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MALCOLM BALDRIGE

NATIONAL QUALITY AWARD APPLICATION



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Glossary of Terms

6Ds Training Course — Six Disciplines of Breakthrough Learning

Accela — Cloud-based solutions connecting government and citizens

ADA — Americans with Disabilities Act

AMFC — Advanced Meter Fort Collins

AMI — Advanced Metering Infrastructure

APPA — American Public Power Association

ASCSU — Associated Students of Colorado State University

AWWA — American Water Works Association

BART — Budget Analysis and Reporting Tool

BCC — Building Community Choices Quarter-Cent Tax

BFO — Budgeting for Outcomes

BLT — Budget Leadership Team

BOB — Building on Basics Quarter-Cent Tax

BRT — Bus Rapid Transit

CAO — City Attorney's Office

CAP — Climate Action Plan

CC — Community College

CDC — Centers for Disease Control

CDL — Commercial Drivers License

CDOT — Colorado Department of Transportation

CDPHE — Colorado Department of Public Health and Environment

CFO — Chief Financial Officer

CFR — Code of Federal Regulations

CM — City Manager

CIP — Capital Improvement Plan

CO CRC — Colorado Civil Rights Commission

CORA — Colorado Open Records Act

CityNet — In-house intranet website

CityWorks 101 — Citizens academy to learn about city government

CSWT — Citywide Safety and Wellness Team

COOP — Continuity of Operations Plan

COT — Customer Outreach Team

CPIO — Communications & Public Involvement Office

CPM — Center for Performance Measurement

CRB — Citizen Review Board

CRM — Customer Relationship Management

CSU — Colorado State University

DBA — Downtown Business Association

DDA — Downtown Development Authority

DOL — Department of Labor

DOT — Department of Transportation

EAP — Employee Assistance Program

ELT — Executive Lead Team

EOP — Emergency Operations Plan

EC — Employee Committee

EF — Engagement Factor

EH — Economic Health

E/I — Emotional Intelligence

EPA — Environmental Protection Agency

EPIC — Edora Pool and Ice Center

ERP — Enterprise Resource Planning System

FCMOD — Fort Collins Museum of Discovery

FCTV — Fort Collins Television, City-operated public affairs cable TV station

FEMA — Federal Emergency Management Agency

FTA — Federal Transit Administration

FTC — Federal Trade Commission

FTE — Full time equivalent

GASB — Governmental Accounting Standards Board

GEMS — Greenhouse Gas Emissions

GFOA — Government Finance Officers Association

GHG — Greenhouse Gas

HHS — Health and Human Services

HPG — High Performing Government

HOA — Homeowners Association

HOI — Housing Opportunity Index

HR — Human Resources

ICMA — International City/County Management Association

IGA — Intergovernmental Agreement

ICS — Incident Command System

IRS — Internal Revenue Service

ISO — International Organization for Standardization

ISS — Internal Services Survey

Issues & Answers — Quarterly all-employee information-sharing sessions

IT — Information Technology

JDE — JD Edwards

KFCG — Keep Fort Collins Great .85% Tax

LEPC — Local Emergency Planning Committee

LL — Leadership Link

Lead 1.0 — Emerging leaders program

Lead 2.0 — Mid-level leadership program

Lead 4.0 — Executive leadership program

LEPC — Local Emergency Planning Committee

LLAC — Legislative and Legal Affairs Committee

LOD — Learning Organizational Development

MAX — Mason Express bus rapid transit

Maximo — Asset Register and Work Order Management System

MOR — Monthly Operating Report

MVV — Mission, Vision, Values

NCEDC — Northern Colorado Economic Development Corporation

NEO — New Employee Orientation

NFCBA — North Fort Collins Business Association

NIMS — National Incident Management System

NOAA — National Oceanic and Atmospheric Administration

NAC — Northside Aztlan Center

NRC — National Research Center

OEM — Office of Emergency Management

Open Book — An online tool designed to disclose detailed expenses for all City departments; provides financial transparency to the community.

Open Data — Open data portal for the City

Open Records, Open Records Requests — The Colorado Open Records Act requires that City managers and other employees make any public record available for inspection and copying within three business days of a request for that record.

OPM — Federal Office of Personnel Management

PDCA — Plan, Do, Check, Act

PDT — Planning, Development and Transportation

PE Teams — Performance Excellence Teams

PFA — Poudre Fire Authority

Policy — A statement to guide actions toward a desired outcome

PRPA — Platte River Power Authority

PSD — Poudre School District

PUC — Public Utilities Commission

Q14 — Employee Engagement Survey

QPA — Quarterly Performance Alignment

QSAR — Quarterly Service Area Reviews

Qual-Serve — Benchmarking Program through AWWA

Quasi-Judicial Board — Citizen board that has specific powers delegated to it based on City Code or Charter; includes Planning and Zoning Board, Zoning Board of Appeals and Building Review Board.

RFRs — Request for Results

RMI — Rocky Mountain Innosphere

RMPEX — Rocky Mountain Performance Excellence

SA — Service Area

SAIDI — System Average Interruption Duration Index

SAIFI — System Average Interruption Frequency Index

SARs — Service Area Requests

SCADA — Supervisory Control and Data Acquisition

SBDC — Small Business Development Center

SFCBA — South Fort Collins Business Association

SIRE — Enterprise content management technology and tools used to capture, manage, store, preserve, and deliver content and documents

SIT — Strategic Issues Team

SP — Strategic Plan

SPP — Strategic Planning Process

SSA — Sustainability Service Area

SSD — Social Sustainability Department

Statutory City — A Colorado city that is governed by State Statutes and is not empowered to address issues of local concern through its own ordinances

Strategy MAPs — Strategy Metrics, Actions and Performance

SWAT — Special Weapons and Tactics

SWOT — Strengths, Weaknesses, Opportunities and Threats

TBLAM — Triple Bottom Line Analysis Matrix

Talk It Up — Monthly meetings with departments to discuss issues with the City Manager.

TLG — Transforming Local Government

TMP — Transportation Master Plan

TBL — Triple Bottom Line

UniverCity — A collaborative among CSU, the City and other business partners

URA — Urban Renewal Authority

USDA — US Department of Agriculture

Utilities — Services provided by Fort Collins Utilities, providing electric, water, wastewater and stormwater services as defined by the certificated service territory

VOC — Voice of the Customer

VPN — Virtual Private Network

World Class People Program — Employee recognition program; employees nominate coworkers for recognition as employees who meet the organization's high expectations for customer service

City of Fort Collins: Organizational Profile

P.1 Organizational Description

The City of Fort Collins, Colorado, is a full-service municipal corporation operating under a home rule Council-Manager form of government. The City has grown from a small agricultural community into a major employment and retail center for Northern Colorado. This dynamic, attractive city is repeatedly recognized by independent national organizations as a best place to live, start a business, develop a career, retire, and live healthy (Figure 7.4-23). Located 60 miles north of Denver, Fort Collins is home to Colorado State University (CSU), several large high-tech employers, and leading businesses in the microbrew industry. Residents have a median age of 29.3 and a median family income of more than \$76,341; they are well educated, engaged and passionate about their community. They have access to outdoor activities and local cultural amenities, and Fort Collins is renowned for its bike-friendly, small-town feel.

P.1a Organizational Environment

P.1a(1) Product Offerings The City of Fort Collins' main product offerings are its public services called outcome areas (Figure P.1-1). In 2005, City Council and staff created the outcome areas to provide citizens a simple way to understand the City's key areas of focus and resources. Over the years, the outcome areas have grown to be of significant importance beyond resource allocation. The outcome areas help citizens understand the City's product offerings; they are key work systems; each has delivery mechanisms for providing services with senior leader, and work and support process alignment; and each has publicly displayed measures for transparency and accountability, to keep the community apprised of the government's performance.

The success of the City is dependent upon managing public services with an approach that they are of equal relative importance. However, Fort Collins is unique from many other cities because it has chosen to provide utility services instead of having them privatized or districted. Providing utility services allows the City to ensure they will remain of the highest quality and community focused. Utility services provide light and power service management, water, water reclamation for wastewater, and storm water services management. The high quality of life residents, businesses and visitors enjoy is the result of the City's focus on the environment, strong enthusiasm for health and the outdoors, extensive park and open space systems, and a flourishing downtown district.

P.1a(2) Vision & Mission The City of Fort Collins is an organization committed to high quality public service and is a nationally recognized leader in providing those services through leading-edge management practices. In 2005, the City adopted an organization-wide mission to provide *exceptional service for an exceptional community*. The Leadership System (Figure P.2-2) provides a structure for fulfilling the mission, vision and values that begins with listening to the community and delivering services that matter most to its members. The Leadership System is recognized as a

Figure P.1-1: Main Product Offerings and Product Delivery Mechanisms

KEY OUTCOME AREA	PRODUCT DELIVERY MECHANISMS
NEIGHBORHOOD LIVABILITY & SOCIAL HEALTH	Affordable Housing Services, Health & Safety, Nuisance Abatement Services, Planning, Neighborhood Services
CULTURE & RECREATION	Recreation Programs/Facilities, Cultural Facilities, Parks, Natural Areas, Trails
ECONOMIC HEALTH	Planning, Economic Development Services, Historic Preservation, Utilities
ENVIRONMENTAL HEALTH	Water/Wastewater Utilities, Natural Resources Programs, Climate Action Plan
HIGH PERFORMING GOVERNMENT	Leadership, Civic Engagement, Financial Services, Human Resources, Information Technology, Facilities, Fleet Services
SAFE COMMUNITY	Police, Electric Utility and Stormwater Utility
TRANSPORTATION	Roads, Bridges, Transit, Bike & Pedestrian Programs and Facilities

Figure P.1-2: Core Competency and Mission, Vision, Values

CORE COMPETENCY	MISSION	VISION	VALUES
Commitment to the community	Exceptional service for an exceptional community	To provide world-class municipal services through operational excellence and a culture of innovation	Outstanding Service Innovation & Creativity Respect Integrity Initiative Collaboration & Teamwork Stewardship

Figure P.1-3: Key Employee Engagement Factors (for Regular, Contractual, and Hourly Employees)

- Clear expectations
- Meaningful work
- Development & growth opportunities
- Accountability
- Appreciation

best practice and was presented at the 2017 Baldrige Quest for Excellence national conference. As a best practice city government there is a focus on using data to support decisions to continually improve and align the City's core competency of commitment to the community from the vision, mission and values to individual goals (Figure P.1-2).

P.1a(3) Workforce Profile As an employer of choice, the City attracts highly qualified individuals to become part of an innovative, community-focused organization. The City's employee key engagement factors are displayed in Figure P.1-3. Segmentation of employees is by eight service areas (Figure P.1-4). Within the service areas there are regular, contractual, and seasonal employees. Contractual employees are hired for specified periods of time and sign annual contracts; seasonal employees are hired for part-time work during times of high demand. Educational requirements for employees are job specific and noted on all role summaries. All positions require a high school diploma or GED, and many require special certifications or advanced degrees. The City has one bargaining unit representing the 207 classified Police

Figure P.1-4: Staff Profile *Varies by season, reported each April 1.

		CITY TOTAL	POLICE SERVICES	UTILITIES	PDT	SSA	IES	COS	FINANCE	EXEC SERVICES
EMPLOYEE STATUS	Regular classified/ unclassified mgmt.)	1364	294	339	300	28	102	238	41	22
	FT Hourly	168	1	39	29	4	11	82	2	0
	Other Hourly	876	15	24	50	14	6	749	3	15
	Total	2,408	310	402	379	46	119	1,069	46	37
GENDER	Female	42%	36%	29%	32%	72%	46%	52%	74%	81%
	Male	58%	64%	71%	68%	28%	54%	48%	26%	19%
TENURE	0–5 Years	60%	39%	46%	58%	76%	53%	72%	68%	67%
	6–15 Years	22%	32%	24%	23%	15%	28%	18%	17%	17%
	16–25 Years	12%	23%	17%	13%	7%	9%	6%	11%	11%
	26+ Years	6%	6%	13%	6%	2%	10%	4%	4%	5%
ETHNICITY	White	88%	90%	88%	87%	87%	88%	88%	89%	89%
	Hispanic	8%	7%	8%	9%	7%	9%	8%	4%	8%
	Other	4%	3%	4%	4%	6%	3%	4%	7%	3%

employees. There are no significant changes planned in the workforce composition.

The City utilizes volunteers in a variety of ways which provides engagement and enables citizens to give back to the community. The City provides opportunities for volunteering that are ad hoc or non-recurring. Volunteers represent the City’s population, ranging from high school students to retirees. Volunteers are matched to assignments by areas of interest and have no minimum educational requirement. Orientation is specific to their assignment.

The City’s workforce includes diverse professions from public safety to field and office work. Special health and safety requirements are addressed by specific assignment [6.2c].

A nationally recognized employee wellness program motivates employees toward healthy lifestyle choices and ultimately increases productivity and cost savings for the City [5.1b(1)].

P.1a(4) Assets The City of Fort Collins is committed to maintaining high quality facilities and best practice technologies and equipment to deliver services (Figure P.1-5).

P.1a(5) Regulatory Requirements With a variety of City services, many functions are regulated by the federal and state governments. Federal agencies such as the Environmental Protection Agency (EPA), Federal Energy Regulatory Commission (FERC) and the Federal Emergency Management Agency (FEMA) provide environmental regulation and oversight. State and federal agencies have also established transportation facility standards (e.g., Colorado State Access Control Code), “Red Flag” privacy rules set forth by the Federal Trade Commission (FTC) and state financial reporting regulations. The City is committed to meeting or exceeding these standards (Figure 1.2-1).

P.1b Organizational Relationships

P.1b(1) Organizational Structure Fort Collins is a home rule city (having the ability to pass laws to govern itself as long as the laws obey the state and federal constitutions). The City operates under the policy direction of a publicly elected mayor and six elected district City Councilmembers (see glossary

Figure P.1-5: Facilities & Assets

MAJOR FACILITIES
<ul style="list-style-type: none"> Community infrastructure (roads, utilities, parks, trails, sidewalks, natural areas, urban forest, bridges) Community facilities (recreation facilities, performing arts center, pools, libraries, gardens, Museum of Discovery) General government facilities (administrative offices, customer service offices, support facilities)
TECHNOLOGIES
<ul style="list-style-type: none"> Community engagement technology (e.g., <i>fcgov.com</i>, FCTV, Access Fort Collins) IT infrastructure with enterprise-wide financial & office technologies Technological control systems (Utilities Supervisory Control and Data Acquisition [SCADA], Traffic Control) Public safety technologies (e.g., state-of-the-art dispatch system, mobile data terminals in police vehicles and mobile command unit) Applications & infrastructure for specific operational needs
EQUIPMENT
<ul style="list-style-type: none"> Fleet (heavy/light duty equipment, vehicles & buses) with automatic vehicle locators Alternative fuel vehicles (hybrid, electric, bio-diesel)

for definition of Policy). By charter, all elected officials are non-partisan. As the community’s legislative body, the Council focuses on its charter duties, such as enacting City ordinances, appropriating funds to conduct City business and providing policy direction to City staff. The Council appoints the City Manager, City Attorney, and Municipal Court Judge, who oversee all other City employees (see organization chart).

Charged with day-to-day operations, the City Manager implements the City Council’s policy direction through his five direct reports (Deputy City Manager; Chief Financial Officer; Police Chief; Utilities Executive Director; and Assistant City Manager/Information & Employee Services). The eight-member Executive Leadership Team (ELT) includes those positions, and the three positions reporting to the Deputy City Manager (Planning, Development & Transportation Director; Assistant City Manager/Community & Operations Services Director; and Chief Sustainability Officer).

The City has 27 citizen advisory Boards and Commissions of approximately 230 citizens. Board members are appointed by the Council, with the exception of the Citizen Review Board, which advises the City Manager and the Chief of Police. Boards and Commissions are established for the purpose of studying and making recommendations to City Council on issues within the board’s area of expertise. There is no difference between a Board and a Commission, but seven of them are quasi-judicial and have decision-making powers, meaning their duties include applying existing laws to specific facts concerning one person or a small number of people rather than the entire City, such as re-zoning, building review, or landmark preservation.

P.1b(2) Customers and Stakeholders The City’s key customer groups are residents (citizens) and businesses. Figure P.1-6 lists their key requirements. The City’s relationship with its customer groups is unique because the residents are directly involved in the city government through the Boards and Commissions. Businesses contribute to the success of the City by attracting residents to their services, creating employment opportunities, and generating tax revenue. The City pays constant attention to its customer groups and has multiple approaches for listening to them and responding to their requirements [3.1a(1)].

P.1b(3) Suppliers & Partners The City partners and collaborates with other governmental, private and non-profit agencies to accomplish the mission-driven strategy; a strategy that is focused on the community [1.2c(1)] and continues to

Figure P.1-6: Key Customer Requirements

REQUIREMENT	CUSTOMER GROUP	
	Residents	Businesses
High quality, reliable services	✓	✓
Community amenities	✓	✓
Accuracy	✓	✓
Responsiveness & transparency	✓	✓

earn local and national accolades. Key suppliers, partners and collaborators and their relationship with the City are highlighted in Figure P.1-7.

P.2 Organizational Situation
P.2a Competitive Environment

P.2a(1) Competitive Position The City of Fort Collins is the largest municipality in the region (167,500 residents). With the three other cities of Greeley (95,000 residents), Longmont (86,000 residents) and Loveland (68,000 residents), as well as several other smaller communities, there are a total of 550,000 residents in Larimer and Weld Counties. In recent years, the surrounding regional communities have grown rapidly, adding retail, convention and tourism facilities that have impacted sales and lodging tax revenues for the City of Fort Collins. Though the City works cooperatively with these neighboring communities, the City also competes with them for this revenue, as well as revenue from other taxes, fees and grants. Competition with neighboring communities also arises for business development/redevelopment, primary employers/jobs, expansion opportunities, and highly qualified workers.

Favoring a compact urban form, the Fort Collins City Council has a deliberate strategy to limit growth to its physical boundaries. This land-use philosophy means the City has not aggressively annexed low-cost land near interstate interchanges, which other communities have developed as regional retail centers.

Due to the limited taxing capacity of the community, the City also finds itself in competition with other tax-funded entities (schools, county, library district) for voter approval of local ballot measures.

