects that achieve objectives outlined in Community Investment Plans
- Catalyze projects and accelerate investments that would not otherwise happen, thereby creating improvements with lasting value
- Encourage development projects that enhance local character, culture, economy and quality of life
- Improve public infrastructure (streets, storm drainage, sewer, utilities, etc.) in areas where deficiencies exist
- Incentivize high efficiency buildings and development projects in support of Our Climate Future
- Retain, expand and attract businesses for the purpose of improving the City’s economic base as demonstrated by projects that retain/create jobs, increase the manufacturing base, etc.
- Create destination locations, including mixed use projects, that will capture additional revenue to the area
- Support a spectrum of housing affordability options
- Protect natural habitats and features
- Remove impediments to desired development
- Encourage development that is consistent with City Plan, subarea plans and approved Urban Renewal Plans
- Create, accelerate and enhance projects that meet broader community objectives including those of taxing entities

The URA is not dependent on the General Fund; funding comes from incremental property and sales tax revenues resulting from new activity enabled and catalyzed by URA investments.

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

- ✓ ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.
- ECON 3.4 - Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City’s broader strategic objectives.



Offer 34.1: Urban Renewal Authority - Funded

Offer Type: Ongoing

Additional Information

- Existing Areas: (1) North College - centered on College Avenue from Vine Drive north to the City boundary and 1/4 mile either side of College; (2) Prospect South - centered on College Avenue from Prospect Road south to just north of Whole Foods and east/west to encompass the commercial development; (3) Foothills - Encompasses the mall property and some public right-of-way
- Existing Areas, continued: (4) College and Drake – contains Spradley Barr Mazda and former Kmart sites along with the intersections of College and Drake, Drake and railroad tracks, and Drake and Redwing.
- We use GARE's equitable development framework as a way to assess and frame the URA's investments. This helps us ensure we invest in projects and programs that further our goals around equity and inclusion within our plan areas. We are building a data dashboard that will track demographics, investment, property values, and other indicators to help us ensure our actions yield more equitable outcomes
- For the North College plan area, we have been working with the Latino/Latinx community on developing a community hub that would provide resources to the whole community but with a particular emphasis on the Latino/Latinx community. Spanish is the default language in these meetings rather than English. Our communications are also in Spanish by default.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.: The URA works with other governmental partners to support development projects that create housing and economic opportunities, leading to improved economic resilience in Northern Colorado.
- ECON 3.4 - Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City's broader strategic objectives.: The URA works with other governmental partners, community groups and developers to leverage infill and development opportunities.

Improvements & Efficiencies

- The URA has worked with the Stormwater and Engineering Departments to identify a unified approach to managing stormwater detention and water quality on the west side of College Avenue in the North College Plan Area with an outfall into the Poudre River. These stormwater facilities will be integrated with an ultimate alignment and design for Mason Street from Willox to Alpine.



Offer 34.1: Urban Renewal Authority - Funded

Offer Type: Ongoing

- The URA Board has adopted investment plans for the North College and Prospect South plan areas. These plans provide greater clarity on the types of projects the Authority intends to support. These investment plans utilize the GARE Equitable Development Framework as their basis supported by a series of metrics and indicators. This will help ensure the URA advances equity for all, leading with race.
- The URA adopted its first Strategic Plan in 2020. The Strategic Plan establishes how the Urban Renewal Authority supports redevelopment while also supporting the communities in which it operates. The Strategic Plan has a series of guiding principles and tactics that keep ensure the Urban Renewal Authority acts to build community through redevelopment.

Performance Metrics

- ECON 60. Survey - Percent of businesses rating a positive performance of economic health initiatives
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=558078.html>

Performance Measure Reason: Tax Increment Financing (TIF) provides an incentive for developers to invest in property and create development that would otherwise be infeasible

Differences from Prior Budget Cycles

- N/A

Explanation of Any Adjustments to Personnel Costs using object 519999

- Pay differential for Deputy Director position

Offer Profile

Offer Owner: RRogers

Financial Lead: wbricher

Lead Department: Urban Renewal Authority



34.1: Urban Renewal Authority

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change	
Full Time Equivalent (FTE) Staffing	1.90	1.90	- %	
Expenses				
511000 - Salaries & Wages	195,929	204,747	4.5%	
512000 - Benefits	54,412	56,852	4.5%	
519000 - Other Personnel Costs	(6,225)	(6,674)	7.2%	
510000 - Personnel Services	244,116	254,925	4.4%	
521000 - Professional & Technical	339,600	342,920	1.0%	
529000 - Other Prof & Tech Services	15,000	17,000	13.3%	
520000 - Purchased Prof & Tech Services	354,600	359,920	1.5%	
535000 - Construction Services	30,000	31,000	3.3%	
530000 - Purchased Property Services	30,000	31,000	3.3%	
541000 - Insurance	25,000	25,000	- %	
542000 - Communication Services	1,500	1,500	- %	
544000 - Employee Travel	2,000	2,000	- %	
549000 - Other Purchased Services	3,000	3,000	- %	
540000 - Other Purchased Services	31,500	31,500	- %	
555000 - Office & Related Supplies	3,000	3,000	- %	
559000 - Other Supplies	2,000	2,000	- %	
550000 - Supplies	5,000	5,000	- %	
Total Expenses	665,216	682,345	2.6%	
Funding Sources				
800-URA N. College District: Ongoing Revenue	Ongoing Restricted	665,216	682,345	2.6%
Funding Source Total		665,216	682,345	2.6%



Offer 34.2: Urban Renewal Authority Debt Service - Funded

Offer Type: Ongoing

2023: \$5,011,807 and 0.00 FTE (excluding hourly staffing)

2024: \$5,111,207 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer funds the payment of Urban Renewal Authority (URA) debt and obligation payments across three tax increment financing (TIF) districts. The College and Drake URA does not have obligation payments since it was established in 2020. These debts and obligations include bond payments (North College and Foothills Mall), Redevelopment/Project Agreements, and City loan agreements.