P.2a(2) Competitiveness Changes The City has a strong financial position with a low debt ratio, strong financial reserves and is in the top 3% of Moody’s ratings [Figure 7.5a(2)]. These factors, combined with a low overall cost for local government services (Price of Government), a high quality of life, an educated work force, and national status

Figure P.1-7: Key Types of Suppliers, Partners & Collaborators

	SUPPLIERS	PARTNERS	COLLABORATORS
ROLE IN WORK SYSTEMS	Delivery of supplies	Design of services Performance Improvement	Delivery of services Performance Improvement
ROLE IN ENHANCING COMPETITIVENESS	Competitive pricing	Collaboration	Collaboration
COMMUNICATION MECHANISMS	Regular meetings, board membership, Memoranda of Understanding, Intergovernmental Agreements (IGA), automated purchasing notification, electronic data interchange, email, phone	Regular meetings, board membership, Memoranda of Understanding, IGAs, automated purchasing notification, electronic data interchange, email, phone	Regular meetings, board membership, Memoranda of Understanding (MOU), IGAs, automated purchasing notification, electronic data interchange, email, phone
ROLE IN INNOVATION	New products or services	Best practice sharing, development of new services	Subject matter expertise, development of new services
SUPPLY CHAIN REQUIREMENTS	On-time delivery, fair & competitive pricing, quality products, accuracy	Accurate & timely information, availability, high quality services	Accurate & timely information, availability
EXAMPLES	Platte River Power Authority, Fuel Hill Petroleum	Poudre School District, Larimer County, University of Colorado Health, Colorado State University, PFA, DDA	Poudre River Public Library, DBA, NCBA, MBA, FC Housing Authority, CDOT, Water Districts

as a highly desirable community, place Fort Collins in a strong competitive position. As the home of a large research university, innovation permeates the community. In 2015, the “Places of Invention,” the latest exhibition from the Smithsonian’s Lemelson Center for the Study of Invention and Innovation at the National Museum of American History, opened with Fort Collins as one of six communities representing what can happen when the right mix of inventive people, resources and inspiring surroundings come together and spark invention and innovation. Furthermore, technologies from university research and collaborations, such as the Rocky Mountain Innosphere, can become viable businesses that create employment opportunities.

P.2a(3) Comparative Data Fort Collins is a data-driven organization. Collection of performance data to identify opportunities for improvement is a key element in the Budgeting for Outcomes (BFO) process. Budget “offers” (proposed services) contain performance measures that help evaluate the effectiveness of spending decisions.

Examples of sources for comparative data within the industry include:

- National Research Center Citizen Survey
- ICMA Center for Performance Measurement
- Mountain States Employers Council (public/private)
- Police Benchmark Cities
- American Public Power Association
- American Water Works Association

Key sources of comparative data from outside the industry include:

- United States Bureau of Labor Statistics
- Standard & Poor’s Bond Rating
- United States Census Bureau

Limitations that affect all comparative data include variation in data collection methodology, timeliness in reporting, lack of results-sharing between organizations, comparisons reported only to norms or top 25 percent, and the cost of participation in national databases. Comparative data for municipal services are subject to additional limitations. Fort Collins, as a full-service city, provides utilities, recreation programs and public safety, while other communities may contract for those services, or have districts that provide the service. Another challenge is the lack of data collection in other communities. Fort Collins has worked to address

these limitations by participating in organizations such as the International City/County Management Association’s (ICMA) Center for Performance Measurement (CPM), which works to standardize data collection methods.

P.2b Strategic Context Key strategic challenges and advantages are presented in Figure P.2-1.

P.2c Performance Improvement System The City has used the Baldrige Excellence Framework for self-assessing performance at a system level since 2010. Submitting applications annually at state and national levels allows for an external perspective of system-wide performance improvement. The City’s Leadership system, the basis for systemic performance improvement, is an integrated system designed to meet requirements and creates a focus on organizational success. Built around 16 key processes that advance the seven outcome areas, the associated goals are reviewed and acted upon to create an environment of improvement. (Figure P.2-3) The system uses public engagement by the community and City Council to set the Mission, Vision and Values (MVV) to clearly define the direction of the City [1.1a(1)]. Long-term and short-term goals developed through strategic planning, master plans and Plan Fort Collins support key organizational goals established by the City Council for each of the seven outcome areas [2.1a(1)]. The seven outcome area goals guide supporting service area goals with key projects and services, identified and resourced in concert with the input of citizens, community and business partners, Mayor and Councilmembers, and City staff through the BFO process [2.2a(3)]. The BFO process results in operating and financial plans that flow to Strategy MAPs, Financial Monthly Reviews, the Community Dashboard, and BFO Scorecards. Departments own their Strategy MAPs and track results taking action to course-correct as needed prior to ELT review at Quarterly Service Area Reviews (QSARs). Workforce use the BFO operating and financial plans to set individual annual performance objectives and performance improvement plans [5.2a]. Figure P.2-3 is a closer look at the Measurement and Analysis, and the Improve Processes of the Leadership System. Performance improvement methods such as International Organization for Standardization (ISO) Standards, and Plan Do Check Act (PDCA) are utilized at the department and team levels [4.1c(2), 6.1b]. At the beginning of each category, a figure is included that highlights improvements and refinements made to key processes each year.

Figure P.2-1: Strategic Challenges & Advantages	
CHALLENGES	ADVANTAGES
1. Fluctuating revenue stream	1. Supportive and engaged community
2. Attracting, retaining and developing high quality employees	2. Engaged elected and appointed officials
3. Balancing competing citizen desires and changing customer expectations	3. Culture of excellence and continuous improvement driven by Mission, Vision and Values
4. Transitioning from a large town to a small city including housing that is affordable (live where you work), and transportation-traffic issues	4. Engaged and committed employees
	5. Collaboration with local partners such as Poudre School District, CSU, Larimer County
	6. Strategic and leveraged investments in infrastructure and amenities, strong history of planning and action/implementation
	7. National recognitions for the quality of life

Figure P.2-2: Leadership System

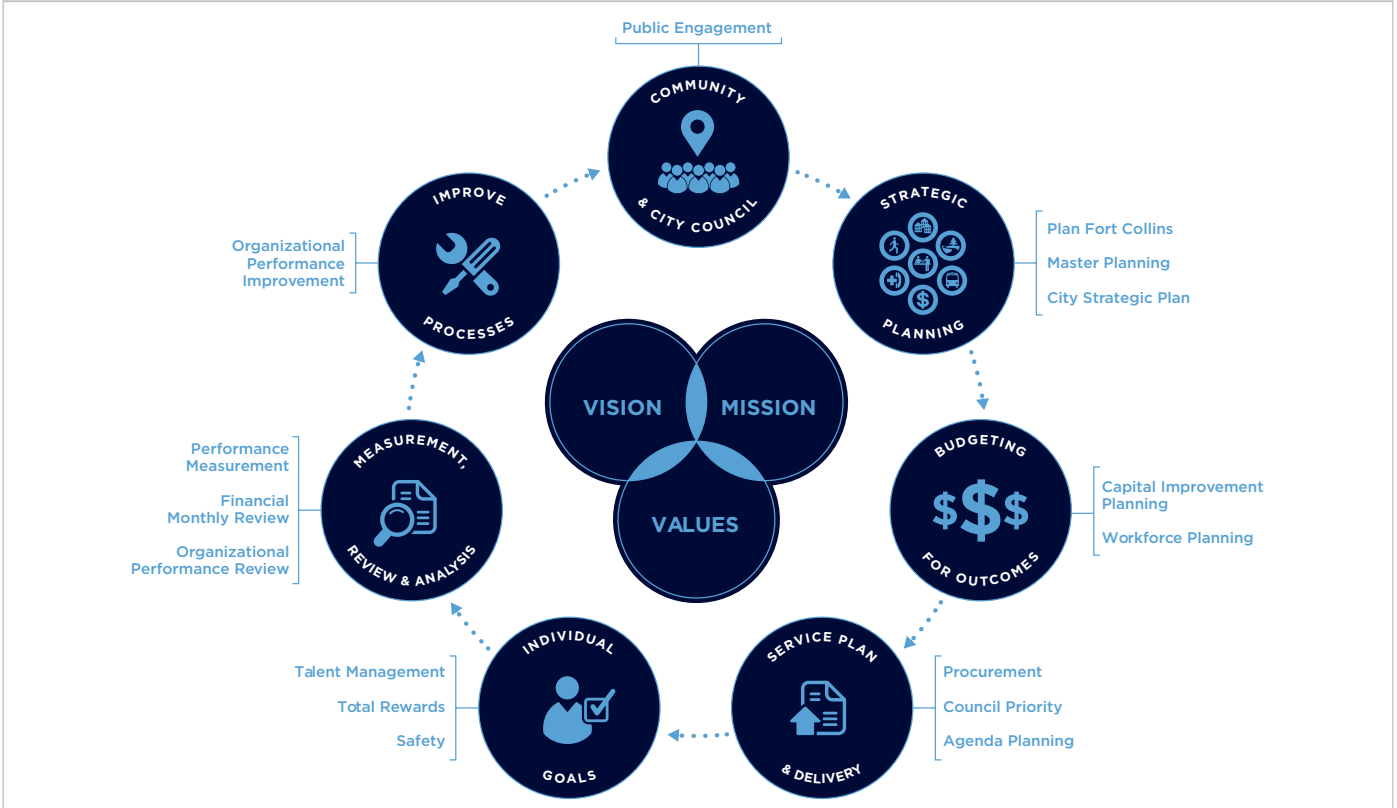
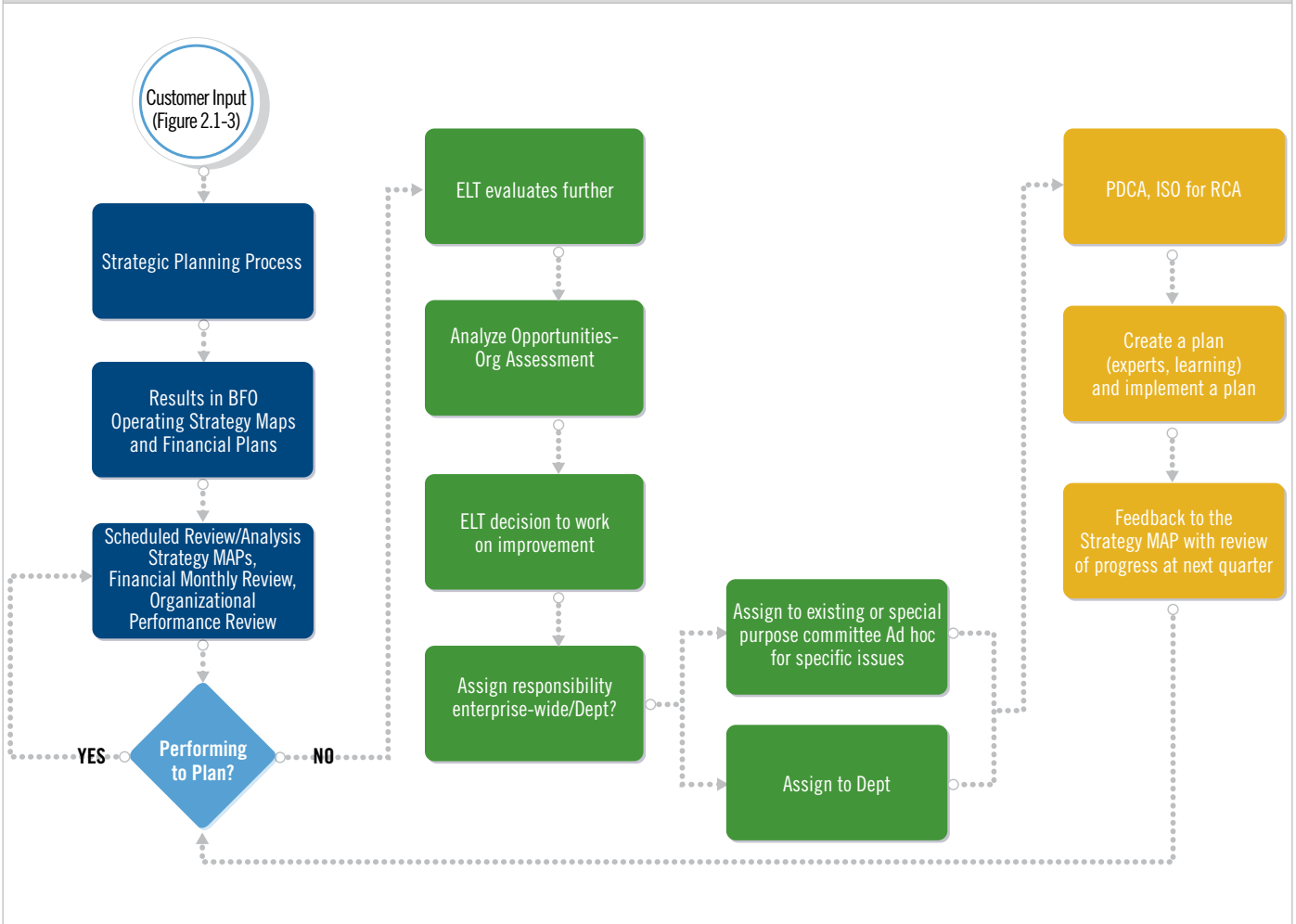


Figure P.2-3: Performance Improvement System



1 Leadership

1.1 Senior Leadership

1.1a(1) Setting Vision & Values The City’s vision and values were created in 2005 through a series of meetings with staff focus groups and dialogue facilitated by the City Manager and ELT. Since that time, the mission, vision and values (MVV) have been reviewed by ELT with the City Council and with all supervisors at their respective annual retreats. In 2013, ELT revised the vision to its current version to reflect the City’s commitment to the community. ELT presented the revision to staff focus groups for feedback and to all supervisors at the April semi-annual work session. The MVV are reviewed at the summer semi-annual ELT retreat when pre-planning of the biennial strategic planning process begins [2.1a(1)]. At the 2016 fall retreat, ELT refreshed and simplified the City values for implementation in 2017.

Senior leaders deploy the MVV to the workforce, citizens, businesses, suppliers, partners and collaborators through specific communication mechanisms (Figure 1.1-2) and through the Leadership System (Figure P.2-2). The City’s leadership system aligns the organization toward achieving the vision of world-class services by using the MVV as the foundation for strategic planning and the BFO process.

ELT actions reflect a personal commitment to the values:

Outstanding Service: ELT members personally follow up with citizen questions and concerns. They ensure inquiries are directed to the appropriate ELT member or staff member for response. In 2012, ELT improved the budget proposal process by adding citizens to the BFO Results Teams for direct citizen input into funding for services. In 2014, a second citizen was added to each team.

Excellence: ELT members participate in improvement teams and seek improvement methodologies, and create venues for innovation and creativity such as: 1) Futures Committee for cultivating innovative ideas; 2) CityWorks 101, where citizens learn about city government; 3) Chief Sustainability Officer position to focus on innovative methods for social, economic and environmental sustainability; and 4) BFO process for considering funding for innovative services. ELT members volunteer their time in support of innovation. The CFO sits on the board of the Rocky Mountain Innosphere, a hub for entrepreneurial activity, and the Deputy City Manager sits on the board of the Fort Collins Museum of Discovery (FCMOD). The City Manager teaches courses at the University of Colorado-Denver on Innovation and Operational Excellence, and serves on the National Board leading the Alliance for Innovation.

Safety & Wellness: By creating processes to ensure a safe operating environment and safety [6.2c(1,2)] ELT’s actions demonstrate this value. The City Manager personally met with more than 300 employees to gain their perspective on how to provide a safe operating environment, with information incorporated into a Safety Strategic Plan. To monitor progress, ELT has a standing agenda topic at QSARs [4.1a(1)] where they can personally review results segmented by Service Area and department, and conduct site tours to identify areas of needed improvements. Supporting safety, ELT dedicated an All Supervisors meeting to safety that included a presentation by a

Year	Key Actions
2005	Created vision, values
2006	Implemented BFO Started Leadership Link Meetings
2007	Started SIT Meetings
2011	ELT meeting agenda focus change Implemented All Supervisors Meetings Developed Sustainability Service Area Implemented Lead 1.0 and 4.0 (and 360 evaluations) Implemented Futures Committee
2012	Implemented MOR Developed Leadership System Grassroots Innovation Team
2013	Updated Vision Council onboarding included City strategic plan Added 360 evaluations for 94 managers Completed Citywide Risk Assessment Developed Quarterly Council Work Plan Review Implemented Community Dashboard
2014	Added another class for Lead 1.0 – 30 participants Citywide Strategic Planning Process Implemented Title VI Training Developed Innovation Academy Team Implemented Ethics Core Team
2015	Innovation Team transitioned into FC Innovates Implemented Inaugural Employee Recognition Week Implemented Ethics Program “Raise the Bar” Implemented Ethics Hotline Implemented QSAR process 2015 Lead 1.0 Class – 26 participants Began semi-annual ELT Planning Retreats
2016	Implemented Lead 2.0 & 3.0 Added Council Priority Dashboard to the MOR Implementing Policy Development Process
2017	Refreshing City Values Implementing new employee engagement tool (Q2) Improving “results review” process Conducting ELT 360 Review (Q1)

	Employees	Volunteers, B & C	Partners	Residents	Businesses	Collaborators	Suppliers
Role Summaries	•	•					
NEO	•						
QPA	•						
Meeting Agendas	•						
Website	•	•	•	•	•	•	•
CityNet	•	•					
Posters in meeting rooms & public places	•	•	•	•	•	•	•
SIT/LL & All Supervisors Mtgs	•						
Contracts			•				•
Community & BFO Scorecards	•	•	•	•	•	•	•
State of the City	•	•	•	•	•	•	•
Goal Cards	•	•					

SWAT colleague to train on safety awareness.

Integrity: ELT members personally commit to integrity through active participation in Lead 4.0, providing transparency of key performance results, policy development (for inappropriate staff behavior and conflicts of interest) and Open Book for all financial records. ELT seeks feedback on their support of this value through a 360 survey that includes an ethics assessment. ELT uses the DiSC Profile System to learn communication

approaches that support integrity; it is personally demonstrated through modeling of respect and honesty in all of their interactions. They use respectful language in conversations and written communications, send thank you cards, publicly praise staff in forums such as Issues & Answers, send cards or call staff during times of need or celebration, and support the World Class People recipients.

Collaboration: ELT creates a framework for a culture of collaboration and teamwork through support and participation on multidisciplinary teams, such as Strategic Issues Team (SIT) and Leadership Link (LL) that provide input and deploy information back to the organization, FC Innovates, Equity & Inclusivity Teams, BFO Results Teams, and CAP teams. ELT members lead committees, have lunch with employees for dialogues, and personally present trainings and Talk It Up sessions. Additionally, ELT members meet with key partners on a regular basis, and the Mayor and City Manager meet with business customers monthly.

Stewardship: ELT members participate on numerous boards, committees and foundations. They personally analyze the City's budget for variances. As stewards of the City's resources, ELT initiated the Triple Bottom Line Analysis Method and improved it in 2014 to the Sustainability Assessment Tool (SAT), a method for considering the environmental, social and economic aspects of decision-making, at both the staff and elected officials levels. The Purchasing Policy, set by ELT, states expenditure limits and ensures internal and external audits are completed.

1.1a(2) Promoting Legal & Ethical Behavior ELT's actions demonstrate their commitment to legal and ethical behavior:

- Supporting Open Records and Open Data, which authorize citizens to explore City actions and ethical accounting practices.
- Enforcing and reviewing changes to personnel policies related to conduct and performance.
- Upholding the Municipal Charter, which provides guidelines for the Council-Manager form of government.
- Supporting transparency in operations such as City Council meetings, where ELT members respond to real-time citizen and Council inquiries, and newspaper articles written by the City Manager detailing how the City is protecting the community's best interests.
- Demonstrating through personal actions a commitment to the City's value of integrity [1.1a(1)].
- Ensuring that New Employee Orientation establishes ethical and legal expectations of new employees.
- Personally addressing ethical and legal complaints and ensuring thorough investigation and resolution [1.2b(2)].
- Supporting the creation of an Ethics core team that developed a Citywide ethics "Raise the Bar" program, including a hotline, training and a policy.

ELT further promotes an organizational environment that requires legal and ethical behavior by supporting initiatives that enhance financial transparency and demonstrate a commitment to the ethical use of the community's resources. Open Book and BFO give the community tools for holding the City, and ultimately the City Manager and ELT, accountable. The Citizen Review Board (CRB) gives citizens a chance to question and hold Police Services accountable for its treatment of residents. Many members of ELT, including the City Manager and Deputy

City Manager, are members of ICMA, which requires adherence to and modeling of ethical codes.

1.1b Communication ELT communicates with and engages the workforce (including citizen volunteers, Council, Boards and Commissions) and key customers (Figure 1.1-3). Staff engagement and frank, two-way communication is encouraged beginning at New Employee Orientation (NEO) when the City Manager asks what brought them to the City and includes a personal commitment to make the City the best place they have ever worked. He shares personal, cell, and business phone numbers for employees to use any time to contact him. Monthly, ELT members visit staff work areas to hold Talk It Up sessions for two-way communication, questions and updates, and participate in ride-alongs to experience staff routines. The City Manager's Monthly Report is sent to City Councilmembers and is posted on *fcgov.com* for all citizens and staff.

Social media is a key communication tool [3.1a(1)]. ELT uses email messages, CityNet, and *fcgov.com*, which are updated daily with messages about City activities. In May 2014, for the MAX Bus Rapid Transit grand opening event, one particular City Facebook post had a viral reach of more than 50,000 people. Access Fort Collins relays citizen requests for response by trained staff members and has tracking and categorizing capabilities for organizational learning [3.2b(2)].

ELT communicates key decisions appropriate for the audience, content, the need for organizational change, and time sensitivity:

- Strategic decisions use the strategic deployment process [2.2], weekly Council leadership planning meetings, and Tuesday Council meetings and work sessions.
- An annual State of the City event, which attracts hundreds of citizens and staff members, highlights the previous year's accomplishments and future direction.
- If the decision is time sensitive, the City Manager sends an all-staff email or ELT may convene an LL meeting to support consistent messaging for leader communication to staff.
- Quarterly Issues & Answers, semi-annual All Supervisors meetings, weekly ELT, quarterly SIT and bimonthly LL meetings are additional venues for communicating key decisions related to organizational performance, strategic direction and workforce issues.

ELT takes an active role in motivating the workforce through communication approaches to clearly articulate goals, and through a culture of celebration that reinforces high performance, customer and business focus, and achievement of organizational goals. The Quarterly Performance Alignment (QPA) process, a 2016 improvement, promotes dialog about growth opportunities that benefit staff development and the City [5.2a(4)]. In addition to active participation in the formal performance management system which rewards individuals for high organizational performance, ELT hosts and participates in reward and recognition opportunities such as:

- World Class People program to recognize high performing employees
- Annual holiday celebration featuring employee service anniversary awards
- Serving staff at the annual picnic
- Service Area and department accomplishments celebrations
- Planning and participating in Employee Recognition Week

1.1c(1) Creating an Environment for Success ELT uses the processes within its Leadership System to create an environment for success now and in the future (Figure P.2-2). Key to the leadership system is the strategic planning process that includes short- and long-term planning horizons to ensure strategic objectives align with the City’s 25-year vision, City Plan. The Leadership System processes focus on the present (SPP and Public Engagement) and the future (City Plan). Using Baldrige feedback, the City identified 16 key processes (KPs) embedded within the Leadership System, and assigned ELT responsibility for each one to ensure they are current and evaluated for improvements. The processes occur daily in the operating environment and create an environment for achieving the mission of Exceptional Service for an Exceptional Community. The SPP aligns plans and goals across the organization and sets expectations for high and improved performance. ELT creates action plans for attaining goals through monthly Strategy MAP reviews [4.1a(1)] that monitor and review results so course correction can be initiated. The Financial MOR, implemented in 2015, creates a separate focus on financial reporting, and in 2016 a Council Priority dashboard was added. Organizational agility is further achieved by ELT’s use of BFO and SPP to collect internal and external data relevant to current and future strategies. ELT and Council collaboratively decide whether the organization needs to alter its path in response to environmental changes, in which case ELT assigns responsibility and deploys the changes to Service Areas for implementation. Annually, budget exceptions reviewed by ELT and Council enable mid-cycle agility (2.2b), and a contingency fund, accessed by Council approval, is available for immediate needs. For example, the High Park Fire devastated hundreds of acres outside the City potentially impacting the City’s watershed for the next decade, using contingency funds the landscape was rebuilt, including wood shred mulching, directional tree felling and enhancements for protecting the Poudre River pipeline.

ELT cultivates organizational learning by engaging in performance excellence activities such as the Rocky Mountain Performance Excellence program (RMPEX), the Baldrige Performance Excellence program, and by ensuring key processes are evaluated with appropriate improvements made after each development cycle. Cycles of Improvement figures included in each category demonstrate the City’s efforts in cultivating organizational learning. To support personal learning, ELT attends conferences and workshops and participates in local, regional and national boards; the Lead 4.0 program; and a pre- and post-360 assessment survey. Learning for people in the workforce is described in 5.2b.

By setting world-class performance goals and engaging stakeholders in achieving those goals, ELT cultivates an environment of innovation and intelligent risk taking [2.1a(2)]. The BFO structure prompts staff to research leading practices and think innovatively when developing and enhancing programs. Innovation Funds allow all levels of the organization to submit innovative ideas for resources. A grassroots Innovation Team emerged in 2012 as the result of an employee blog post on CityNet. ELT supported the team in developing an Innovation Model that provides an approach to innovation and resulted in a cross-functional team participating in the ICMA/TLG Innovation Academy in 2014-2015. That team transitioned

Figure 1.1-3: ELT Communication Methods

Method	Frequency	Employees	Volunteers	Key Customers	2-way
Issues & Answers	Quarterly	•			•
Talk It Up sessions	Monthly	•			•
Walk-arounds	Twice monthly	•			•
City Manager email notes and videos	Monthly, or as needed	•		•	
NEO	Monthly	•			•
Fort Shorts	Monthly	•			
Employee Blog	Ongoing	•			•
Leadership Meetings (SIT/LL/All Supervisors)	Bi-monthly (LL), quarterly (SIT), semi-annual (All Supervisors)	•			•
Leadership Retreats	Biennially	•			•
Annual Service Awards, Holiday Party, Picnic	Annually	•			
State of the City	Annually	•	•	•	•
Report to the Community	Annually	•	•	•	•
City Council Meetings	Bi-weekly	•	•	•	•
City Council Retreats	Annually		•	•	•
City Council Work Sessions	Bi-weekly	•	•	•	•
Boards & Commissions	Monthly	•	•	•	•
Boards & Commissions – Super Issues	Quarterly	•	•	•	•
fcgov.com	Ongoing	•	•	•	•
City News	Monthly	•	•	•	•
FCTV	Ongoing	•	•	•	•
CityView	Twice monthly	•	•	•	•
Facebook, Twitter, YouTube	Ongoing	•	•	•	•

into an FC Innovates team that meets quarterly and coordinates three action teams, and provides innovation education and resources for cultivating innovation within departments.

ELT creates a workforce culture that fosters a consistently positive customer experience and fosters customer engagement by establishing clear direction and deploying a customer-focused mission: *exceptional service for an exceptional community*. The SPP and BFO processes are deliberately designed to focus on delivering value to the community, the QPA process aligns goals in support of the mission-driven strategy, and staff development/training opportunities reinforce a customer-focused culture (5.2b).

ELT personally participates in succession planning and development of future organizational leaders through the Lead 4.0 and 1.0 programs. Lead 4.0 is a one-year leadership development program for executives. Through the program, ELT members participate in 360 evaluations, executive coaching and classroom activities. The most recent example is the promotion of a Utilities Interim Director, who participated in the Lead 4.0 program and was then promoted into the role of Utilities Executive Director. Also, the Planning, Development & Transportation Director was promoted into her executive role from an internal management position, and the Assistant

City Manager/Information & Employee Services Director, who completed a master's degree program, was given additional responsibilities as an ELT member. Lead 1.0 offers a series of leadership topics for emerging leaders. Each participant gives a final presentation to ELT at the graduation celebration. Individuals are selected to participate in the Lead 1.0 and 4.0 based on leadership potential. Based on initial success, including several graduates who have earned new positions (Figure 7.3-16), another level, Lead 3.0, was budgeted for 2013-2014, and Lead 2.0 for 2017-2018. ELT members also mentor young leaders through the City's intern programs, and through the City Managers Group, which was created to mentor future City government leaders.

1.1c(2) Focus on Action ELT creates a focus on action to accomplish the City's mission through the Leadership System (P.2-2), which includes key processes for implementing strategy such as the biennial SPP and BFO [2.1a(1)], and the Performance Measurement system for individuals and the organization [5.2a(4), 4.1a(1)]. Through these processes, ELT aligns the organization with the MVV and strategic objectives, allocates resources to projects that are critical to achieving the strategic objectives, and rewards staff for achieving them, which creates a focus on action. Key performance is reviewed monthly through QSARs and Strategy MAPs to identify needed actions, monitor operations, gauge progress toward the strategic objectives and validate strategy. Bi-monthly Council meetings and Council work sessions further reinforce the focus on performance and completion of actions. Citizen input into the BFO process creates and balances value for the customer by focusing on results and priorities established by the customer (citizens) [2.1a(1), Step 5], and since 2011 the Futures Committee has assisted City Councilmembers in their decision-making process. The Futures Committee's goal is to position the City in the distant future (30+ years) for achievable successes, integrating community desires with known fiscal, social and environmental data. ELT takes personal accountability for the organization's action through 1) weekly one-on-one meetings with Councilmembers, weekly City Council meetings and work sessions [1.2a(2)]; 2) executive sponsorship on cross-functional teams; 3) broadening leader participation of metrics review by the Financial MOR process; 4) QSAR; and 5) oversight, review and improvement of key processes (Figure P.2-3).

1.2 Governance & Societal Responsibilities

1.2a(1) Governance System As a public organization subject to extensive open meeting and records requirements, there are checks and balances to ensure responsible governance:

- The citizens hold the Councilmembers and ELT directly accountable for their actions by addressing policymakers and management in two-way communication directly during Council meetings, at Council work sessions, at committee meetings, at board meetings and through Access Fort Collins.
- Accountability for the Strategic Plan is realized through the BFO process (2.1a(1)- Step 5). Once budget offers are approved, the initiatives are monitored weekly at Leadership meetings; monthly at Strategy MAP reviews, Financial MOR reviews and QSARs; quarterly in Council work plan reviews; and at six-month intervals in the Agenda Planning Calendar process, policy and plan review.
- The City ensures fiscal accountability through the Open

Book tool on the City's website that provides detailed, easily accessible information on all expenditures. The City's budget is discussed, scrutinized, and finalized in public meetings with City Council, and with citizen boards [2.1a(1)].

- To ensure transparency in operations, Councilmembers stand for election by the citizens every four years, while the Mayor stands for election every two years. Annual financial disclosures from elected officials include information regarding income sources, real estate ownership, creditors, business interests, and offices/directorships held by the elected official Ethics Review Board.
- Independence and effectiveness of internal and external audits are ensured by having the City's finances reviewed annually with the auditors selected, hired and reporting to the City Council, not City staff.
- Protection of stakeholder interests is transparent through reports provided to the public that track the City's performance, ensuring stakeholder engagement via public planning and community engagement methods of community open houses, Council hearings, board hearings, and neighborhood contacts (Figure 1.1-3).
- Succession planning for the City Manager is in the Municipal Code and Charter. The City Manager identified internal and external (short- and long-term) candidates in 2016. The Deputy City Manager is prepared to step into the City Manager role if needed. All ELT members have development plans to broaden their capabilities, and interim leaders are appointed by ELT members when vacancies occur.

1.2a(2) Performance Evaluation The Council formally evaluates the performance of the City Manager twice each year, with executive compensation based on accomplishing established goals. In addition, the Council provides daily and weekly feedback about performance and the performance of City staff. Every ELT member participates in QPA [5.2a(4)], as do all City employees, and the City Manager meets monthly with each ELT member to review key performance and goals. The City Manager is a credentialed Certified Public Manager with ICMA, a process that requires a 360-degree performance review with follow-up. He also has weekly one-on-one meetings with Councilmembers to review his performance that includes overall organizational performance results, twice-yearly employee survey results, and service requests from citizens throughout the community.

Citizens evaluate the Councilmembers through the election process, the Ethics Review Committee, the end-of-term report, and ongoing listening sessions. Citizens provide direct feedback at the weekly Council meetings and through the SARs process. This feedback is used to guide Council decisions. As a cycle of improvement, in 2015 during a review of the Council onboarding process, a Council development process was added that created behavior norms to make communication more effective during Council meetings, and Council priorities are established at the Council retreat.

ELT evaluates and improves the leadership system annually utilizing internal evaluation (360-degree reviews) and external feedback (Baldrige Excellence Program). Evaluations and improvements on an individual basis use the QPA review [5.2a(4)]. Since ELT is a team-based, peer accountability model, Council follow-up, new issues/concerns, and Hot, Help and

Well [4.2b(2)] provide ongoing evaluation of leadership weekly at ELT meetings. In 2015, ELT identified an improvement for team development and added strategic and team development agenda items to their semi-annual retreats, including a team E/I assessment to determine strengths and opportunities as an executive team.

1.2b(1) Legal & Regulatory Operating in a highly regulated environment, adverse impacts of City operations on society are first addressed by enforcing local, state, and federal laws and regulations through external reporting and monitoring agencies, such as the Public Utilities Commission (PUC), and through the internal Environmental Regulatory Affairs Program. Both internal and external audits of City programs ensure compliance with all laws and regulations, and then, to support the vision, and guide in finding ways to improve the community now and into the future. Through annual reporting and participation in local, regional, state and federal agencies such as the National Incident Management System (NIMS), USDA, CDC, and the National Wildlife Resource Center, the City is able to anticipate and then develop approaches to protect the loss of life and property, and reduce harm to the environment (6.2c)

To anticipate public concerns, forums for community dialogue provide information and gather feedback on how the City addresses topics that could potentially have an adverse impact on society. The numerous listening methods (Figure 3.1-2) afford ample opportunity for citizens to be involved in informing and holding the City accountable for its actions.

The City emphasizes ensuring sustainability of natural resources and proactively anticipates and addresses environmental impacts both now, and into the future through integration into policies (specifically the Environmental Policy) and action. The City’s ClimateWise program helps businesses and organizations reduce greenhouse gas emissions through conservation efforts, and 90% of the electrical lines are placed underground. The City is a NOAA-designated “Storm Ready Community” and works closely with the Office of Emergency Management (OEM) and FEMA to ensure emergency preparedness. In 2013, the City was on the leading edge of implementing a green purchasing program (6.1c).

Figure 1.2-1 lists key processes and goals for meeting and surpassing regulatory and legal requirements, and addressing risks associated with City operations.

1.2b(2) Ethical Behavior Besides the approaches noted

in 1.1a(2), key processes and indicators of enabling and monitoring ethical behavior in all interactions include:

- Leaders are held accountable in annual performance evaluations for modeling the behavior expected of all employees.
- Leaders are trained in ethics at the semi-annual All Supervisors meetings.
- Employee expectations are clearly defined by Personnel Procedures and Policies and reinforced through NEO, training opportunities, and the personal actions of managers and program leaders. Individual breaches in ethical behavior result in progressive discipline or termination, as appropriate.
- All employees are held accountable for ethical behavior through internal and external review. Administrative Policy update verification is tracked electronically to ensure the workforce has knowledge of policy changes. Citizen complaints related to ethical violations, questions and allegations are tracked, investigated and acted upon as appropriate through an investigations division of the HR Department and the Internal Affairs Division of Police Services. In matters involving Police Services, the independent Citizen Review Board investigates complaints for merit. An Early Warning System (EWS) database documents incidents regarding use of force, vehicle pursuits, or policy violations and provides leadership a dashboard of each police officer’s key behaviors to track performance, identify training needs and address risks associated with police operations.
- The City has a policy and review system for outside employment and conflicts of interest.
- In 2015, the Raise the Bar ethics program launched and included NAVEX, an ethics complaint tracking system.
- Volunteer Policies and Procedures (for internal staff) and a Handbook (for volunteers) include Code of Conduct. A volunteer waiver requires that volunteers have read the handbook and agree to abide by it. The Boards and Commissions Manual includes Conflict of Interest Guidelines.
- Procurement Policies and Procedure Manual for suppliers include Public Purchasing Ethics to guide City employees on appropriate ethical standards and vendor requirements.