The URAs issue debt to help finance various development projects in the URA districts, such as the King Sooper Marketplace and The Lyric in the North College URA. The debt service expense is paid for by the tax increment revenue collected by the URA districts over the life of the URA (30 years). The URA uses tax increment funding for all debt and obligation payments; the URA is not dependent on the General Fund.

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

- ✓ ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.
- ECON 3.4 - Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City's broader strategic objectives.

Additional Information

- This offer allows the URA to service debt and is, therefore, linked to the ongoing operations of the URA in terms of addressing equity. Please see the ongoing offer for the URA for more information about how the URA has adjusted its operations to better address equity.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

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

- ✓ ECON 3.1 - Collaborate with local and regional partners to achieve economic resilience in Northern Colorado.: The URA pledges TIF to pay for debt it issues. The success of the URA's debt service offer is, therefore, linked to the effectiveness of TIF as an incentive for development.



Offer 34.2: Urban Renewal Authority Debt Service - Funded

Offer Type: Ongoing

- ECON 3.4 - Utilize tools and partnerships to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City’s broader strategic objectives.: The URA utilizes borrowing when needed to leverage infill and redevelopment opportunities to achieve development consistent with City Plan and supporting the City’s broader strategic objectives.

Improvements & Efficiencies

- N/A

Performance Metrics

- ECON 60. Survey - Percent of businesses rating a positive performance of economic health initiatives
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6280&object=measure&objectId=558078.html>

Performance Measure Reason: The URA pledges TIF to pay for debt it issues. The success of the URA's debt service offer is, therefore, linked to the effectiveness of TIF as an incentive for development.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- N/A

Offer Profile

Offer Owner: RRogers

Financial Lead: wbricher

Lead Department: Urban Renewal Authority



34.2: Urban Renewal Authority Debt Service

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change	
Full Time Equivalent (FTE) Staffing	-	-	- %	
Expenses				
535000 - Construction Services	3,700,000	3,800,000	2.7%	
530000 - Purchased Property Services	3,700,000	3,800,000	2.7%	
581000 - Debt Service	1,311,807	1,311,207	- %	
580000 - Debt & Other Uses	1,311,807	1,311,207	- %	
Total Expenses	5,011,807	5,111,207	2.0%	
Funding Sources				
800-URA N. College District: Ongoing Revenue	Ongoing Restricted	5,011,807	5,111,207	2.0%
	Funding Source Total	5,011,807	5,111,207	2.0%



Offer 45.1: ARPA - Learning Loss Mitigation and Development Support (K-12) - Unfunded

Offer Type: 1-Time Enhancement

2023: \$350,000 and 0.00 FTE (excluding hourly staffing)

2024: \$350,000 and 0.00 FTE (excluding hourly staffing)

Offer Summary

This offer will provide funding for grants to community programs that support K 12 students in Fort Collins with learning loss mitigation, academic and skill practice enrichment, mental and social development supports, and high intensity tutoring.

The City awarded grants for similar learning loss mitigation activities in 2022 using ARPA dollars. The funding from this 2023 2024 budget offer may provide continuation funding to those grantees, as well as new or emerging programs addressing these student needs.

The grant awards will pay for eligible costs necessary to operate the various community programs, such as personnel (direct service staff and program management staff), program materials, student transportation, background checks, fee subsidies for families, equipment, site rentals, and other program specific expenses.

In addition to prioritizing services toward students with high risk factors and/or marginalized identities, programs receiving grants will lead or develop direct service programs that advance:

- Completion of unfinished academic learning
- Support for student social/emotional/mental well being
- Acceleration of learning loss mitigation
- Building strong developmental and academically aligned relationships with adults
- Support for skill practice enrichment

Programs eligible to receive these grants may include those led by local nonprofit organizations, Poudre School District (PSD), libraries, museums, or vendors contracted with PSD that offer sliding scale fees for income-qualified families.

Sustained mitigation programming is crucial for long term academic achievement, social/emotional/behavioral development, and creating safe learning environments for Fort Collins students. Existing programs will be further stabilized with reliable funding and opportunities to expand and adapt. New and exploratory programs may also be seeded with funding to assess and pilot activities that meet emerging needs.