Key measures for enabling and monitoring ethical behavior include: 1) Council signs a code of conduct and a conflict of interest disclosure at the beginning of their term, 2) Boards and

Figure 1.2-1: Compliance & Risk Management (Figure 7.4-10)

FUNCTION	REQUIREMENTS	PROCESSES	GOALS
Financial	Government Accounting Standards Board, Internal Revenue Service, Federal Office of Management & Budget, federal grant requirements	Pcard & cash audits, bank reconciliation, grant compliance audits	100% compliance
Risk Management & Safety	OSHA, CDOT, Federal Transit Administration	Work site, process & policy	100% compliance
Environmental	Environmental Protection Agency, Colorado Department of Public Health and Environment	Listserve notices for new regulations, internal & external audits	100% compliance
Employment	Department of Labor (FLSA, FML, ADA, EEOC); Department of Health & Human Services (HIPAA); Federal Trade Commission (Fair Credit Reporting Act); Colorado Civil Rights Commission	Compliance training, policy reviews/audits, legal consultation & support, dedicated HR staff	100% compliance 0 sustained violations for all requirements
Development & Facility Operations	Building Codes, Code of Federal Regulation, Fort Collins Green Code Amendments	Code review & adoption	100% compliance
Public Records	Colorado Open Records Act	Access Fort Collins	100%
Emergency Management	Federal Emergency Management Agency, NOAA	Designation as Storm-Ready Community	Designation

Commissions members complete a training that includes ethical and conflict of interest elements, 3) 360 evaluations include an ethical component, and 4) all supplier contracts include adherence to confidentiality. Processes to respond to breaches/potential breaches in ethical behavior include:

- The Council Ethics Committee receives all ethical complaints directly. Concerns from the public (citizen and businesses) go directly to the Ethics Committee without initial Council review to ensure faster resolution.
- The NAVEX hotline is posted on the Ethics: Raise the Bar website for staff to access. All inquiries are received and investigated through HR.
- The Citizen Review Board (CRB) process gives citizens a chance to question and hold Police Services accountable for its treatment of residents.
- A “no tolerance” culture for ethical violations that includes termination for non-disclosure violations that occur outside the workplace.

1.2c(1) Societal Well-Being Committing to “constantly make our community a better place,” the City considers societal well-being and benefit as part of strategy and daily operations, and contributes to the well-being of its environmental, social and economic systems including:

- Three of the seven Outcome Areas are committed to sustainability through economic, social and environmental health. As a cycle of improvement the Community and Neighborhood Livability outcome was renamed to Neighborhood Livability and Social Health to better reflect a focus on societal well-being.
- Strategies such as the Climate Action Plan (CAP), Economic Strategic Plan and Social Sustainability Strategic Plan align to the City’s strategic objectives and provide daily action plans.
- Investing in and conserving its natural environment through Natural Areas, Parks and Urban Forestry programs.
- Providing numerous recreational and wellness opportunities for all populations at world-class facilities (Senior Center, Northside Aztlan Center, EPIC) and recreational classes through the Recreation Department.
- Developing the Sustainability Assessment Tool (SAT), a detailed analysis and benefit-cost accounting process to consider the environmental, social and economic aspects of an issue and ensure that one aspect of the triple bottom line does not dominate the decision-making process. Designed to help identify key sustainability issues and encourage the development of mitigation strategies when trade-offs are unavoidable, it was used to consider new floodplain regulations and alternative water quality treatment methods. Assessment results are reported to City Council on the Sustainability Assessment Summary (SAS) during work sessions and regular Council meetings.
- Partnerships with local organizations (Colorado State University, Downtown Business Association (DBA), Poudre School District, Larimer County, and numerous non-profit

organizations) allow the City to leverage partners’ core competencies to the maximum benefit for citizens.

- The Plan Fort Collins process, a comprehensive community planning process, illustrates how the community envisions the City over the next 25 years and beyond, gathers input on issues that influence the quality of life in the community, including the natural and built environment, and the health and wellness of citizens. It aligns with master planning and the BFO process’ action plans and funding to ensure the strategy for societal well-being is incorporated into daily operations.
- Implementation of regulatory compliance programs to ensure the organization complies with all local, state and federal environmental requirements.
- Programs and policies that conserve natural resources including green building codes, sustainable water supply, air quality and greenhouse gas emissions.
- BFO ensures the services requested by the community are adequately resourced.
- Use of an SAT [1.2c(1) a standardized tool to evaluate the impact of City services and decisions on the environment and on the community’s fiscal health and societal well-being.
- Recognizing that the types of products and services the City purchases have inherent social, environmental and economic impacts, Purchasing has had a position to implement sustainable purchasing practices since 2013 (6.1c).
- In 2014 for a focus on importance, “Practice Environmental Stewardship” was added to Organizational Priorities on the employee goal cards.

1.2c(2) Community Support The City actively supports and strengthens its key community of residents and businesses through the contributions noted in 1.2c(1), and through direct interactions with City Council and staff, Boards and Commissions, and the comprehensive planning processes (Plan Fort Collins). Areas for organizational involvement are determined by asking residents and businesses what is important to them (Figure 1.1-3), obtaining feedback on the Citizen Survey, and engaging in two-way communication in the numerous forums for public involvement [1.2a(1)].

Since 2012, a Public Engagement Spectrum has been used to improve the efficiency of communicating with the public. As an improvement beginning in the 2013-2014 SPP cycle CPIO, the department charged with public information dissemination, communication strategies and public involvement, provided outreach for hard-to-reach populations by going to more than two dozen locations to interview citizens in poverty, seniors, college students, high school students, business owners, Low English Proficiency residents, homeless community members and Boards and Commissions members. In addition, ELT and the workforce personally commit to improving key communities and building community sustainability through leadership and membership positions in service and professional organizations.

2 Strategic Planning

2.1 Strategy Development

2.1a(1) Strategic Planning Process The City’s seven-step SPP is an issues-based process occurring on a two-year cycle. (Figure 2.1-2) It is conducted by the Strategic Planning Core Team, ELT, BFO Team Chairs, and City Council and identifies strategic objectives for the Outcome Areas and aligns with Plan Fort Collins [1.2c(1)]. Plan Fort Collins is reviewed and updated to respond to significant trends and changes in economic, physical, social or political conditions of Fort Collins. Strategic objectives address a short- and longer-term planning horizon of two to five years respectively to ensure actions support Plan Fort Collins. To provide transformational change and prioritization of change initiatives, operational flexibility and organizational agility in response to new opportunities or unforeseen community changes, Council reviews, checks for alignment and adds priorities to initiatives within the strategic plan in the middle of each two-year cycle in May after the Council election. If Council revises initiatives, City staff adjusts established approaches to support the budget and Service Area plans (2.2b). ELT reviews the Strategy MAPs monthly to identify emerging issues and needed actions, and community members bring emerging issues to weekly Council meetings and work sessions. Improvements in 2015-2016 added a Council Priority Dashboard to assist in monthly status checks. The SPP begins in October of each odd calendar year of the two-year cycle. The SP Core Team conducts “roadshows” to educate the organization about the SPP.

Step 1: Gather Inputs City departments submit strategic plan inputs: detailed descriptions of departmental issues of concern supported by trend data, master plans and service need projections. The SP Core Team collects inputs from citizens through the results of the Citizen Survey, the public outreach events, and input on City Council priorities. Public outreach was expanded in 2015 from 16 groups to over 24, and a summary report was developed for reference during planning.

Step 2: Analyze Information and Build the Foundation Once inputs are collected, the SP Core Team identifies themes and common challenges across the organization and aligns to each Outcome area. Assessing the information from these key areas helps in holistically reviewing strategic challenges and advantages, and allows the SP Core Team to identify gaps and redundancies in the developing plan. After themes and challenges are identified, the first draft of strategic objectives is written for use in Step 3.

Figure 2.1-1: Strategic Planning Learning Cycles

1997	Developed City Plan & Transportation Plan to define the citizens' vision of their community over the next 25 years
2005	Initiated BFO process to establish sound operational plan to achieve vision
2010	Aligned Plan Fort Collins with Master Planning & BFO process (unified City Plan & Transportation Plan)
2011	Developed SPP for High Performing Government (HPG)
2012-2013	Broadened HPG process to develop SPP for City; aligned process with BFO & Plan Fort Collins; required measures of success for each submitted offer
2013-2014	Created City SPP to include more stakeholder voices and allow Council to review the issues-based plan; used plan to drive BFO process, and as a base to determine BFO offers
2015-2016	Implement BFO scorecard and develop strategy map; Updated Risk Assessment and incorporated into SPP; Implemented Long-Term Financial Plan; Improved BFO Scorecards to align and link SOs

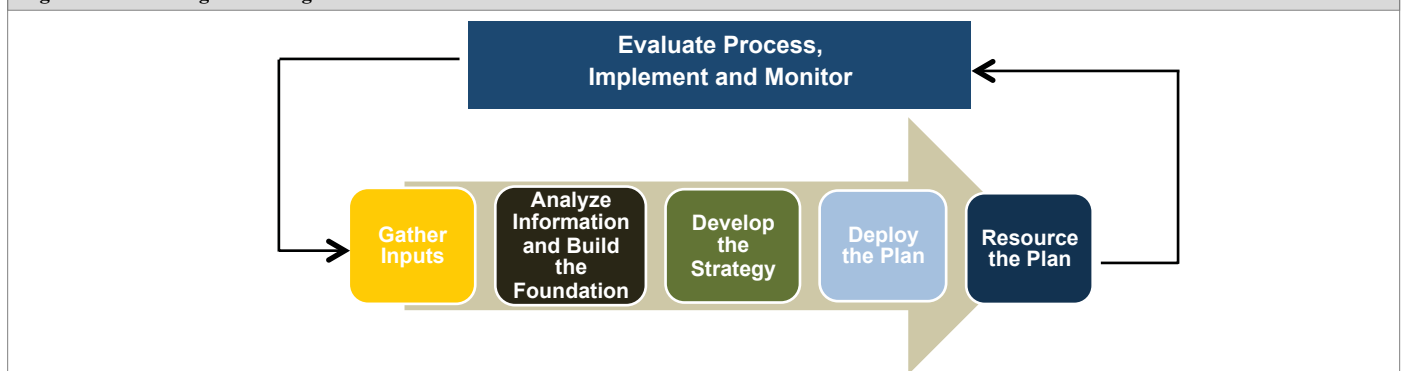
Step 3: Develop the Strategy The SP Core Team conducts a series of strategic planning sessions through the winter with ELT and BFO Team Chairs to assess the draft strategic objectives and edit them to reflect future strategy. The draft is revised until consensus is reached. ELT finalizes the plan for Council presentation. Council reviews and provides final input on the strategic objectives before the plan is deployed.

Step 4: Deploy the Plan The Strategic Plan informs the creation of all budget offers in the BFO cycle [2.2a(3)]. Upon conclusion of Council review, the plan is first communicated at the BFO kickoff meetings for sellers and buyers. This information is also shared electronically with the workforce to use as a guide in developing offers that align with the City’s planned direction.

Step 5: Resource the Plan The BFO process runs April through November of even calendar years, and resources the strategic plan for the next two-year cycle [2.2a(3)]. In January, the Budget Lead Team (BLT), comprised of the City Manager, CFO and designated Service Area Directors, reviews and makes improvements to the BFO process based on feedback from the end users, such as making edits to the form used by sellers (departments) to submit offers. BLT selects members for a BFO Team for each of the Outcome Areas. Teams include a team lead, subject-matter experts, top staff performers, customers (two per team, representing residents and businesses), and budget office staff. The BFO Teams review budget proposals (“offers”) that detail resources that are needed to provide services to achieve the strategic plan.

The Budget Department allocates funds into each Outcome Area by analyzing prior budget allocations, adjustments, the

Figure 2.1-2: Strategic Planning Process



strategic plan, and multi-year revenue projections entered into the Budgeting Analysis and Reporting Tool (BART). A kick-off meeting communicates the final strategic plan to staff (“sellers”) who will prepare budget offers. Sellers use the strategic plan to propose offers. To ensure each offer has the needed information for funding consideration by the BFO teams, sellers use a standardized online offer form that requires a summary of actions that will be taken to justify the dollars requested. It provides details on the service including projections for staffing levels, areas of expertise, initiatives (action plans) if funded, and measures of success.

From April to June, BFO Teams analyze submitted budget offers based on their alignment to strategic objectives and priority-rank them. The Teams’ priority rankings consider the Budget Department’s allocations of funds, and result in a “drilling platform,” which is posted on the City website where citizens can see what offers can be funded and which fall below the line. Citizens provide feedback on which services they think the City should fund. To gain business feedback, CPIO presents the platform in multiple business venues such as the DBA, DDA and the Chamber of Commerce.

July through August, ELT and the BFO Teams discuss recommendations and create a final drilling platform. The BLT conducts budget deliberations, analyzes alignment of offers across the Outcome Areas, and finalizes budget recommendations. Revenue forecasts are updated and applied to the final drilling platform. The City Manager submits the recommended budget to the City Council.

From September through November, Council work sessions, Public Hearings, and 1st and 2nd readings of the Budget Ordinance are held. These approaches result in appropriately balancing the various and potentially competing organizational needs. The final budget is approved by November 30, per City Charter.

Step 6: Evaluate Process Following Council review of the strategic plan at the end of each planning cycle, the SP Core Team conducts a thorough debrief and review of the SPP with contributing stakeholders, staff and leaders to identify improvements for the next planning cycle. (Figure 2.1-1) Using the identified improvement areas, the PEP Manager and the Budget and Performance Measures Manager develop a plan for initiating improvements.

Step 7: Implement Plan & Monitor Progress The budget (driven by the Strategic Plan) is implemented in January of every odd calendar year of the two-year cycle through the development of Service Area plans that include department and individual goals (2.2a). Progress on the Strategic Plan is measured by: 1) monthly ELT review of Strategy MAPs [4.1a(1)] and Financial MOR, 2) QSARs, 3) the City Manager’s monthly report (sent to the Council and posted online for all citizens and staff), and 4) the Community Dashboard.

2.1a(2) Innovation The strategy development process stimulates and incorporates innovation. During the biennial risk mitigation identification and planning process, staff is challenged to be creative and innovative in order to address the high probability and high risks identified during the process [2.2a(2)]. At the sellers kick-off meeting at the “offers” phase of BFO, staff gets creative and innovative by developing budget offers that achieve the objectives outlined in the strategic plan. The iterative process supports innovation, because the most

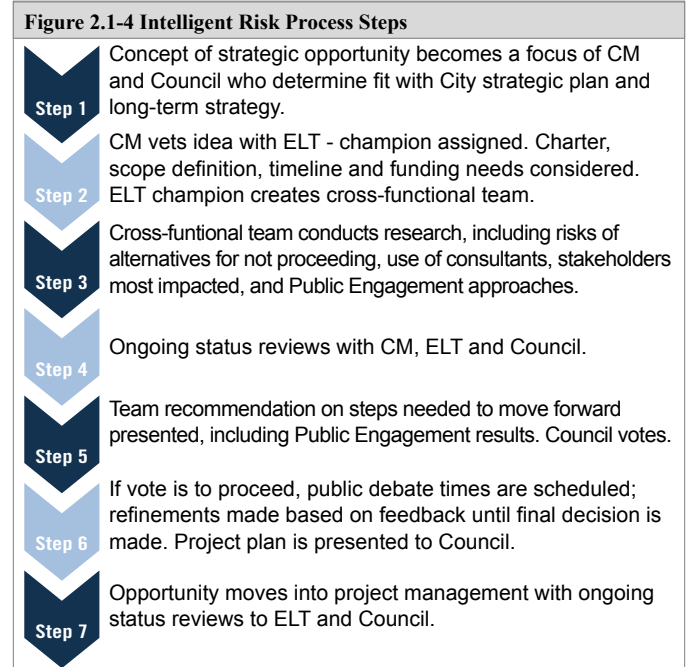
creative innovations in organizations typically result when an abundance of resources is not guaranteed and financial stewardship is required. The City workforce culture is one of innovation and finding equitable, creative solutions to meet the needs of the community without over-spending the budget. Innovation is a core value that ELT personally supports and includes a process to evaluate innovative ideas falling outside the strategic planning process. Interdisciplinary teams use established criteria to allocate up to \$50,000 for new ideas.

Strategic opportunities are large-scale projects that may or may not have financial impacts on the City, but do impact the citizens at a macro level. For example, developing City infrastructure, such as becoming a Broadband service provider, or contributing to the economic health of the community by supporting a developer’s purchase and redesign of an aging, outdated mall. Deciding which are intelligent risks to pursue is in Figure 2.1-4. Current strategic opportunities include Broadband and climate action.

2.1a(3) Strategy Considerations Relevant data and information are collected from key stakeholders and used by ELT for strategy considerations (Figure 2.1-3).

Figure 2.1-3: Sample SPP Inputs
Participants: C-Citizen, Co-Council, S-Staff, L-Leaders

INTERNAL INPUTS	EXTERNAL INPUTS
Workforce trends (L)	City Council workshop and 6-Month Agenda Calendar (Co)
Q14 results (S,L)	One-on-one meetings with City Councilmembers and City Manager (L,Co)
ELT weekly meetings (L)	Service Area surveys (C)
Financial data (C,Co,S,L)	Citizen Survey (C)
Department-level trends and challenges (S)	Community Dashboard (Co,C)
Risk Assessment (S,L)	Plan Fort Collins - demographic information (Co,C)
Master Plans (C,Co,S,L)	Partner outreach (C)
City Plan (C,Co,S,L)	Boards and Commissions plans (C,Co)
Area-Specific Strategic Plans (e.g., CAP, Economic Health) (C,Co,S,L)	Target population citizen outreach (C)
Long-Term Financial Plan (S, L)	Regulatory Changes



Collection and analysis of that information provides a basis for addressing the following elements of risk:

- Strategic challenges and advantages, first established by ELT during a facilitated work session at the All Supervisors meeting in August 2011 are reviewed and updated every SPP cycle during the environmental assessment. The information is used to reflect the City's current strategic environment.
- Potential changes in the regulatory environment are ongoing and are assessed during Step 1 as departments gather internal and external information for their inputs.
- By analyzing information from a variety of sources, completing an environmental scan/assessment, and assessing future scenarios during the strategic risk assessment, potential blind spots are addressed. Fiscal conditions over time are evaluated based on fundamental assumptions: the Finance Department completes an extensive financial analysis using forecasting methodologies including correlation analysis and historical trending to produce differing revenue and expenditure scenarios, which leaders use to identify appropriate SOs that are then used during BFO to ensure adequate funding. (SPP Step 5)
- The Strategic Risk Management (SRM) process provides reasonable assurance the organization will achieve its objectives and execute the strategic plan. With Finance facilitating, directors and management teams from each of the City's major Service Areas 1) review strategic risk concepts and Service Area strategy, and align with previous strategic objectives, 2) conduct risk brainstorming and populate the Service Area Risk Register, 3) compare risks to previously identified risks, 4) rank order risks for impact magnitude, and occurrence probability, 5) evaluate dispersion of risks and ranks, and facilitate consensus, 6) determine threshold of acceptable risk, and identify priority risks, and 7) create mitigation plans for priority risks. The priority risks from the Service Areas are grouped into like themes to create executive-level risks, based on the number of times the issue is cited, the executive priority risk items are identified. The priority risk themes are integrated into the strategic planning cycle and the Service Area mitigation plans are resourced for execution within the BFO process. All priority risks document existing actions, mitigation plans and Strategic Plan implications. The process is in its third SPP cycle and is evaluated by participants through discussion each cycle to identify improvements.

2.1a(4) Work Systems & Core Competencies Decisions on which key services will be provided externally are determined during the BFO process when staff submits offers that include assessment of outsourcing opportunities based on whether the City has the expertise and capacity to provide the service. Potential suppliers for outsourcing services go through the Purchasing Division's rigorous RFP approval process that includes evaluating supplier qualifications and needed competencies (6.1c). The City's core competencies were first determined in 2010 during a facilitated work session with ELT and the PE Team members, and are reviewed annually. As a result, in 2014 members of the PE Strategy team and the SP Core Team determined the current core competency. Future core competencies and work systems are identified during the update of Plan Fort Collins. The Outcome Areas are the key work systems (P.1-1). The work systems were identified through a series of focus groups and meetings that included citizens, Council and staff [1.1a(1)]. The Outcome Areas are reviewed

every two years by Council and ELT during the SP update to ensure continued alignment to Plan Fort Collins and citizen priorities, which are directly aligned to strategic objectives in the SPP BFO process.

2.1b(1) Key Strategic Objectives The City's key strategic goals and objectives, as well as the timetable for achieving them, are shown in Figure 2.1-5. The strategic goals and objectives were most recently updated in 2015, so there are no key planned changes for 2017 that are not already included.

2.1b(2) Strategic Objective Considerations The City's SOs balance varying and potentially competing interests through alignment with the Outcome Areas that provide distinct areas of focus for citizen review and input on what matters most to them. During Step 5 of the SPP, BLT reviews and vets offers among the Outcome Areas that may compete for dollars. BFO offers are also posted online for citizen and business input, with Council's final decision for budgeted offers. Input for balancing is also considered by including subject-matter experts, top performers, and customers on BFO Teams; CPIO outreach to the same groups that participated in SP input (Step 1); holding focus groups for Plan Fort Collins updates; and developing partnerships that facilitate communication, such as the DDA and CityWorks 101. CPIO also compiles a worksheet on business-level themes and presents it to DBA member businesses for their feedback. The strategic goals and objectives address strategic challenges and leverage the City's core competencies, strategic advantages and strategic opportunities (Figure 2.1-5). The SPP, BFO, and the process for reviewing and updating Plan Fort Collins [1.2c(1)] balance the short- and longer-term planning horizons. The process of developing the strategic objectives considers and balances the needs of all key stakeholders by using the public outreach process to solicit and include input from a wide variety of stakeholders, such as citizens [HPG Strategic Objective Figure 2.1-5], City Council (Policy Development Process), Boards and Commissions, and staff.

2.2 Strategy Implementation

2.2a(1) Action Plans The City's action plans are called initiatives and are programs and services proposed in the budget offers that align to the strategic objectives. The key short- and longer-term initiatives and their relation to the strategic goals and objectives are displayed in Figure 2.1-5. Key initiatives identified in SPP Step 5 are assigned to an ELT lead who defines actions, timelines and resources [2.2a(2)].

2.2a(2) Action Plan Implementation Once approved through the BFO process, initiatives are deployed by ELT to the appropriate Service Area/Department for implementation. Based on the initiative, Service Area Directors prepare one-year plans with department goals, and individuals assigned responsibility within the plan write corresponding goals into QPA [5.2a(4)]. Key suppliers and partners are included in initiative implementation through the staff member assigned to the initiative and City leaders meet with partners throughout the year to exchange information on initiatives. As a cycle of improvement, in 2016 ELT began holding annual meetings with key partners to discuss City performance and initiatives, and current and future partner issues. To ensure that key outcomes of the initiatives are sustained, adequate resources are allocated [2.2a(3)], initiatives are tracked and modified if needed [2.2a(5)],

Figure 2.1-5: City of Fort Collins Strategic Plan						
LEGEND	CC= Core Competency ST= Short Term	SC=Strategic Challenges LT= Long Term	SA= Strategic Advantages			
KEY OUTCOMES 2.1b(1)	Sample Key Strategic Objectives (ST & LT) 2.1b(1)	Sample LT & ST BFO Initiatives - Action Plans (Service Area) 2.2a(1)	Key Workforce Plans 2.2a(4)	KEY PERFORMANCE MEASURES 2.2a(5)	Short-Term Target 2.2a(6)	Long-Term Target 2.2a(6)
NEIGHBORHOOD LIVABILITY & SOCIAL HEALTH Provide a high quality built environment and support quality, diverse neighborhoods (CC) SA 5, 7, SC 4	NLSH 1.4 - Protect and preserve the City's quality of life and neighborhoods. (ST, LT)	1. Neighborhood Livability relative to City Code (PDT) 2. Neighborhood Improvement and Community Building Grant Fund (PDT)	Ensure high quality, capable staff and appropriate staffing levels for timely responses	Housing Opportunity Index (7.5-6)	66%	Stay above 66%
				Affordable Housing Units Inventory (7.5-6)	3,137	6% of overall inventory
CULTURE & RECREATION Provide diverse cultural and recreational amenities (CC) SA 1, 4, 7 SC 3	CR 2.3 - Promote health and wellness within the community and provide sustainable access to nature. (ST, LT)	1. Community CIP - Nature in the City Capital Projects (COS) 2. Recreation Activities and Programs (COS)	Hire/retain high quality staff to meet programming needs	Natural Areas Programs Participation per Capita (7.2-22)	8%	Maintain 8%
				Recreation Programs Participation (7.2-22)	1.5 million for 2016-17	Increase by 1% per year
ECONOMIC HEALTH Promote a healthy, sustainable economy reflecting community values (CC) SA 1, 2, 6 SC 1	ECON 3.8 - Maintain electric utility systems, services, infrastructure integrity and stable, competitive rates. (ST, LT)	Capital Replacement: 1. Utilities: Light & Power - New Feeder Capacity 2. Utilities: Light & Power - System Purchases	Hire/retain high quality staff with appropriate capabilities, provide professional development as identified	Electric System Average Interruption Duration Index (SAIDI) (7.1-1)	26:15	APPA - Top 25%
				Electric System -Customer Average Interruption Duration (CAIDI) (7.1-1)	59.93	APPA - Top 25%
ENVIRONMENTAL HEALTH Promote, protect and enhance a healthy & sustainable environment (CC) SA 3, 5, 6, 7 SC 3, 4	ENV 4.1 - Achieve Climate Action Plan (CAP) goals by reducing greenhouse gases (GHGs). (ST, LT)	1. City Energy Project - Matching Funds for Fort Collins Participation (SSA) 2. Utilities: Wastewater - Dewatering Improvements	Hire/retain high quality staff with appropriate capabilities	Community Energy Use (7.4-13)	-10%	-20%
				Wastewater Treatment Effectiveness Rate (7.4-10)	100%	100%
HIGH PERFORMING GOVERNMENT Deliver an efficient, innovative, transparent, effective and collaborative city government (CC) SA 1-7 SC 1-4	HPG 7.2 - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the public trust. (ST, LT)	1. Debt Service - Capital Leasing (Finance) 2. Messaging and Engagement Priorities (IES) 3. Safety, Security & Risk Management Programs & Services (Finance)	Hire/retain high quality staff with appropriate capabilities	Accuracy of Budgeted Expenses (7.5-2)	\$493.35 million	On Target
				Response Time of Cases Submitted to Access Fort Collins (7.4-3)	3.0 days	3.0 Days
				Total Recordable Injury Rate (TRIR) (7.3-5)	5.4 recordable accidents/ 200,000 hours	1.8
SAFE COMMUNITY Provide a safe place to live, work, learn and play (CC) SA 1, 2, 4, 6 SC 4	SAFE 5.2 - Enhance our Police Services capability to foster public trust and create a safer community. (ST, LT)	1. Police Personal Protective Equipment 2. SWAT replacement Negotiator's Console (Police)	Hire/retain high quality staff to ensure appropriate staffing levels and capabilities	Part 1 Crimes Cleared (7.1-28)	75%	90%
				Police Response (7.1-27)	5 minutes	5 minutes
TRANSPORTATION Provide for safe and reliable multi-modal travel to, from and throughout the City (CC) SA 2, 4, 6 SC 3, 4	TRAN 6.4 - Improve transit availability, grow ridership and address MAX parking concerns. (ST, LT)	1. Transfort Sunday/ Holiday Service 2. Transfort/Dial-a-Ride (PDT)	Hire/retain high quality staff with appropriate capabilities, provide professional development as identified	Cumulative Transfort Fixed Route Ridership (7.1-3)	3,502 (thousands)	On Target
				Transfort Fixed Route Passengers per Revenue Hour (7.1-3)	29.7	On Target

results are monitored relative to goal [2.2a(5)] and risks with mitigation are identified through the SRM process [2.1a(3)].

2.2a(3) Resource Allocation The City is financed through taxes, fees, federal programs and grants. To ensure financial and other resources are available to support the achievement of the initiatives while meeting current obligations long-term financial planning is applied to identify macro issues to address in the strategic plan for two, three and four budget cycles out. It aligns financial capacity with longer-term service level objectives and supplies decision-makers with quantitative projections for long-term strategic discussions. The process includes 28 funds using 14 years of historical data at the individual account level, 30 years of sales and use tax revenue, Service Area capital estimates, and debt service projections. Correlation analysis, historical trending, and unique drivers perspective are applied for forecasting revenue and expenditures. From the forecasts, scenarios are developed for differing revenue and expenditure impacts the City could encounter in the future.

The City's BFO process, a thorough, systematic process that is a Government Finance Officers Association (GFOA) best practice, allocates resources to support initiatives (action plans) [2.1a(1), Step 5]. Risks associated with the initiatives are managed by analyzing financial reports against projections and having all divisions manage their budgets daily. Even in the best of planning circumstances, the City does not operate in a static environment, so the budget exception process provides for initiative changes that may impact resources (e.g., new initiatives identified by new Council after elections), and directors submit budget and action plan adjustment requests [2.2b]. By budgeting adequate resources and aligning services around the Outcome Areas, the City ensures its ability to execute the Strategic Plan. Plan Fort Collins contains action plans and potential funding sources for longer-term strategies. The BFO process executes short-term strategy and allocates resources to create a government that works better and costs less, focusing on results and priorities established by citizens.

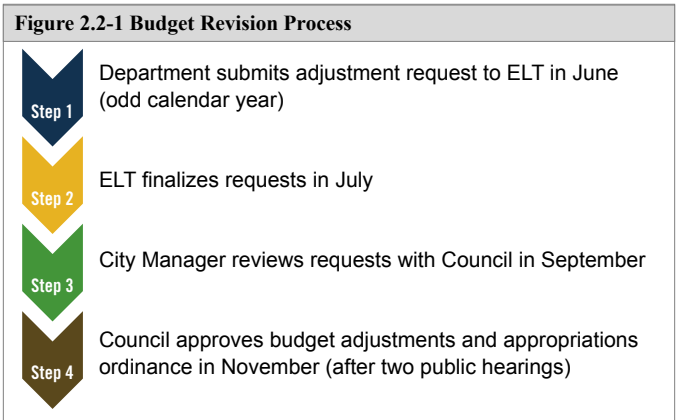
2.2a(4) Workforce Plans ELT recognizes that the City's workforce must be of the highest quality in order to capitalize on the core competency of commitment to the community and achieve the SOs. Strategic objectives for the workforce are developed in the High Performing Government Outcome Area (Figure 2.1-5) and the BFO process deploys the SOs for action planning including projections for staffing levels and needed areas of expertise. New initiatives require a workforce plan. For example, at Utilities, the Smart Grid project (Advanced Meter Installation) eliminated the need for meter readers.

The workforce plan to address this change began during the early planning stages. The staff impacted were notified of the changes to their role, and as a result, either left the organization or transitioned to another position within Utilities. The City also has processes in place for potential changes in workforce capability and capacity resulting from initiatives [5.1a(3)].

2.2a(5) Performance Measures Key performance measures for tracking achievement of strategic goals and objectives are established during the BFO process (Figure 2.1-5). These measures populate Strategy MAPs, a tool used to measure progress on achieving strategic objectives that aligns BFO offers to strategic objectives. Establishing department and individual goals that support organizational goals [2.2a(2)] ensures alignment across the City.

2.2a(6) Performance Projections The Budget and Performance Measurement Manager and the Revenue and Project Manager project City performance for the two-year budget period. These projections are integrated into Strategy MAPs, the Community Dashboard and Plan Fort Collins. Monitoring the Strategic Plan through Strategy MAP reviews ensures the City is progressing toward world-class outcomes. Currently, the City's projected performance compares favorably with established targets and goals. However, if performance gaps are identified, ELT identifies leaders to develop actions to close the gap [4.1a(1)].

2.2b Action Plan Modification If circumstances require a shift in initiatives (action plans), modifications occur during scheduled Plan Fort Collins updates (longer-term) and during weekly ELT meetings (short-term). For accountability, modifications are assigned to the applicable ELT member. Modifications that impact a department's budget are resourced through a budget revision process (Figure 2.2-1). For more pressing, urgent changes, departments may submit budget changes to Council during regular Council meetings.



3 Customer Focus

3.1 Voice of the Customer

3.1a(1) Listening to Current Customers Approaches for actively listening, interacting, and observing citizens and businesses to obtain actionable information have been expanded, improved and refined over the years (Figure 3.1-1). Key sources for listening and interacting are: 1) Citizen Survey, 2) Utilities Survey, 3) BFO, 4) SPP, 5) community participation on cross-functional teams (e.g., the Equity and Inclusivity, and Road to CAP Messaging teams) and 6) the process for updating Plan Fort Collins. The City also partners with the DDA and meets

monthly with the Chamber's Local Legislative Affairs Committee (LLAC). Economic Health and Utilities connect daily with the top 10 key business accounts and weekly with the top 25. Staff also conducts in-person surveys during community events (e.g., Colorado Brewers' Festival, NewWestFest) and on weekends to understand why and from where people come to Fort Collins which helps obtain information on potential customers. Listening and interaction methods vary appropriately for businesses: 1) the Utilities key customer accounts program focuses on industrial and large commercial accounts, 2) business collaboratives (DDA, NFCBA, DBA and SFCBA) target small and medium-sized businesses, and 3) the City initiated and funded Target Industry

Clusters focus on geographic concentrations of interconnected companies and institutions in a particular field. Utilities Customer Accounts, Economic Health and Finance Auditors interact with businesses. Since 2012 Utilities has performed semiannual customer accounts meetings to assist customers with information on the performance of Utilities in providing safe, reliable and cost-effective services; and they identify new business sites through sales tax data and initiate visitation within the first two months. Since 2012, Economic Health staff has collaborated with the Fort Collins Chamber of Commerce and Larimer County Economic Development conducting Kitchen Cabinet Breakfast meetings with business executives to inquire of business challenges. Challenges identified are researched and, when substantiated through data, the City’s EH department develops action plans to address the issue.

Social media and web-based technologies add opportunities to gain actionable data. The City’s *fcgov.com* website completed a major revision in 2016 to better serve the citizens and keep it current for the tech-savvy community (4.2b). Web surveys, Access Fort Collins, *fcgov.com*, department-specific webpages, social media platforms (Twitter, Facebook, Instagram, Nextdoor), and email provide information and approaches to listen to customers.

Timely and actionable information through direct interactions and observations occurs at weekly Council meetings, Council work sessions, and Council listening sessions, and varies by customer group (Figure 3.1-2) and method, including observing customers across service offerings (Figure 3.1-3). To ensure appropriate response, the standardized Public Engagement Guide and Spectrum Tool guides employees on the level and type of response to citizens and businesses, and Access Fort Collins, the user-friendly, web-based inquiry system where any citizen, business or workforce member

can enter information, automatically routes inputs to the appropriate department [3.2b(2)].

3.1a(2) Listening to Potential Customers The City listens to potential, former and competitors’ customers through many of the same listening mechanisms listed in Figure 3.1-2. Specifically, Access Fort Collins is not limited to residents and businesses and is accessible to anyone outside the City. The Citizen Survey includes potential customers by including dormitory-residing CSU students who after graduation often become permanent residents [3.1b(1)]. ELT’s involvement in numerous service and professional organizations [1.2c] is a beneficial listening resource where information gathered is shared through the appropriate communication methods (Figure 1.1-3) and used as input relevant to current and future strategies. The Economic Health Strategic Plan is developed using interviews with local and regional businesses and community leaders to acquire information on neighboring cities’ offerings and develop strategies to enhance existing businesses’ ability to succeed. Economic Health staff, the Mayor and City Manager meet with businesses that leave the City (former) and new businesses that choose an alternate location (potential) to gain intelligence on what influenced the decision. The Metro Denver Economic Development Council directs potential business site selector inquiries to the City’s Economic Health Office who contacts commercial realtors for potential sites, sends the information back for selector consideration, and then coordinates site selector visits to the City. During visits staff accompanies the selector, potential business representative, and the real estate broker to potential sites to discuss incentives and the advantages of locating to the City, and introduces them to the Mayor and City Manager. Feedback is given if the business does not choose Fort Collins which is then shared with ELT.

3.1b(1) Satisfaction, Dissatisfaction & Engagement The City uses a biennial Citizen Survey developed and administered by National Research Center (NRC) as a formal tool to measure resident satisfaction and engagement. In the latest survey, 2,700 residents across six geographic areas within the City and 300 dormitory-residing CSU students were randomly selected to participate. The survey asks recipients their perspectives about the quality of life in Fort Collins, use of City amenities, opinions on policy-related issues facing the City, and assessment of City services. NRC compares the demographic characteristics of the survey sample to those found in the most recent U.S. and American Community Survey Census estimates for adults in the city, and weights results using the population norms. The weighting ensures the survey sample is reflective of the larger community population. The survey results are statistically analyzed and a report to the City includes feedback by Outcome Area with three dimensions of performance: 1) trend line data comparing current results to the City’s previous surveys, 2) relative standing to national benchmarks, and 3) identification of key drivers most related to residents’ ratings of overall quality of local government services. The City improves the survey each cycle by generating new questions or modifying past questions. CPIO and subject-matter experts augment engagement efforts of the survey by outreach methods such as face-to-face contact with various resident groups: youth (CSU, ASCSU, Fort Collins and Rocky Mountain High Schools), hard-to-reach populations (homeless, near homeless, Latino, environmental groups, seniors), and Boards and Commissions.