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

- ✓ ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.
- ARPA Funding Recovery Theme: Economic Recovery



Offer 45.1: ARPA - Learning Loss Mitigation and Development Support (K-12) - Unfunded

Offer Type: 1-Time Enhancement

Additional Information

- The negative learning, development and academic effects on children and youth caused by the COVID pandemic are well documented nationally and locally. The remote and hybrid learning modes employed during the pandemic have set back learning achievements and milestones for students, particularly those already with high risk factors.
- Students with marginalized identities are disproportionately represented in the targeted groups classified by PSD and partner organizations as needing intensive academic/social/emotional/mental services due to the pandemic. These grants will advance the potential for those students to 'catch up' to the milestones that are determinative for long-term positive outcomes (ex: graduation rates).
- Poudre School District, the City and community organizations have mobilized throughout the pandemic to address the learning loss and developmental delays of students, and the needs will remain constant in the years ahead.
- The pandemic-related decline in child and adolescent mental health has been declared a national emergency by the American Academy of Pediatrics, the American Academy of Child & Adolescent Psychiatry, and the Children's Hospital Association.
- Data reported by grantees from the 2022 programming will help to inform the desired outcomes and participation targets for the Learning Loss grants awarded in 2023-2024, as they relate to underrepresented social identities. Having multiple years of data gathered may then support future City interventions and partnerships, especially those aligned with the 'Education' suite of Equity Indicators.

Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

Scalability and explanation

Scalable.

A. \$350k / year - Matches the grant funds awarded in 2022

B. \$250k / year - Fewer dollars directed to the recipient organizations; may decrease their service capacity.

C. \$150k / year - Fewer dollars directed to the recipient organizations; may decrease their service capacity.

Links to Further Details:



Offer 45.1: ARPA - Learning Loss Mitigation and Development Support (K-12) - Unfunded

Offer Type: 1-Time Enhancement

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.2 - Work with key partners to grow diverse employment opportunities in the community.: This Offer advances workforce development opportunities for the next generation of employees, by supporting community partner organizations leading efforts to ensure the students of today are meeting the developmental milestones necessary to succeed as employees in the jobs of tomorrow.
- ARPA Funding Recovery Theme: Economic Recovery: This Offer aligns with Economic Recovery Outcome 3B - Safe & stable employment, current and future. Prioritizing learning loss mitigation programs is specifically recognized in this Outcome area as a key strategy for strengthening the future labor market.

Performance Metrics

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

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

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: amolzer

Financial Lead: wbricher

Lead Department: Social Sustainability



45.1: ARPA - Learning Loss Mitigation and Development Support (K-12)

Offer Type: 1-Time Enhancement
Enhancement to Programs and Services

		2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing		-	-	- %
Expenses				
574000 - Grants		350,000	350,000	- %
	570000 - Other	350,000	350,000	- %
	Total Expenses	350,000	350,000	- %
Funding Sources				
100-General Fund: American Rescue Plan Act (ARPA)	Reserve	350,000	350,000	- %
	Funding Source Total	350,000	350,000	- %



Offer 45.2: ARPA - 1.0 Contractual FTE & Childcare System Support - Funded

Offer Type: 1-Time Enhancement

2023: \$477,525 and 1.00 FTE (excluding hourly staffing)

2024: \$498,598 and 1.00 FTE (excluding hourly staffing)

Offer Summary

This offer will extend and expand the City's support for system level childcare projects in the community, through a grant program dedicated to childcare initiatives and partnerships that specifically target expanding access and stabilizing services for low and moderate income families.

Programs receiving grants will lead or develop the following types of projects:

- Fee subsidies for income qualified families
- Physical spaces for new childcare and early childhood education services
- Renovations to existing childcare spaces to improve quality and safety
- Workforce recruitment, training and retention (classroom teachers & staff)
- Accessibility resources for vulnerable populations (e.g., language access, transportation support, licensing courses in Spanish)

A portion of the funds will also support the extension of a 1.0 contractual FTE position housed in the City's Recreation Department, currently under consideration for pilot later in 2022, focusing on mental/behavioral needs in their licensed childcare programs.

The City has awarded funds to childcare system projects since 2018, including a similar grant process in 2022 using ARPA dollars. This 2023 2024 budget offer may provide continuation funding to those grantees, as well as new projects.

This offer supports the City Council priority related to identifying barriers and needs related to increasing the supply of affordable childcare, especially in the wake of the COVID-19 pandemic. Childcare is also recognized as a critical driver of economic health in Fort Collins.

This offer addresses these key needs that are burdening the childcare system and families with young children:

- Childcare spot shortages
- Labor shortage of childcare workers, fueled by low wages, limited benefits and certification costs
- Access barriers for vulnerable populations, including immigrants and low income populations
- Challenging behaviors and mental health conditions that impair learning and development



Offer 45.2: ARPA - 1.0 Contractual FTE & Childcare System Support - Funded

Offer Type: 1-Time Enhancement

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

- ✓ ECON 3.7 - Collaborate with local and regional partners to advance equitable and affordable childcare solutions.
- ARPA Funding Recovery Theme: Economic Recovery
- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.