2002	Created SARs Process
2006	Began the Citizen Survey and State of the City presentation
2007	CityWorks 101 inaugural class
2008	Created Community Scorecard
2009	Implemented Open Book and improved Social Media
2010	Keep Fort Collins Great (KFCG) tax initiative passed
2011	Access Fort Collins/SARs Tracking Tool, Business Retention & Expansion Survey introduced
2012	Developed Public Engagement Spectrum, involved citizens in BFO process, hired Economic Health Analyst, started Neighborhood Enforcement Team, created Social Sustainability Department
2013	Launched the Community Dashboard, Peer City Project, Updated the Development Review Process to include neighborhoods, hired a Civic Engagement Liaison
2014	Added Community Outreach and Input in the 2013-2014 Strategic Planning and BFO processes, added a BFO webpage for community participation in BFO offers, began social media plan revision, Implemented Sugar (CRM) in Environmental Services, Implemented a new mobile-friendly website
2015	Completed customer segmentation study in Utilities, Increased social media accounts (e.g., Police Services, Lincoln Center), Completed Public Engagement Strategic Plan and Public Engagement Online Guide
2016	IAP2 Process Implementation
2017	It’s YourMyOur City campaign

Figure 3.1-2: Customer Listening Methods

LEGEND
 B=Business; R=Residents; AN=As Needed; A=Annual; Q=Quarterly; M=Monthly; W=Weekly; D=Daily; ↓ (from Citizens) or ↑ (to Citizens) = one-way; ↑↓=two-way communication

METHOD	Listen/ Learn	Build Relations	Manage Concerns
Biennial Citizen survey A, ↓	R		R
Point-of-service surveys ↓ AN	R	R	R,B
Council meetings & work sessions ↑W	R,B	R,B	R,B
State of the City event ↑ A		R,B	
Boards and Commissions ↑ MQ	R,B	R,B	R,B
Public meetings ↑ AN	R,B	R,B	R,B
Public hearings ↑ AN	R,B	R,B	
Open houses, Council listening sessions ↑ AN	R,B	R,B	R,B
Chamber events ↓ AN	R,B	R,B	
Customer accounts ↑ AN	B	B	B
Strategic Planning, BFO ↑ A	R,B	R	
CityWorks 101 and Alumni ↑ A	R	R	
City-sponsored classes ↑ A, M	R,B	R,B	
E-newsletters ↑ AN	R,B	R,B	R,B
City News ↑ M		R,B	R,B
Hotlines ↓ AN	R,B		R,B
Utilities support center ↑ D	R,B		R,B
Phone calls ↓ AN	R,B	R,B	R,B
Volunteers ↑ D	R	R	
Citizen/police ride-alongs ↑ AN	R	R	
District 1 Police Substation and School Resource Officers ↑ AN	R,B	R,B	R,B
CPIO ↑ AN	R,B	R,B	R,B
YouTube ↑ D		R,B	
Twitter, Instagram, Pinterest ↑ D	R,B	R,B	R,B
Facebook, LinkedIn ↑ D	R,B	R,B	R,B
Nextdoor ↑ AN	R	R	R
Fcgov.com (i.e., Open Book) ↑ AN	R,B		R,B
Community Scorecard ↑ Q		R,B	
Access Fort Collins (SARs) ↑ AN, D	R,B	R	R,B

Recently, after input from Council, the team added the farmers market, library, and CityWorks 101 participants. Utilities has performed a semiannual statistically valid customer satisfaction survey since 1999 to assess business and resident satisfaction with electric, water, wastewater and stormwater services. The survey tracks attitudes toward stewardship, energy and water conservation for both residential and business customers to assist in understanding the current state, and track trends from previous surveys in order to develop and maintain programs. Business customer outreach includes the Chamber of Commerce, DDA, DBA, and North and South Fort Collins Business Associations (NFCBA and SFCBA).

The City determines customer dissatisfaction through survey data, “how are we doing” point-of-contact surveys through email correspondence, Access Fort Collins/SARs data [3.2b(2)], and real-time interactions at Council meetings during Public Comment when citizens have the opportunity to address the Council and staff. The Citizen Survey quantifies percentages of satisfaction on a five-point scale from very good to very bad with responses categorized by Outcome Area. Real-time

dissatisfaction data is captured through the Access Fort Collins/SARs system, and allows for immediate response. Through trending of feedback, reviewed by ELT and departments, opportunities are identified for improvement. Email responses are timely. For example, in the 2014 BFO outreach effort, a citizen emailed the City to say they were not satisfied with the online BFO process that only allowed citizens to support or not support BFO enhancements, rather than all of the offers. The CPIO team responded and improved the process by adding all offers for citizens to review. Departments that sell products/services have approaches for capturing customer satisfaction and engagement related to specific services. The City’s public transit system, Transfort, measures engagement through ridership levels, Utilities conducts a point-of-service survey with all utility customers through email, and the City uses voter participation in municipal elections and attendance at public meetings to determine engagement. Low participation prompts departments to evaluate causes and develop strategies for improvement [3.1b(1)]. One indication of high customer satisfaction and engagement is the passage of the Keep Fort Collins Great (KFCG) tax increase. This voter-approved tax increase is an endorsement of the City’s effectiveness and stewardship of the community’s resources.

For businesses, the City’s listening approaches [3.1a(1)] gather real-time information for satisfaction and dissatisfaction and the City collaborates with the Fort Collins Chamber of Commerce, NFCBA, SFCBA, DDA, the Small Business Development Center (SBDC), and the Larimer County Workforce Center to work with businesses to resolve issues. To determine better ways to serve business customers, the City’s collaborative Customer Outreach Team (COT), with representatives from Economic Health, PDT, and Utilities meets quarterly to share information, discuss business issues and trends, and to coordinate upcoming events.

3.1b(2) Satisfaction Relative to Competitors The City receives customer satisfaction results relative to other organizations through the Citizen Survey. City results are benchmarked against 30 Regional cities and more than 300 cities in the national NRC database. The customer listening methods (Figure 3.1-2) provide information on citizens’ and businesses’ satisfaction with the City’s services compared to other cities’ (competitors’) services.

3.2 Customer Engagement

3.2a(1) Product Offerings The key customer requirements for service offerings were first determined in 2012 by the City’s Customer Service team, and have since been reviewed annually with revisions made when needed by reviewing previously identified requirements learned from the customer listening methods (Figure 3.1-2). Product offerings are determined through ongoing outreach efforts noted in 3.1 and culminate in the SPP Steps 1-5.

Adapting and identifying services to meet the requirements and exceed the expectations of the customer, as well as creating new services to attract new customers and expand relationships with current customers, begins with listening to the customer [Figure 3.1-2], analyzing data, and tracking results [4.1a]. The strategic planning process [2.1a(1)], the culture of innovation [2.1a(2)], and BFO [2.1a(1), step 5] are vehicles used to modify, reduce, create, add and expand services.

Recent innovations made as a result of listening to the customer include offering park reservations through the City’s website, custom packages and electronic ticketing for cultural productions, and electronic payment options for parking citations. In an innovation for businesses, Parking Services partnered with the DBA to offer a variety of parking permit options such as the “shared/carpool permit,” which enables multiple employees working different shifts for one business to share one parking permit.

3.2a(2) Customer Support The City creates approaches for customers to seek information and support and conduct business that meet the differing needs and preferences of the citizens and businesses (Figure 3.2-1). A primary focus of information sharing and customer service is the City’s national award-winning website. The website provides 24/7 access to public records, information regarding services, e-commerce services (e.g., registrations, bill paying) and a wide variety of reports. Also, FCTV streams Council meetings live every Tuesday with archives posted on the website. Opportunities for customers to give feedback on services and support are highlighted in Figure 3.1-2 and include resources for citizens who do not have electronic access such as adding fliers to utility bills, outreach phone calls, fliers and notices posted on doors, and publicly available computers (libraries and senior center). To deploy immediate information such as during a flood, the Emergency Operations Center communicates important updates via Facebook and Twitter pages, and will set up a webpage specifically for emergency information. The City’s Facebook page has a viral reach of almost 50,000.

Many of the City’s support mechanisms are mandated in the City Code and City Charter, but the City goes beyond the minimum mandates and provides Access Fort Collins/SARs, the Citizen Survey, Plan Fort Collins, SPP and the BFO process to determine key support mechanisms. The City listens to its broad range of customers and investigates best practices and national trends to continually create, improve and further develop innovative services that exceed customer expectations and meet future needs and requirements. A recent improvement is a Civic Engagement Liaison who focuses efforts to increase inclusiveness of minority groups including providing persons with limited English proficiency meaningful language access to City services, programs and activities through interpretation services (both in person and telephonic) and translation of vital documents. The Equity and Inclusion Team provides training and tools on these services to all City customer support personnel. Utilities completed pilot testing of two types of residential electric Time-of-Use (TOU) rates to determine if the price signal is effective in managing equity and conservation while maintaining needed revenue. The pilot surveyed participants to recognize the optimal rate structure and the benefit the TOU rate provides participants. To ensure staff understands customer support requirements, new employees receive clear direction during NEO when the City Manager presents the concept of, and commitment to, world-class services (1.1b). Customer support and service are reinforced in the Strategic Plan and each staff member is expected to have a customer service goal that is supported and reviewed as part of their personal goals. [5.2a(4)]

Figure 3.1-3: Opportunities for Observing and Interacting with Customers

KEY OUTCOME/SERVICE	MECHANISM
COMMUNITY & NEIGHBORHOOD LIVABILITY	Code enforcement interactions, neighborhood meetings and events, mediation and restorative justice sessions, classes and trainings, open houses for planning and development, listening sessions
CULTURE & RECREATION	Park ranger, recreational facility staff interactions and events, Fort Collins 150
ECONOMIC HEALTH	ClimateWise 2.0, Kitchen Cabinet Breakfasts, business visits, Small Business Development Centers, InnovatioNews, Fort Collins Bike Alliance, Interbike, NetZero Cities, Smart Grid Live 2012, Fort Collins Startup Week, Innosphere, Utilities Key Account Meetings
ENVIRONMENTAL HEALTH	Efficiency Works Home and Business programs, rebate options with local retailers, Conservation Corp Energy and Water Program, sprinkler audits, EnvirOvation annual event (Climatewise), Healthy Sustainable Homes program, Utilities Contractor Training, recycling and solid waste initiatives, green building
HIGH PERFORMING GOVERNMENT	Council meetings and work sessions, staff liaisons on Boards and Commissions, BFO results teams, tax audits, strategic planning and BFO outreach, CityWorks 101, listening sessions
SAFE COMMUNITY	Police officers’ interactions, School Resource Officers, Utilities Customer Service staff interactions, Citizen Review Board meetings, Utilities outage management communications
TRANSPORTATION	Traffic operations tours, Transfort (frequent surveys and ongoing data collection), neighborhood meetings, open houses, department call centers (esp. Streets and Traffic), direct outreach (Streets, Traffic, Parking Services)

3.2a(3) Customer Segmentation Customer groups and market segments are determined during Step 1 of the SPP when point-of-service customer data is reviewed and market segments are considered for future planning. In 2015, Utilities completed a statistically valid segmentation study to target customers’ needs associated with customer segments (residential, business). The information is used to create behavior segments for improving products and services, and in 2017 will provide data to complete a price sensitivity pilot.

The City uses extensive customer and service data (Figure 2.1-3) to validate/identify customer groups, such as the CPIO outreach efforts that captured hard-to-reach populations. [1.2c(2), 2.1b(2)] The information is deployed to ELT/BFO Chair strategy meetings, the Boards and Commissions meeting and Council strategy meetings. The outreach information prompted the SP Team to analyze issues for impact on future budget and operational plans, and resulted in the identification and inclusion of outreach groups of low-income seniors and businesses in the southern part of Fort Collins.

For revenue-producing departments, market data relates directly to what is or is not selling, and the information is used to evaluate current and future needs for product and

service offerings. Comparing data to local and regional price ceilings assists in determining pricing levels. For example, the Lincoln Center staff received feedback from their customers that they expect to pay less in Fort Collins than in Denver for the same show and, thus, set prices accordingly. To identify business segments, the City works closely with the Chamber of Commerce and the Northern Colorado Economic Alliance and uses retention and expansion surveys, interviews and follow-up.

3.2b(1) Relationship Management Building and managing customer relationships takes differing forms because of the City's diverse services. Some services, such as Utilities, have a "sole source" relationship with customers and therefore focus on improving satisfaction and meeting changing needs rather than growing market share. Other departments must compete directly with private service providers, such as recreation and culture programs.

To acquire customers and build market share, the City:

- Markets services such as the Lincoln Center, educational classes and business promotions to surrounding communities.
- Establishes the City website with comprehensive information about use and access to City services [3.2a(2)].
- Created the positions of Economic Health Analyst, Economic Health Manager, and Key Account Representatives to respond to inquiries of new businesses and special needs of existing businesses [3.1a(2)].
- Supports high profile events such as NewWestFest, Tour de Fat, Fortitude 10K, Neighborhood Night Out.
- Provides a "sense of place" through trails, parks, public arts, gardens, bike friendly community, and access to nature.
- Provides equitable opportunities and outcomes for all through funding allocation, events and programs to recognize and celebrate social and cultural diversity, and adopting the Equity and Social Justice Policy.
- Offers business incentives and initiatives to retain or help major employers expand such as Woodward Governor, Foothills Mall, Foothills Activity Center, RMI, BroadCom, Hewlett Packard and Front Range Village.
- Develops a diverse, partnership-based manufacturing and health sector that enlists private businesses and educators in programs focused on talent, legislation and supply chain.

Brand image is managed and enhanced by: 1) gathering customer input through numerous listening venues to understand why citizens and businesses choose Fort Collins, and then developing strategy (SPP) and service offerings (BFO) to support what the customer values, 2) establishing processes to recruit, hire, place, retain and manage a workforce who live the core competency of Commitment to the Community and fulfill the mission of exceptional service for an exceptional community [5.1a(2), 5.2a(4)], and 3) having CPIO for active, positive media presence. CPIO manages the City's logo/image to ensure consistency of display to be recognizable and representative of the high standards of the City, and develops marketing/informational media such as 'Telling Our Stories' a strategic outreach video, Fort Collins Faces, CityView programs, the Innovation Series and a Sense of Place to enhance branding.

To retain and increase engagement with customers, meet their requirements and exceed their expectations, the City:

- Supports numerous venues for customers to seek and access information (Figure 3.2-1).
- Provides Access Fort Collins for immediate response to customer requests/concerns [3.1a(1), 3.2b(2)].
- Develops venues for customer engagement (Plan Fort Collins, BFO, UniverCity, annual State of the City, CityWorks 101).
- Supports and conducts monthly business visits where the Mayor, City Manager and Economic Health staff visit local businesses to interact and listen to feedback, and thank them for doing business in Fort Collins.
- Provides 875 acres of developed park land including seven community parks and 49 neighborhood/pocket parks along with more than 100 miles of recreational trails and 35,000 acres of Natural Areas.

Other activities to increase customer engagement include the City's designation as a Platinum Bike Community; Downtown Art Program, including painted pianos for public use, improved alleys, and Downtown art walk; Nature in the City; Poudre River restoration; FortZED; Lagoon Series summer concerts; energy and water efficiency assessments and programs; and ClimateWise, with more than 300 participating businesses.

The use of social media enhances engagement, builds relationships and manages and advances the City brand. The improved, re-designed *fcgov.com* displays all social media accounts on every page. The City's Facebook and Twitter accounts contain current information on upcoming events, links to current issues such as flood preparation and progress on road repairs, conservation efforts, how to apply for citizen education programs such as the Citizen Police Academy, and notes of appreciation to citizens. CPIO staff monitor the accounts and send applicable responses to create positive relationships, and YouTube posts items such as the Mayoral and Council election forum, display the beautiful parks, promote Fort Collins as a vacation destination, and highlight excellent services, such as the water treatment process.

3.2b(2) Complaint Management The City's two main systems for managing complaints are Access Fort Collins/SARs and the Police Services process.

Access Fort Collins/SARs – Any citizen, business or City employee can enter a complaint, comment, inquiry or request for service into the user-friendly, web-based Access Fort Collins system. To ensure complaints are resolved promptly, the system assigns a case number, sends the customer an acknowledgement and estimated resolution time, and routes the case to the appropriate department or individual. The SARs administrator tracks feedback and final resolution of submissions from the City Manager or Councilmembers. These submissions have no more than a five-day turnaround time. All departments resolve issues as quickly, completely and consistently as possible, with an emphasis on maintaining a positive relationship with the customer. The Access Fort Collins system aggregates submissions for use in driving improvement. The special projects lead in CPIO develops quarterly Access Fort Collins summary reports, and sends results to the appropriate departments.

Police Services – FCPS has a stand-alone policy to address complaints and internal affairs investigations. Complaints involving an employee's work performance are forwarded to the first-line supervisor. If the supervisor can resolve the issue,

it is documented accordingly and the matter is closed. If the complaint is not resolved, it is formally documented and may include an internal affairs investigation. If an investigation is completed, the citizen is informed of the results. In criminal conduct allegations and use of force complaints, cases are generally investigated by the internal affairs sergeant.

The CRB reviews the investigation and makes recommendations to the City Manager and Chief of Police. In cases requiring discipline, an intervention plan may be developed to address and improve officer performance. Annually, all statistics related to complaints are reported to the CRB and benchmarked against 25 cities of similar size and organization. As a cycle of improvement, in 2014 Police Services implemented a survey process (through the National Police Research Platform) to gain feedback from citizens about their experience when interacting with police officers.

To avoid similar complaints in the future, complaint data is reviewed within 24 hours (SARs), monthly (Police CRB) or quarterly (Access Fort Collins) to determine trends. If a trend is identified, the system administrator notifies the appropriate department and actions are implemented. Police Services

uses an early intervention system (EIS) to track trends in complaints. The threshold for intervention is designed to allow for corrections in a timely manner. A multi-faceted approach is applied to identify trends so they are mitigated in the future.