Additional Information

- The Talent 2.0 Regional Workforce Strategy Report (2017) identified a lack of access to childcare as one of three key barriers to local workforce recruitment and retention. The City, Chamber of Commerce, local businesses & nonprofits, and childcare providers led a Childcare Task Force to develop recommendations to address this barrier. This offer advances those recommendations.
- Organizations partnering with the City to deliver this offer's programming are acutely aware of the childcare access and affordability disparities affecting minority and low-income communities, and they are adapting their services to meet those needs. The grant process to award these funds will emphasize projects tying their outcomes to the 'Childcare' data/trends of the Equity Indicators report.
- Investing in childcare initiatives now will support the City Plan trends report (2018) projections of steadily increasing population growth in Fort Collins. The addition of 70,000 residents by 2040 will greatly stress early childhood education systems and childcare access, which are presently at crisis levels. This offer will ease current challenges and build capacity for the future.
- All children deserve equitable access to early learning opportunities that will increase their chances for future success in school and life. Children who get the right start early in their schooling are more likely to be reading by 3rd grade, graduate from high school on time, and secure future employability in their career of choice.
- This Offer drives forward system-level changes that remedy inequities in the childcare workforce. Providers serving ages 0-5 are almost exclusively women, earn poverty-level wages, work long stressful hours, and often hold marginalized, minority identities. This Offer contributes to industry retention and career development, by investing in the people who are caring for our community's children.



Offer 45.2: ARPA - 1.0 Contractual FTE & Childcare System Support - Funded

Offer Type: 1-Time Enhancement

Impact to Ongoing Expenses

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

\$0

Ongoing Cost Description:

Scalability and explanation

Scalable.

Scalable.

- A. \$750k / year - Delivers maximum opportunity for the City to deeply invest in childcare system needs; includes 1.0-FTE.
- B. \$500k / year - Fewer dollars directed to the recipient organizations; may decrease their service capacity; includes 1.0-FTE.
- C. \$250k / year - Fewer dollars directed to the recipient organizations; may decrease their service capacity; No FTE.

Links to Further Details:

- [City's Role & Scope Addressing Childcare](https://www.fcgov.com/socialsustainability/files/3.24.2021-updated-scope-role-of-city-childcare.pdf?1617904636)
- [Childcare as an Economic Issue](https://www.fcgov.com/sustainability/pdf/ChildcareFlyer.pdf?1568214775)

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.7 - Collaborate with local and regional partners to advance equitable and affordable childcare solutions.: Development of the childcare workforce, expansion of childcare availability and subsidized childcare services, which are essential drivers of economic stability, are supported with this Offer.
- ARPA Funding Recovery Theme: Economic Recovery: This Offer aligns squarely with Economic Recovery Outcome 3C - Equitable and affordable childcare is accessible. Prioritizing childcare in the Recovery Plan, and recognizing its high importance from the community engagement efforts, allows for sweeping interventions and projects to be supported with this Offer, many with transformational outcomes.



Offer 45.2: ARPA - 1.0 Contractual FTE & Childcare System Support - Funded

Offer Type: 1-Time Enhancement

- NLSH 1.2 - Collaborate to leverage community partners' expertise in addressing priority human service issues like poverty and mental health, and to make homelessness rare, brief and non-recurring.: Childcare projects and partnerships will require close collaboration with current providers, childcare infrastructure, and funding agencies working in Fort Collins. The Social Sustainability Department will continue to work closely with diverse groups of stakeholders, and better understand the specific areas of potential City investment that could provide maximum impact.

Performance Metrics

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

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

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

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: amolzer

Financial Lead: wbricher

Lead Department: Social Sustainability



45.2: ARPA - 1.0 Contractual FTE & Childcare System Support

Offer Type: 1-Time Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Expenses			
511000 - Salaries & Wages	52,465	69,953	33.3%
512000 - Benefits	14,325	19,664	37.3%
519000 - Other Personnel Costs	(2,672)	(3,585)	34.2%
510000 - Personnel Services	64,118	86,032	34.2%
549000 - Other Purchased Services	250	250	- %
540000 - Other Purchased Services	250	250	- %
555000 - Office & Related Supplies	4,000	2,000	-50.0%
550000 - Supplies	4,000	2,000	-50.0%
574000 - Grants	409,157	410,316	0.3%
570000 - Other	409,157	410,316	0.3%
Total Expenses	477,525	498,598	4.4%
Funding Sources			
100-General Fund: American Reserve	477,525	498,598	4.4%
Rescue Plan Act (ARPA)			
Funding Source Total	477,525	498,598	4.4%



Offer 55.1: Downtown Parks and Amenities Maintenance - Funded

Offer Type: Ongoing

2023: \$2,089,983 and 14.20 FTE (excluding hourly staffing)

2024: \$2,167,543 and 14.20 FTE (excluding hourly staffing)

Offer Summary

This offer funds the Parks Department's outside grounds maintenance for City owned facilities, parks and infrastructure within the Downtown core area. The Downtown core is a unique attribute to the inventory of businesses in Fort Collins.

This area is defined as College Avenue between Vine Drive and Mulberry Street, and three blocks east and west of College Avenue. Maintenance areas include street corners, tree grates, medians, Old Town Square, Oak Street Plaza, parks (Washington, Library, Civic Center, Whitewater, Old Fort Collins Heritage), City facilities, and Linden Street north to the Poudre River. This offer also includes funding for the Downtown Holiday Lights program and maintenance for the Police headquarters building on Timberline Road.

Maintenance includes litter control; turf care; irrigation maintenance; shrub bed maintenance; tree trimming; infrastructure repair; graffiti removal; power washing College Avenue corners and sidewalks, alleys, and plaza areas; and fountain maintenance at Oak Street Plaza, Old Town Square, Lincoln Center and medians. Flower beds, pots and hanging baskets are maintained throughout Downtown and at City facilities. The flower program includes planting and maintaining approximately 135,000 square feet of flower beds, 314 hanging baskets and 450 pots. Staff plants approximately 45,000 annual flowers in pots, beds and baskets every spring. All flowers are grown locally. Snow removal is provided during the winter months on the College Avenue corners, City facilities, Oak Street Plaza, Old Town Square and various parks.

The level of maintenance the City provides in the Downtown core area has been integral to the area's success, which is an important economic driver for the community. Providing a clean, safe and attractive environment encourages visitation and a vibrant economy.

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

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.
- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees

Additional Information



Offer 55.1: Downtown Parks and Amenities Maintenance - Funded

Offer Type: Ongoing

- IMPACT TO PROJECTED REVENUE: Many funding sources contribute to this offer, including Community Capital Improvement Program (CCIP) maintenance for Poudre River Whitewater Park, Willow Street expansion, and Linden Street. General Improvement District (GID) funds are being requested to support the holiday light program. The DDA also contributes to this program, which resides in offer 55.2.
- A section of Linden Street between Walnut and Jefferson Street was scheduled for renovation in 2021. Due to the pandemic this project has been delayed until 2022. This offer includes the first full year of maintenance at \$150,000.
- The Parks Division maintains the Downtown core with as little impact to the businesses and public as possible. Staff begins work between 4:00 a.m. to 5:00 a.m. and has most tasks completed before activity begins for the day. This is known as the "Disney Effect."
- Various large events take place in the Downtown area during the summer months. Parks is a resource for these events and is involved in event logistics and final touches to the cleanup after the events, restoring the area to its previous condition. These events bring thousands of people from out of town to the Downtown area.
- Public spaces bring people from all walks of life together. The downtown commercial district provides critical social infrastructure—public spaces where people can meet, interact and build relationships. This feeling of connectivity encourages people to come back to the commercial district, thereby increasing opportunities for access to shopping, recreation and entertainment.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.: The high level of maintenance provided in the Downtown core area attracts tourists and creates a vibrant appearance for thriving restaurants and businesses in the Downtown area.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: This offer supports maintaining the grounds of City facilities. Maintaining the grounds effectively and efficiently helps protect and extend the life of these structures.
- CR 2.5 - Ensure safety and access to and within in City parks, natural areas, paved trails, and cultural and recreation facilities for visitors and employees: This offer maintains several parks in the Downtown core area. They are maintained with safety and the welfare of employees and visitors as a top priority.



Offer 55.1: Downtown Parks and Amenities Maintenance - Funded

Offer Type: Ongoing

Improvements & Efficiencies

- The Parks Department continues to work toward Our Climate Future goals through converting gasoline powered small equipment (backpack blowers, trimmers, chainsaws) with electric and compressed natural gas (CNG) and smaller, more efficient gas engines. The Parks Department has currently reached the 56% conversion rate for hand-held equipment.
- Conventional festoon lighting in Tenney Alley was replaced with energy-efficient LED lighting.
- Staff continues to optimize the annual flower planting process by creating an assembly line planting approach in a holding lot and transferring planted pots to downtown locations. This eliminated the inefficiency of moving from one pot to another along the sidewalks which hindered foot traffic and increased cleanup from the plantings.
- The downtown district uses an iPad to record water quality readings for the downtown interactive water features. This allows central-point data collection and archiving. The iPad is also used for the video training library.
- The downtown district continues to create a series of manuals and videos for the training and maintenance of the water feature in Old Town Square in an effort to maximize the lifespan of the system.

Performance Metrics

- ECON 41. Trained Observer Program - Percentage of Downtown Area And Downtown City Facility Grounds Ratings With No Problems
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6286&object=measure&objectId=91331.html>

Performance Measure Reason: The Parks Division uses the Trained Observer Program to rate the quality of maintenance in the downtown area from a citizen's perspective. The 2021 trained observer ratings targeted an 85% "No Problems" rating. This rating was met in 2021, but challenges continue to persist with attracting and retaining staff for seasonal work.

- NLSH 63. % of residents responding very good/good - Community's visual attractiveness
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109863.html>

Performance Measure Reason: This offer substantially improves the attractiveness of downtown Fort Collins for all visitors to enjoy. The downtown is a core economic driver in the community and an attractive downtown visually resonates with the perception of citizens.

Differences from Prior Budget Cycles

- An ongoing enhancement offer submitted in the last budget cycle was approved for new areas of responsibility in the Downtown core including the Linden Street renovation project. This project was delayed due to the pandemic and this offer will cover the first full year of maintenance beginning in 2023 at \$150,000 per year.