Figure 3.2-1: Key Support Mechanisms

	CITIZENS	BUSINESSES
OBTAIN INFORMATION	Website, public meetings, social media, library, published documents, hotlines, City News, Public Hearings, FCTV, annual State of the City, newspapers, Boards and Commissions, Cityworks 101	Website, public meetings, social media, Council meetings, face-to-face meetings, economic health manager, key account representatives, finance auditors, e-commerce, public hearings
OBTAIN SERVICES	Website, walk-ins, published documents, product delivery mechanisms (P.1-1), phone	Website, walk-ins, ClimateWise program, economic health manager, key account representatives, City-sponsored classes (e.g., sales tax training, landlord training, HOA training), phone

4 Measurement, Analysis & Knowledge Management

4.1 Measurement, Analysis & Improvement of Organizational Performance

4.1a(1) Performance Measurement The City uses data and information to track daily operations and overall organizational performance (Figures 4.1-2 and 4.1-3). The City selects, collects, and aligns data and information for tracking daily operations and organizational performance, including progress relative to the Strategic Outcomes through Strategy MAPs, the Community Dashboard (reviewed in QSARs) and the Financial MOR. Strategy MAP metrics are selected by service area directors and their department heads and analyzed monthly as indicators of progress in achieving each strategic objective. The Community Dashboard has metrics across the seven Outcome Areas that were originally identified in 2013 by the Futures Committee (members include the Mayor, City Manager, and two Councilmembers). The dashboard indicates how the City is doing at achieving the Outcomes and provides an overall barometer of the City itself. The Community Dashboard (updated in 2016 to improve the ease of navigating and to reduce manual efforts by 50 hours per year), including current and historical performance for each measure and performance relative to targets and available benchmarks, is posted on the City’s public website. City staff can impact two-thirds of the metrics on the Community Dashboard, and they are included on the City’s Strategy MAPs. Staff has little or no influence over the other one-third of the metrics on the Community Dashboard, but the metrics provide the audience a view of the overall health of the community, such as unemployment rates. Every odd year in the planning cycle, ELT and the Futures Committee review the metrics for improvements. If measures are added or modified, an informational sheet displaying the original metric, the change, and the reason for the change is created and communicated. Each Dashboard measure has an assigned data owner. The owners define each metric, identify available benchmarks, establish targets based on historical performance when realistic benchmarks are not

available, and provide analysis of performance.

ELT reviews outcome area Strategy MAPs with Department Heads monthly using a rotating schedule to ensure each outcome area is reviewed quarterly. Reviews evaluate: 1) initiatives (with visual indicators of overall status: green – on track for year-end completion, yellow – may not complete year-end, red – significant obstacles/road blocks), 2) percent completion for delivering within scope, on time and within budget, 3) the status of initiatives, and if status is yellow or red the actions planned for next quarter. Outcome areas scheduled for review use timelines that outline deliverables to ensure consistent presentation of content to ELT.

The QSAR meetings are a cycle of improvement started in spring 2015. These scheduled reviews by service area discuss alignment, philosophy and accountability for achieving organizational and service area goals and objectives. The agenda includes safety (safety results and education that was provided to the areas), Community Dashboard metrics, financials (significant findings, facts, issues), organizational issues directly related to the specific service area, Q&A (what do the service areas need from ELT to remove barriers), and a site tour of the Service Areas to highlight innovation, process improvements, and inform ELT of the area’s daily work.

ELT short- and longer-term financial measures are tracked through the financial MOR, a standardized, organization-wide financial report that the CFO presents to ELT for analysis of YTD budgeted, actuals and variances for revenue, and expenses (department, type, fund, payroll) by service area. The review process identifies areas for improvement and supports innovation through discussion of needed actions.

ClearPoint (performance measurement software) aligns performance measures to strategic objectives to enhance alignment across the City’s performance measurement system. Additionally, specific software applications provide data for day-to-day operations and resource allocation by supplying real-time analytics, such as utilities monitoring demand and making adjustments to avoid delays in service and Police

monitoring volume of calls and using that information for forecasting scheduling [4.2b(1)].

4.1a(2) Comparative Data To reinforce the City’s vision of organizational excellence, the City selects comparative data to determine relative standings [4.1a(1)]. Data owners are subject-matter experts seeking appropriate comparative data from world-class organizations, peer cities, and/or the private sector to use when setting performance targets. Using a standardized definition form, each Dashboard measure definition includes an explanation of why the selected comparison is relevant and why the measure matters. The data owners consider the following when selecting data: 1) a reputable source, 2) state-wide or national with evidence-based data, 3) Peer City, 4) best practice performers that are similar in size and scope with a valid sample size, 5) Baldrige recipients that excel in that area, 6) industry averages, and 7) comparisons to past performance. Comparisons support operational decision-making by providing a reference point for City performance. If others are outperforming the City, then it prompts improvement discussions during measure reviews [4.1a(1)].

4.1a(3) Customer Data The VOC and market data the City uses are selected based on the seven Outcome Areas and are used to determine relative standing, make improvements, analyze trends, and develop strategy. The selection informs in building a more customer-focused culture and to support fact-based decisions through the following approaches:

- The City’s Citizen Survey [3.1b(1)] results are posted on the public website and reviewed by both City Council and ELT. ELT identifies areas where the City falls below benchmark levels and takes action.
- Point-of-service surveys, such as Transfort, Recreation and Utilities, are reviewed by service area departments for needed improvements.
- Access Fort Collins/SARs captures customer complaints, comments, and inquiries with resolutions. Quarterly, entries are aggregated and documented on CityNet.
- The City has a robust system of Boards and Commissions to engage and listen to citizens and businesses. City staff are assigned to support each board and/or commission, capture customer listening data and information, and ensure accountability for follow-up actions.
- The City uses social media, such as Twitter, Nextdoor, and Facebook, to capture customer listening data and information. Staff review entries daily and routes them for appropriate follow-up and response [3.1a(1), 3.2b(1)].
- Since the 2013-2014 SPP, the City has engaged in community outreach for hard-to-reach populations resulting in specific strategic objectives (such as access to safe, accessible, affordable housing and improving transit availability).

4.1a(4) Measurement Agility Scheduling regular reviews of the City’s key measures and developing processes to update measures ensures the system can respond to rapid or unexpected organizational and external changes. For example, the Strategy MAP reviews and QSARs ensure agility within the City’s performance measurement system because of ELT’s scheduled reviews that address existing initiatives and measures, and changes in the organization that impact the measures. ELT adds initiatives after thorough discussion when it is deemed appropriate.

Figure 4.1-1: Measurement, Analysis & Knowledge Management Learning Cycles

2005	Started Annual Community Scorecard
2009	Implemented Service Level Agreement, IT consolidation, and IT Project Portfolio Management tool
2011	Began Citywide review of measures for Futures Committee (sub-committee of Council)
2012	Began Monthly Operating Report (MOR) reviews; updated email system; IT Strategic Planning; developed IT Mission, Vision and Values
2013	Quarterly Community Dashboard, IT Strategic Audit and Plan, implemented Accela Data Program, updated Service Level Agreement, IT Metrics Dashboard
2014	Implemented ClearPoint, created Executive IT Steering Committee, created Police IT Steering Committee, deployed Video Based Security Training
2015	Implemented BFO scorecard metrics in ClearPoint
2016	Implemented City Connects website, implemented QSARs, created Council Priorities Dashboard, Community Dashboard “Refresh”
2017	Implemented Strategy MAPs Review, Updated review process for QSARs & Financial MOR

Measures can be adjusted outside the odd-year planning cycle if analysis during QSAR indicates a change. An example of this is participation in Natural Area programs. Originally, the metric was a participation number, but after adding benchmarks that included larger communities, the measure was improved to a per capita measure.

4.1b Performance Analysis & Review The City reviews organizational performance and capabilities through scheduled review and analysis of key performance measures (Figure 4.1-3). The Strategy MAP review process, along with the Community Dashboard and Financial MOR reviews, assesses organizational success, financial health, and progress relative to initiatives and action plans, with comparisons to benchmarks. The QSAR process conducted with leaders from each Service Area, the City Manager, Deputy City Manager and CFO, analyzes data, action plan results and issues from the previous quarter to assist in evaluating if conclusions made previously are still valid. City Council formally reviews key performance measures during the SPP and informally during scheduled work sessions, Council Work Plan quarterly status reports (Council dashboard), the Policy and Plan Review Schedule, and staff updates throughout the year. The City Manager prepares a Monthly Report that is deployed to the organization and posted on *fcgov.com* for the community. An annual KFCG report is sent to the Council and posted on *fcgov.com* to update the community on the specific dollars allocated in the current budget cycle for the KFCG voter-approved tax.

The City can respond rapidly to changing organizational needs and challenges in the operating environment because of the frequency of City Council and ELT scheduled meetings that focus on performance and completion of action: 1) Tuesday Council meetings and work sessions, 2) weekly Council Leadership Planning meetings, and 3) City Manager’s weekly one-on-one meetings with Councilmembers to review the organization.

4.1c(1) Future Performance The City projects the organization’s future performance by obtaining past and current data for analysis (Figure 2.1-3) that includes estimating trajectory of future

performance utilizing survey results that compare the City’s performance to that of other cities, and trending the City’s past performance to established goals. The information is used in the SPP and BFO, and to develop action plan goals, such as:

- Financial projections are part of SPP (Step 5); the CFO forecasts revenues for the two-year budget window by analyzing prior budget allocations, adjustments made, current strategic plan, and multi-year revenue projections that are entered into the Budgeting Analysis and Reporting Tool (BART). As a cycle of improvement, a long-term financial plan and a ten-year Capital Improvement Plan (CIP) were implemented in 2015.
- Utilities, which requires significant long-term capital investments, annually forecasts revenues and expenses based on past and current data, and reviews with Council as part of the process for setting rates for the coming year. These projections support development of the Utilities’ long-term plan for capital needs.
- Real-time analytics, such as Police monitoring call volume, is used to forecast scheduling and assists in analyzing capacity for hiring.
- Historical data of participation rates at recreation and cultural facilities identify seasonal and daily patterns and forecast future use for action planning goals.

If the performance analysis and review processes noted in 4.1b determine there is a gap in projections to those that were developed into goals in action plans, the data and difference is discussed within ELT. If the change is justified, the ELT member of that area of responsibility reviews the scope of the action plan, adjusts, or develops a new action plan.

4.1c(2) Continuous Improvement & Innovation ELT and SIT identify organizational priorities for improvement and

opportunities for innovation through Strategy MAP, QSAR and Financial MOR reviews [4.1a(1)]. Key performance measures that have yellow or red results receive additional analysis to determine causes for variance, with further ELT/SIT discussion at the weekly ELT meetings. ELT prioritizes needed actions based on the results of the analysis and on additional factors, such as the City’s ability to impact a particular measure (high-medium-low). Improvement priorities and opportunities are communicated for deployment during quarterly SIT meetings, and bi-monthly LL meetings. Those leaders deploy the opportunity to work groups and communicate directly with suppliers, partners and collaborators as appropriate for needed action. The addition of the QSAR process has resulted in identifying improvements to measure analysis, such as determining correlations between metrics, e.g., evaluating the Utilities measures of System Average Interruption Frequency Index (SAIFI) in addition to System Average Interruption Duration Index (SAIDI) and Customer Average Interruption Duration Index (CAIDI).

4.2 Knowledge Management, Information & Information Technology

4.2a(1) Quality The City verifies and ensures the quality of organizational data and information through processes that capture data automatically and minimize human error, which assists in consistency and accuracy. These processes include:

- **Accuracy & Validity:** For accuracy, only trained individuals receive authorization to input data, with additional safeguards such as drop-down lists to limit free text, character and value control limits, and error message alerts. Validity is ensured through sign-on authority for tracking input data to the user level, and major systems such as E911, Police Records, JDE, Accela, Ventyx, RecTrac, Cityworks, AMFC systems,

Figure 4.1-2: Key Organizational Performance Measures

OUTCOME	MEASURE	ST TARGET
NEIGHBORHOOD LIVABILITY & SOCIAL HEALTH	Cumulative number noise complaints (7.1-16)	482
	Voluntary Code Compliance (7.1-17)	95% (90% Snow Season)
	Graffiti Abatement (7.1-15)	2 days
CULTURE & RECREATION	Recreation Programs - Total Participation (7.2-22)	1,500,000
	Golf Courses - Total Participation (7.2-22)	82,966
	Lincoln Center - Total Participation (7.2-22)	140,000
	FCMOD - Total Participation (7.2-22)	100,500
	Natural Areas Programs - Cumulative Participation per Capita (7.2-22)	8.0%
	Paved Trails - Number of Visits (7.1-8)	1,748,366
	Gardens on Spring Creek - Total Participation (7.2-22)	72,770
ECONOMIC HEALTH	Electric System Average Interruption Duration Index (SAIDI) in Minutes (7.1-1)	26:15
ENVIRONMENTAL HEALTH	Wastewater Treatment Effectiveness Rate (7.4-10)	100%
HIGH PERFORMING GOVERNMENT	Accuracy of Budgeted Expenses (7.5-2)	\$493.35 (millions)
	Actual Revenue Compared to Budget (7.5-1)	\$434.04 (millions)
	Average Response Time of Cases Submitted to Access Fort Collins (7.4-3)	3.0 days
	City Employee Safety – Days Away Restricted or Transferred (DART) (7.3-5)	3.7 Days
	City Employee Safety – Total Recordable Injury Rate (TRIR) YTD (7.3-5)	5.40 recordable accidents/200k
SAFE COMMUNITY	City Employee Turnover Rate (7.3-1)	8%
	Drinking Water Compliance Rate (7.4-11)	100%
TRANSPORTATION	Police Response (7.1-27)	5 minutes
	Transfort Fixed Route Passengers per Revenue Hour (7.1-3)	29.7
	Cumulative boardings per capita - % increase (7.1-3)	3,502 (thousands)
	Cumulative Lane Miles of Roadway Pavement Improved (7.1-4)	110 miles
	Average Travel Speeds (7.1-6)	3 minutes/mile

Maximo, Asset Management and SIRE have full, internal audit capabilities.

- **Integrity and Reliability:** Data users monitor checks and balances to ensure data integrity. For example, the P-card process went through a PDCA process improvement that resulted in adding a module in JDE for a consistent process. Integrity also encompasses the completeness of information; programs are designed with required data fields.
- **Currency:** With broad network, wireless and Internet access throughout the City, an enterprise reporting platform, and real-time information for all critical line-of-business applications, timely access to data and information (Figure 4.2-1) is available when and where it is needed. Computers at staff work locations and the addition of electronic tablets and smartphones make information mobile and timely. Data and information also have timelines for updates so that information is not lagging.

4.2a(2) Availability The City ensures appropriate availability of organizational data and information as highlighted in Figure 4.2-1. Availability is further ensured through processes noted in 6.2b. User-friendly formats include access tabs, drop-down menus, online help/directions, highlighting frequently accessed information, embedded links and easy-to-read font sizes. Data is available by a variety of means and through multiple platforms to meet the needs of the end user, whether it is the workforce, suppliers, partners or customers. With an enterprise-reporting program, opportunities for data from a variety of systems and applications can be delivered and presented in standardized reporting tools and formats so it is recognizable and easy to find by the end-user. Updates to systems, such as JDE, the City’s ERP system, allow that system to be accessed via tablets. Finally, the City’s website takes advantage of responsive web design techniques. This ensures that City information via the web is tailored for presentation on the device in use by the

customer, whether that is a traditional PC, tablet or smartphone.

4.2b(1) Knowledge Management The City builds and manages organizational knowledge utilizing a centralized IT department that provides services for knowledge management into electronic applications that are used for organizational-level knowledge and for specific applications used within functional areas. For example:

- Workforce knowledge and information are collected and transferred through: 1) an integrated information system that includes collaboration software, electronic document management, and email, 2) City Connect webpage – a resource website to connect staff with resources such as project management, PDCA, QPA, Public Engagement Guide, FC Innovates, 3) staff and leadership meetings structured to cascade information, 4) Citywide policies (e.g., administrative, personnel and Council agenda process) documented and published on CityNet, 5) Talent Management learning and development approaches [5.2b(1)] with cross-training and documentation of processes in written format, and 6) communication methods highlighted in Figures 1.1-3 and 4.2-1. Additionally, every position in the City has a written, detailed job description that includes required knowledge, skills and abilities. Employees are able to register for learning and development opportunities online, view training transcripts and complete assigned online training modules. All staff has access to JD Edwards EnterpriseOne (JDE) to view sick days, vacation hours, and current and past paycheck stubs.

To ensure transfer of knowledge from departing workforce members, the City has a Knowledge Transfer Guide, including an off-boarding checklist. Departing workforce members are sometimes contracted back to assist in special projects and train their replacements. The Boards and Commissions’ rotating terms ensure transfer of knowledge.

Figure 4.1-3: Organizational Performance Review

MEASURES	FREQUENCY	REVIEWED BY	ANALYSES	USE
QSAR	M	ELT, SA Leaders	Performance relative to target & benchmark, trending	Action plan modification, resource reallocation, performance improvement
Strategy MAPs	M	ELT, SA Leaders	Performance relative to targets	Action plan modification, resource reallocation, performance improvement
Financial MOR	M	ELT	Variance to budget, drill down by service area & department	Action plan modification, resource reallocation, performance improvement
Access Fort Collins	D, Q	Designee, SIT	Aggregation, trending	Service recovery, service design & improvement
Productivity	D	Managers	Variance to budget, trending	Staffing adjustments, capability & capacity planning
Staffing	D	Managers	Variance to budget, trending	Staffing adjustments, capability & capacity planning
Revenue	D	ELT	Variance to budget, trending, drill down by service area & department	Resource reallocation, financial planning, performance improvement
Budget	M	ELT	Variance to budget, trending, drill down by service area & department	Resource reallocation, financial planning, performance improvement
Customer Satisfaction	M	ELT, Managers, staff	Trending, gap analysis	Action plan development, service design & improvement
Employee Engagement	B	ELT, Managers, staff	Trending, drill down by department, correlation analysis, gap analysis	Action plan development
Community Satisfaction	A	ELT, Council	Performance relative to benchmark, correlation analysis, gap analysis	Action plan development, service design & improvement, strategic planning
Business Satisfaction	A	ELT, COT, EH	Trending, gap analysis	Action plan development, service recovery, service design & improvement, strategic planning

*Frequency: Daily (D), Weekly (W), Monthly (M), Quarterly (Q), Biannually (B), Annually (A)

- To blend and correlate data from different sources to build new knowledge the City uses the ClearPoint process that includes Community Dashboard and business-level metrics for referencing and analysis. Specific software applications provide data for day-to-day operations and resource allocation by supplying real-time analytics, such as utilities monitoring demand and making adjustments to avoid delays in service and Police monitoring call volume and using that information for forecast scheduling. Recreation and cultural facilities analyze historical data of participation rates, identify seasonal and daily patterns and forecast future use to plan accordingly (Figure 4.2-1).
- Knowledge transfer from and to customers, suppliers, partners, and collaborators occurs through *fcgov.com* and through media employed by the departments (Figure 4.2-1). To capture knowledge from customers, the City utilizes its customer listening mechanisms (Figure 3.1-2).