Offer 55.1: Downtown Parks and Amenities Maintenance - Funded

Offer Type: Ongoing

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: MCalhoon

Financial Lead: vshaw

Lead Department: Parks



55.1: Downtown Parks and Amenities Maintenance

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	14.20	14.20	- %
Expenses			
511000 - Salaries & Wages	979,168	1,020,309	4.2%
512000 - Benefits	313,041	330,523	5.6%
519000 - Other Personnel Costs	(42,156)	(44,200)	4.8%
510000 - Personnel Services	1,250,053	1,306,632	4.5%
521000 - Professional & Technical	1,035	1,060	2.4%
529000 - Other Prof & Tech Services	3,622	3,713	2.5%
520000 - Purchased Prof & Tech Services	4,657	4,773	2.5%
531000 - Utility Services	100,042	102,542	2.5%
532000 - Cleaning Services	30,532	31,295	2.5%
533000 - Repair & Maintenance Services	420,693	431,208	2.5%
534000 - Rental Services	36,489	37,402	2.5%
530000 - Purchased Property Services	587,756	602,447	2.5%
542000 - Communication Services	4,968	5,091	2.5%
544000 - Employee Travel	3,703	3,796	2.5%
549000 - Other Purchased Services	568	583	2.6%
540000 - Other Purchased Services	9,239	9,470	2.5%
551000 - Vehicle & Equipment Supplies	50,251	51,506	2.5%
552000 - Land & Building Maint Supplies	139,452	142,936	2.5%
553000 - Infrastructure Maint Supplies	5,382	5,515	2.5%
555000 - Office & Related Supplies	3,621	3,711	2.5%
556000 - Health & Safety Supplies	8,797	9,016	2.5%
558000 - Chemical Supplies	3,105	3,182	2.5%
559000 - Other Supplies	27,670	28,355	2.5%
550000 - Supplies	238,278	244,221	2.5%
Total Expenses	2,089,983	2,167,543	3.7%



Funding Sources

100-General Fund: CCIP O&M	Ongoing Restricted	23,000	23,000	- %
100-General Fund: Ongoing	Ongoing	1,544,664	1,619,427	4.8%
100-General Fund: Park Fees	Ongoing Restricted	73,000	73,000	- %
100-General Fund: Prior KFCG	Ongoing Restricted	359,319	362,116	0.8%
0.25% for Other Comm & Trans - Ongoing Revenue				
252-GID Fund: Ongoing Revenue	Ongoing Restricted	90,000	90,000	- %
Funding Source Total		2,089,983	2,167,543	3.7%



Offer 55.2: Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square - Funded

Offer Type: Ongoing

2023: \$507,592 and 2.85 FTE (excluding hourly staffing)

2024: \$523,817 and 2.85 FTE (excluding hourly staffing)

Offer Summary

This offer funds the Parks Department's outside grounds maintenance for Downtown Development Authority (DDA)-owned or maintained facilities and infrastructure within the Downtown core area. This area encompasses Old Town Square (OTS) and DDA-renovated alleys.

Maintenance includes litter control, irrigation maintenance, shrub bed maintenance, infrastructure repair, graffiti removal, power washing, snow/ice removal, and interactive water feature operation and maintenance. The flower program includes planting and maintaining flower beds, pots and hanging baskets. All flowers are grown locally. The DDA also contributes to the festive holiday lighting program in the Downtown core.

Old Town Square (OTS) is under a shared maintenance agreement with the DDA. The City contributes 1/3 and the DDA contributes 2/3 of maintenance funding. Total costs directly associated with OTS for 2022 will be \$257,501; DDA's share is \$172,381. The City's share, \$85,120 is included in the Downtown Landscaping Offer 55.1. The City also has an Intergovernmental Agreement with the DDA for maintenance of renovated alleys. These alleys include Old Firehouse Alley, Montezuma Fuller Alley, Campus North subdistrict alleys (Dalzell Alley, Wattles Alley and Corbin Alley), Beardmore Alley, Reidhead Alley, Godinez Alley, Tenney Alley North and West Oak Alley. Construction of Harper Goff Alley, West Olive Alley and East Myrtle Alleys are to be completed in Q4 of 2023. Total maintenance costs in this offer for the alleys are \$251,137 for 2022. The DDA pays 100% of maintenance costs for the alleys.

The partnership between the City and DDA to maintain these areas and provide space for events has been integral to the success of the Downtown area, which is an important economic driver and space for cultural events for the community. Providing a clean, safe and attractive environment encourages visitation, a vibrant economy and space for all in the community to enjoy.

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

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.

Additional Information

- IMPACT TO PROJECTED REVENUE: This offer is fully funded by Downtown Development Authority tax revenues.



Offer 55.2: Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square - Funded

Offer Type: Ongoing

- Pre-pandemic, the downtown district hosted a full program of scheduled events. With the easing of pandemic restrictions, the Downtown Development Authority anticipates a return to pre-pandemic event scheduling.
- The DDA also owns the skating rink infrastructure and pays 100% of the cost for Parks to install and remove the structure from OTS every holiday season. The City's Recreation Department operates the skating rink and is reimbursed by the DDA for related operational and staffing expenses.
- The City partners with the DDA for the holiday light program in the Downtown core. The DDA contributes \$45,000 to the program. Total cost of the program is \$169,000. The City's share, \$124,000, is in the Downtown Parks and Amenities Maintenance offer 55.1 and is supported by funding from the General Improvement District (GID) fund.
- Public spaces bring people from all walks of life together. The downtown commercial district provides critical social infrastructure—public spaces where people can meet, interact and build relationships. This feeling of connectivity encourages people to come back to the commercial district, thereby increasing opportunities for access to shopping, recreation, and entertainment.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.: The high level of maintenance provided in the Downtown core area and DDA properties attracts tourists and creates a vibrant appearance for thriving restaurants and businesses in the Downtown area.
- HPG 7.8 - Evaluate the City's assets and infrastructure to most effectively prioritize funding that best maintains and protects those investments, while improving the customer experience.: This offer supports maintaining the DDA grounds and infrastructure effectively and efficiently to help protect and extend the life of these assets.

Improvements & Efficiencies

- The Parks Department continues to work toward Climate Action Plan goals through converting gasoline powered small equipment (backpack blowers, trimmers, chainsaws) with electric and compressed natural gas (CNG) and smaller, more efficient gas engines. The Parks Department has currently reached the 56% conversion rate for hand-held equipment.



Offer 55.2: Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square - Funded

Offer Type: Ongoing

- In 2020, the City of Fort Collins was awarded the Clean Air Champions Award by the Regional Air Quality Council for the City's efforts to reduce emissions through the Municipal Lawn and Garden Equipment Replacement program and Fleet's Municipal Fleet Electrification program.
- Staff continue to optimize the annual flower planting process by creating an assembly line planting approach in a holding lot and transferring planted pots to downtown locations. This eliminated the inefficiency of moving from one pot to another along the sidewalks and plazas which hindered foot traffic and increased cleanup from the plantings.
- The downtown district now uses an iPad to record water quality readings for the downtown interactive water features. This allows central point data collection and archiving. The iPad is also used for the video training library.
- The downtown district continues to create a series of manuals and videos for the training and maintenance of the water feature in Old Town Square in an effort to maximize the lifespan of the system.

Performance Metrics

- ECON 41. Trained Observer Program - Percentage of Downtown Area And Downtown City Facility Grounds Ratings With No Problems
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6286&object=measure&objectId=91331.html>

Performance Measure Reason: This measure rates the effectiveness of maintenance from a citizens' perspective. A target of 85% "No Problems" rating was met in 2021.

- NLSH 63. % of residents responding very good/good - Community's visual attractiveness
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109863.html>

Performance Measure Reason: This offer substantially improves the attractiveness of downtown Fort Collins for all visitors to enjoy. The downtown is a core economic driver in the community and an attractive downtown visually resonates with the perception of citizens.

Differences from Prior Budget Cycles

- Not applicable

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: MCalhoon
Lead Department: Parks

Financial Lead: vshaw



55.2: Downtown Maintenance - Downtown Development Authority Facilities & Infrastructure, Old Town Square

Offer Type: Ongoing

Ongoing Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change	
Full Time Equivalent (FTE) Staffing	2.85	2.85	- %	
Expenses				
511000 - Salaries & Wages	204,676	212,936	4.0%	
512000 - Benefits	62,688	66,079	5.4%	
519000 - Other Personnel Costs	(7,099)	(7,445)	4.9%	
510000 - Personnel Services	260,265	271,570	4.3%	
532000 - Cleaning Services	1,035	1,060	2.4%	
533000 - Repair & Maintenance Services	119,258	122,239	2.5%	
530000 - Purchased Property Services	120,293	123,299	2.5%	
551000 - Vehicle & Equipment Supplies	4,140	4,242	2.5%	
552000 - Land & Building Maint Supplies	85,831	90,917	5.9%	
553000 - Infrastructure Maint Supplies	828	848	2.4%	
556000 - Health & Safety Supplies	1,035	1,060	2.4%	
558000 - Chemical Supplies	3,622	3,713	2.5%	
559000 - Other Supplies	31,578	28,168	-10.8%	
550000 - Supplies	127,034	128,948	1.5%	
Total Expenses	507,592	523,817	3.2%	
Funding Sources				
100-General Fund: DDA Contributions	Ongoing Restricted	507,592	523,817	3.2%
Funding Source Total		507,592	523,817	3.2%



Offer 55.3: 1.0 FTE Technician, Parks - Downtown Horticulture - Funded

Offer Type: Enhancement

2023: \$61,251 and 1.00 FTE (excluding hourly staffing)

2024: \$81,563 and 1.00 FTE (excluding hourly staffing)

Offer Summary

Funding this offer provides support to expand the Parks Division’s horticulture maintenance for facilities and infrastructure within the Downtown core, City facilities and surrounding parks.

The expansion of the Downtown horticulture program has outgrown the capacity of the one existing Horticulture Technician position to successfully handle the current workload. Horticulture responsibilities in the Downtown core include approximately 194,000 sq. ft. of shrub/flower beds along streets, City facilities, plazas and parks. In addition, there are approximately 450 pots planted with annual flowers and 314 hanging baskets located throughout the Downtown core along streets, plazas, alleys and City facilities. This equates to approximately 5 acres of extensive horticulture responsibility including annual planting, maintenance, shrub bed renovations, fall cleanup and holiday decorations.

Additionally, this position is needed to meet the logistical needs of designing, ordering plants, irrigation maintenance, and care of approximately 45,000 annual flowers, as well as providing daily coordination, oversight and training of hourly employees. In 2022, two DDA owned renovated alleys were added to the Parks Department’s responsibilities (Tenney Alley North and Oak Street Alley). In 2023, additional horticulture maintenance will include the Linden Street renovation (located between Walnut Street and Jefferson Street) and three new DDA owned renovated alleys.

It is the Parks Division’s plan to expand the scope of this Horticulture Technician’s responsibilities to include the government buildings/public facilities/parks surrounding Downtown that are currently lacking a dedicated Horticulture Technician and do not meet the standards of excellence of the Downtown core.

Funding this position is imperative to sustaining and improving the current level of service Downtown and creating a sustainable program into the future.

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

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.
- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.

Additional Information



Offer 55.3: 1.0 FTE Technician, Parks - Downtown Horticulture - Funded

Offer Type: Enhancement

- The downtown commercial district is a facet of overall inclusion and community equity; public spaces bring people from backgrounds together. Downtown provides critical social infrastructure- public spaces where people interact and build relationships. This connectivity encourages people to come back to the commercial hub, thus access to shopping, recreation and entertainment opportunities.
- An additional horticulture technician will allow the Parks Division to meet the strict planting timeline required to maximize the growing season to ensure the public spaces are planted quickly enough for the businesses and community members to enjoy throughout the season. With each additional property, the overall planting timeline extends further into the limited growing season.
- Aging properties require refreshes and redesigns as landscapes reach their life expectancy. The adopted design path is to reduce turf grass and replace with water-wise ornamental plantings. This requires specialized horticultural knowledge to properly maintain these additional landscape requirements.
- The lack of resources to maintain shrub beds at City facilities is the major reason Trained Observer ratings for downtown facility grounds have been lower and at times not meeting the target of 85% "No Problems" for this performance metric.
- This position will require the purchase of a mid-sized truck to maintain service levels in the downtown area. The cost of the vehicle is included in the total cost of this offer.

Impact to Ongoing Expenses

Funding this Offer will increase future ongoing expenses by an estimated annual amount of:
\$82,000
Ongoing Cost Description:
Costs for Technician, vehicle, and supplies

Scalability and explanation

This offer is not scalable. The position requested in this offer is imperative to the Parks Division continuing to provide the current level of service. With the changes in City policies regarding use of hourly workers, an hourly workforce is no longer a sustainable option and fulltime staff is needed.

Links to Further Details:

- Not applicable

Linkage to Strategic Objectives

(the primary objective is marked with a ✓)

- ✓ ECON 3.3 - Support local businesses by engaging in opportunities for business revival with a focus on the Recovery Plan.: This offer directly relates to creating an attractive downtown core which draws people and businesses, which creates a vibrant and successful business community.



Offer 55.3: 1.0 FTE Technician, Parks - Downtown Horticulture - Funded

Offer Type: Enhancement

- CR 2.2 - Address infrastructure and amenity replacement and maintenance needs of trails, parks, cultural and recreation facilities while continuing the planned buildout of the parks and paved trail systems.: This offer supports maintaining and protecting downtown assets and infrastructure which improve the customer experience.

Performance Metrics

- ECON 41. Trained Observer Program - Percentage of Downtown Area And Downtown City Facility Grounds Ratings With No Problems
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=6286&object=measure&objectId=91331.html>

Performance Measure Reason: The 2020 trained observer ratings targeted an 85% “No Problems” rating. This rating was met in 2020, but challenges continue to persist with attracting and retaining staff for seasonal work. This affects the quality of maintenance, specifically horticulture care around facilities.

- NLSH 63. % of residents responding very good/good - Community's visual attractiveness
<https://publish.clearpointstrategy.com/594/Measures/scorecardId=7718&object=measure&objectId=109863.html>

Performance Measure Reason: This offer substantially improves the attractiveness of downtown Fort Collins for all visitors to enjoy. The downtown is a core economic driver in the community and an attractive downtown visually resonates with the perception of citizens.

Explanation of Any Adjustments to Personnel Costs using object 519999

- Not applicable

Offer Profile

Offer Owner: MCalhoon

Financial Lead: vshaw

Lead Department: Parks



55.3: 1.0 FTE Technician, Parks - Downtown Horticulture

Offer Type: Enhancement

Enhancement to Programs and Services

	2023 Projected Budget	2024 Projected Budget	2023 to 2024 Change
Full Time Equivalent (FTE) Staffing	1.00	1.00	- %
Expenses			
511000 - Salaries & Wages	37,289	51,956	39.3%
512000 - Benefits	15,116	21,324	41.1%
519000 - Other Personnel Costs	(2,096)	(2,931)	39.8%
510000 - Personnel Services	50,309	70,349	39.8%
533000 - Repair & Maintenance Services	1,035	1,060	2.4%
534000 - Rental Services	3,171	3,250	2.5%
530000 - Purchased Property Services	4,206	4,310	2.5%
541000 - Insurance	141	145	2.8%
542000 - Communication Services	683	700	2.5%
544000 - Employee Travel	517	530	2.5%
540000 - Other Purchased Services	1,341	1,375	2.5%
551000 - Vehicle & Equipment Supplies	1,552	1,590	2.4%
556000 - Health & Safety Supplies	155	159	2.6%
559000 - Other Supplies	517	530	2.5%
550000 - Supplies	2,224	2,279	2.5%
581000 - Debt Service	3,171	3,250	2.5%
580000 - Debt & Other Uses	3,171	3,250	2.5%
Total Expenses	61,251	81,563	33.2%

Funding Sources

100-General Fund: Ongoing	Ongoing	58,080	78,313	34.8%
601-Equipment Fund: Ongoing Revenue	Ongoing Restricted	3,171	3,250	2.5%
Funding Source Total		61,251	81,563	33.2%