Knowledge is captured from suppliers, partners and collaborators through: 1) contracts; 2) surveys; 3) in-person

discussions such as monthly business rounding [3.2b(1)], bi-monthly Council meetings and bi-monthly Council work sessions; and 4) FCTV archives and hard-copy documents that also serve as effective tools for transferring relevant knowledge to customers, partners and collaborators. Purchasing policies and requests for proposals, published on *fcgov.com*, provide detailed expectations and procedures for suppliers. Citizens can download forms, view Council and board meetings and Council packets, query permitting data, view crime rates and accident reports, purchase Lincoln Center tickets and pay utility bills electronically. GIS is integrated into the City website to provide visitors access to special information. FCMAPS provides current, timely and local geographic information in an easy-to-use viewer. FCMAPS is mobile-friendly and works well on tablets and smartphones as well as desktop browsers. Businesses can access sales tax licensing, bids and RFP requests or view the past results. The more than 350 ClimateWise business partners use the website for information on classes, assessments and best practices on sustainable methods.

Figure 4.2-1: Data & Information Availability		E	I
LEGEND: E= External audience: customers, suppliers, partners & collaborators I= Internal audience: workforce		E	I
<i>fcgov.com</i>	Online applications, such as road closures, performance measures, recreational opportunities and updates on construction projects	◆	◆
CityDocs	A website that provides query access to more than 1.2 million scanned documents pertaining to a variety of elements of City operations	◆	◆
CityNet	Intranet web portal that provides easy access to information, policies and needed forms		◆
Email	Employees and Councilmembers have email accounts. Email is used frequently by citizens to staff or Councilmembers	◆	◆
Newspaper, radio and media	Information on current events, meetings and services	◆	
Issues & Answers	Information shared at all-employee meetings led by City Manager; employees attend in person and through video stream		◆
FC Career Connect	Online program that identifies Citywide and individual goals, tracks progress and documents training and other processes		◆
FCTV	Live and streamed video captures City Council meetings and other public forums	◆	◆
Publications, written materials	Reports to the community, brochures, handouts, maps, promotional materials	◆	◆
Open Book & finance portal	Ensures financial transparency to community	◆	◆
Citizen Portal – Development	Building permit and development review project detail	◆	◆
Crime Statistics and Mapping	Community crime statistics and mapping	◆	
Online Mapping	Provide a variety of community-related data by means of mapping applications that function on desktop, tablet and smartphone	◆	◆
Online Codes and Charter	Searchable text of municipal code, charter and land use code	◆	◆
Online subscriptions	Newsletters, monthly reports, City Council voting results	◆	◆
Face-to-face interactions	Can include meetings, site visits, events and classes	◆	◆
Knowledge Showcase	Lunch-and-learn sessions for all staff		◆
Access Fort Collins	Customer relationship management system	◆	◆
Community Scorecard	Annual report to the community containing a range of data	◆	◆
Social networking sites	Current news	◆	◆
Recreator	Electronic version, paper version of available classes or programs	◆	
Active Directory	Access to specified resources		◆
VPN	Access to specified resources		◆
e-Bill	An easy-to-use, secure way to view and pay utility bills and access “Monitor My Use”	◆	
Cityworks	Asset management system for the City’s Streets and Traffic departments		◆
Accela Land Management	Business process management system for the City’s land management activities within Development Review, Building and Code Compliance areas	◆	◆
Hanson Customer Info System	Customer information and billing system for Utilities customers	◆	◆
WebTrac & RecTrac	Recreation activities registration system for the community	◆	◆
JDE	Financial and personnel system for the City		◆
Enterprise Reporting	Reporting services that provide access to multiple City systems, e.g., queries		◆
Community Dashboard	A dashboard of performance measures updated quarterly that tracks the City’s progress	◆	◆
Tiburon - Police	A dispatch, mobile communications and records management system		◆
Web portal - Utilities	Energy and water consumption information and bill pay	◆	◆

Assembly and transfer of relevant knowledge for use in innovation and strategic planning processes is accomplished as described in Steps 1-5 of SPP [2.1a(1)] and the City's approach to creating an environment for innovation [2.1a(2)].

4.2b(2) Best Practices The City built an infrastructure to promote sharing of best practices across the organization. ELT, SIT and LL meetings intentionally bring together leaders from all departments to share successes and identify best practices for adoption or adaptation across the City. Other methods include identification by the All Supervisors' planning team and QSARs. Agendas prompt the identification of best practices through the "Hot, Help & Well" technique [4.2a(1)]. The City identifies external best practices through participation in trade organizations such as ICMA; conferences such as Transforming Local Government (TLG), RMPEX Quest, and the Baldrige Quest for Excellence; and through participation in quality certifications (ISO 14001, AWWA Directors Award for quality drinking water, CASTA award, Transfort, Police accreditation). These are shared at LL and SIT meetings, and on CityNet. For example, several ELT members and managers visited the City of Denver to observe their performance improvement methodology after attending their presentation at the RMPEX Quest, and incorporated process improvements into the City's PDCA process. Also, when Elevations Credit Union in Boulder, CO, received the Baldrige award, the City visited their business to learn about their best practices for documenting process and utilized it when identifying the City's key processes.

Best practices are implemented through: 1) the All Supervisors meeting where the planning team chooses organizational best practice projects/programs to highlight and/or train on, 2) the BFO vetting process, which funds documented best practices in framing performance strategies and goals, 3) ELT, SIT and LL agendas, which include project and program briefings along with time for "Hot, Help & Well," a technique for sharing current issues, requests for assistance, and innovation and successes, 4) the Employee Blog and Thank You Board, which are used to share best practices, 5) the City Manager monthly video messages that highlight best practices, 6) QSARs, and 7)

EnviroVation, an annual ClimateWise showcase of sharing best practices among the business community so they can learn from each other and implement solutions within their businesses.

4.2b(3) Organizational Learning The City uses its knowledge and resources to embed learning in operations:

- The City reviews key performance measures to monitor operations and identify opportunities for improvement [1.1c(1), 4.1c(2)].
- The City's structured meeting approach, such as LL, All Supervisors meetings, and the Hot, Help & Well agenda item deploy best practices across the organization.
- The City supports leader and staff participation in professional organizations to promote identification of best practices locally and nationally.
- The City performs annual Baldrige-based state and national self-assessments, resources site visits and has a PEP Manager to facilitate work within the City to make improvements identified in the feedback reports. The City also supports staff serving as examiners.
- Key processes are evaluated for improvements. For example, at the conclusion of SPP and BFO, or the completion of a major project such as MAX, and after City emergencies such as the High Park fire, the City embeds learning by completing reviews and report-outs to identify strengths and needed improvements.
- QSARs provide organizational performance reviews and knowledge transfer between Service Areas and leaders.
- QPA provides the opportunity to learn between staff and their supervisor.
- Customized learning occurs throughout the City. For example, Streets provides a "snow rodeo" each fall to prepare staff for snow removal, the HelpDesk uses learning modules to assist City staff with IT knowledge, and Police use "premise knowledge" to provide historical information when they go to a site.
- Policy acknowledgement through JDE ensures all staff sign off on new or updated policies.

5 Workforce Focus

5.1 Workforce Environment

5.1a(1) Capability & Capacity The City's departments assess workforce capability and capacity for integration into the BFO and SPP processes [2.1a(1)]. Each department evaluates staffing and resource plans and completes a BFO offer to define staffing resources that support a specified level of service. This includes evaluating needed skills, competencies and certifications for existing and new or enhanced services. To project day-to-day staffing needs, departments assess staffing levels using seasonal and historical trends and adjust to levels for low and peak demands. To ensure resources are appropriate, departments review FTE, payroll and financial data quarterly in JD Edwards. For emergency staffing, Continuity of Government plans identify required essential personnel [6.2c(2)]. Council determines capability needs for Boards and Commissions through City Code, which is verified in specific by-laws [5.1a(4)]; capacity is defined by outlining qualifications and time commitments, which is then used to recruit volunteers [5.1a(2)].

Capacity and capability needs for citizens who want to volunteer are determined annually by the volunteer point person within the specific department by analyzing the previous years' data for number and type of volunteer.

5.1a(2) New Workforce The City's nine-step, standardized recruiting and hiring process (Figure 5.1-2) is a collaboration among HR and Service Area managers and has been evaluated and improved (Figure 5.1-1). The Talent Acquisition Manager begins the process by interviewing the hiring manager to assess talent needs, workforce trends and unique attributes needed for the position. Strategies are developed to attract a diverse pool of active and passive job seekers. Recruiting approaches include internal notices, website postings, talent locator searches, and advertising, leveraging intern programs, professional organizations, and social media (e.g., job boards, LinkedIn, Twitter). Applicants are screened using job requirements to determine whom to interview and to guide final selection of qualified candidates. An applicant tracking module of FC Career Connect (FCCC), an integrated talent management system, features an automated screening function. When a candidate

is chosen, a conditional offer is extended while HR completes background checks, drug testing and fit-for-duty or workplace evaluations. A New Hire Packet is sent to hiring managers to guide them through next steps. To support onboarding and retention, new hires attend NEO during their first month and departments use training and orientation supported by customized orientation checklists and a formal assessment after six months on the job.

Ensuring the City’s workforce represents the diverse ideas, cultures and thinking of the community begins with recruiting and hiring by: 1) identifying strategies to attract a diverse candidate pool, including using multiple sourcing options such as job fairs, workforce centers, non-profit agencies and libraries, 2) considering a wide range of candidates, 3) inviting a cross-section of the workforce to participate in the selection process, 4) frequently publishing job openings in professional publications and national media to attract the best and brightest in specific fields, and 5) adhering to EEO standards. To retain diverse members of the workforce, the City has benefits and policies that support diverse needs, offers flexible hours and work schedules, and uses cross-functional teams for interviewing to represent employees with differing perspectives. The DiSC® Model of Behavior assessment is widely used to understand the disposition and priorities of team members, resulting in improved communication, conflict resolution and retention. Six internal staff were certified to facilitate the DiSC® in 2014 and the DiSC® was expanded into leadership development programs. In 2017, nine internal staff were certified to facilitate the Everything DiSC® Model of Behavior assessment and administer the tool to foster teamwork and collaboration within and across the organization.

To ensure new workforce members are a good fit, the City begins promoting its brand to prospective candidates during and throughout the recruitment process including sharing the MVV, Strategic Plan, Total Rewards and employee engagement. As an employer of choice, the City attracts highly qualified individuals, so to ensure they fit into the innovative, community-focused organizational culture the City: 1) conducts group workforce interviews to afford the applicant and peers the ability to assess a good fit, understand and question expectations, 2) tailors interview questions to the City’s values, 3) markets positions branded to the City’s culture, 4) on-boards and orients new workforce to exceptional service for an exceptional community, and 5) includes a post-hire probationary period.

Board and Commission members are recruited annually for vacant positions, and mid-year vacancy interviews occur for resignations. To ensure diversity of ideas, expertise and community representation: 1) members only serve two full terms, 2) the four-year terms are staggered, 3) members may not serve concurrently on more than one Board or Commission, and 4) City employees are restricted in their service on any board. Notice of openings is posted on *fcgov.com* and interested citizens complete an application. Those who best meet the defined recommended qualifications are interviewed by representatives of varying perspectives: the City Manager,

Mayor, Mayor Pro Tem and two Councilmembers. To support retention, new members complete training within six months of appointment with a checklist for effectiveness, and annually all members attend training regarding the structure and operation of City government, and their legal and ethical duties. The highly qualified Board and Commission members are increasingly faced with complex and controversial issues, demanding difficult decisions. Citizen input is imperative for community leaders to make good decisions. To assist them and ensure they are part of the City’s innovative, community-focused organizational culture, orientation includes a guide of Ground Rules for Better Civil Discourse that includes being respectful and honest; disagreeing with curiosity, not hostility; listening to understand and being brief so others have a turn to speak.

Volunteers in other areas learn of opportunities through targeted recruitment including direct marketing, press releases, publications, social media, referrals and job/volunteer fairs. Potential volunteers are referred to the “FC Volunteer” webpage that describes the need, a directory of volunteer opportunities, and an online application process to fit the needs of individuals through the Engage volunteer database. The Volunteer Policies and Procedures for City Staff document outlines policies and procedures regarding volunteer orientation, background checks for those in positions of trust, required forms, data reporting, permitted volunteer activities and others. The Volunteer Handbook assists departments in consistently

Figure 5.1-1: Workforce Focus Learning Cycles

2002	Implemented learning and development program
2004	Implemented Supervisory Summit
2007	Launched the first integrated talent management system
2010	Updated pay policies, Wellness webpage and JDE
2011	Piloted Lead 1.0 and implemented Lead 4.0
2012	Added safety indicators to the MOR, implemented HR Interactive Dashboard Implemented Internal Services Survey
2013	Implemented employee goal cards, updated performance management processes, Implemented EconoHealth (Wellness Dashboard), deployed “Stay Informed, Stay Involved” bookmark, implemented Career Wow!
2014	Implemented recruitment management applicant tracking system (Cornerstone) Implemented a volunteer coordination group Implemented annual Lead 1.0 program
2015	Implemented Lead 3.0 for department-level leaders Opened CityCare (on-site medical clinic) Completed Comp and Career Study Created “Stay Interview” toolkit Implemented Employee Recognition Week Developed Total Rewards Framework Implemented QPA process Hired City’s Volunteer Coordinator Developed Volunteer Handbook, implemented Volunteer Waiver & Agreement, and purchased database technology
2016	Designed volunteer statistical tracking and reporting Configured and deployed volunteer database (Engage) Implemented Volunteer orientations Piloted Upward Feedback Launched Job Architecture Project
2017	Implemented Volunteer Engagement Survey



deploying information to volunteers (policies, safety, guiding principles, code of conduct and volunteer agreement). Longer-term volunteers follow job-specific descriptions and receive additional department training. Volunteer Handbook materials are reinforced in the Citywide Volunteer Orientation presented to new, long-term volunteers by department staff or the Volunteer Program Manager.

5.1a(3) Workforce Change Management Preparing the workforce for changing capability and capacity needs is managed through communication and support processes. As soon as a change in capability and capacity is identified, ELT engages in transparent and frequent communication (1.1b). To ensure continuity ELT develops plans to address new capability and capacity requirements during the SPP. These plans include learning and development opportunities to help the workforce gain needed skills and competencies (5.2b). When staffing needs to expand (e.g., when 20 new positions were funded through the Keep Fort Collins Great [KFCG] initiative), the systematic BFO process identifies new positions and the recruiting and hiring process fills them.

To minimize the need for workforce reductions, temporary or fluctuating capability and capacity needs are addressed through cross training, and contract and seasonal workers. If workforce reductions become necessary, the City uses a Reduction in Force (RIF) process and decision tree, including frequent and pro-active communication, career counseling, and outplacement services.

Preparing the workforce for changes in organizational structure and work systems may be initiated at the Department or ELT level. If a change is identified, the Service Area Director and the City Manager discuss and approve the change and implementation plan. Communication occurs through individual conversations with impacted individuals, and the key decisions communication process (1.1b) that is appropriate for the audience, content, the need for organizational change, and time sensitivity. Depending on the scope of the change, methods such as change management programs like GroupsWork are administered.

Because Boards and Commissions are written into City Code, when the Council identifies a need to increase or decrease the number of members or boards, a request to Council with support of two Councilmembers is submitted for inclusion on the Council agenda for discussion and decision.

5.1a(4) Work Accomplishment The City organizes and manages its workforce according to the City Charter and City Code, which define roles and functions, including those for Boards and Commissions. To accomplish the work of the organization, there are seven Service Areas, each led by an ELT member and 31 departments aligned to them. Some areas provide services directly to customers (e.g. Police Services) while others provide functions to support the work of other departments (e.g. Purchasing), but all employees work in collaboration across department lines using cross-functional teams to accomplish the work and capitalize on the core competency of commitment to the community. The seven Outcome Areas are the key work systems that organize cross-functional collaboration across Service Areas and departments for work on strategic initiatives and projects to achieve short- and long-term action plans [2.2a(2)]. Communication is cascaded through leadership meetings (ELT, LL, SIT and All Supervisors).

A customer and business focus is reinforced by: 1) recruiting and hiring customer-oriented individuals, 2) implementing goal cards that align individual goals with organizational strategies and priorities, and 3) aligning and updating goals through the QPA process [5.2a(4)]. Creating a workforce that exceeds performance expectations begins with hiring the right candidates [5.1a(2)] and supporting them through the performance management system [5.2a(4)]. The QPA process identifies development opportunities to assist employees in improving performance and in developing plans for potential career growth and development (5.2b). The organization's compensation process includes recognition for exceeding performance expectations.

Each Board and Commission accomplishes the work of the organization by having distinct functions, following bylaws, and writing an annual work plan for the following year that defines how their goals and current, ongoing and upcoming projects align with the Outcome Areas, Strategic Plan and Council's work plan. Their open, monthly meetings include time for public input, which capitalizes on the core competency of commitment to the community, and Council liaison and staff liaison roles assist in resources for a customer and business focus. The Boards and Commissions receive scheduled reviews by the Council. Volunteers in other areas of the City accomplish work according to job-specific descriptions and departmental training.

5.1b(1) Workplace Environment The City ensures workplace environmental factors such as health, security and accessibility through: 1) the Wellness Program, 2) the Safety, Security and Risk Management (SSRM) team and department-specific safety teams, and 3) workplace policies and procedures. Standard operating procedures specific to individual departments address differing workplace environments. Key performance measures and targets are highlighted in Figure 5.1-3.

Health: Employees are offered a comprehensive package of health and welfare benefits on a cost-share basis, and are supported with an incentivized wellness program to encourage and reinforce healthy practices and behaviors. The wellness program offers employees health risk assessments, collects and tracks benefit claims and health risk data, conducts needs and interest surveys, and administers a pre/post-program survey. Staff has access to health and wellness services (Figure 5.1-4).

Security: A range of practices and procedures ensure a secure environment for employees and the public. The Security Specialist, part of SSRM, together with facilities management policies, ensures implementation of security practices, including

Figure 5.1-3: Workplace Environment

WORKPLACE FACTOR	MEASURE	Targets
WELLNESS	Average number of Well Days earned per participant	≥2.1 7.3-10
	Number of employees who enroll in Well Days Incentive Program and complete the pre-program survey	≥70% 7.3-10
SECURITY	Security Assessments for each City building	100%
	Employee badges with levels of security access	100%
ACCESSIBILITY	Reasonable accommodations completed	100%

identification badges, a sign-in process at secured facilities, emergency and evacuation plans for threats, access control of exterior doors via key fob, master key system for control of interior doors, panic alarms for high-risk areas, and video security cameras in select locations. Facility/building and computer access is granted on a job-specific basis, with access provided upon hire and removed upon job separation. The City has after-hours security patrols, maintains cybersecurity [6.2b(2)], provides organization-wide safety and security training, designs the work environment to ensure safety (e.g. Plexiglas barriers), and performs background checks, as well as pre-employment and random drug testing. There is constant vigilance for security.

Accessibility: The City recognizes physical, technological, and attitudinal accessibility, and provides individualized support to accommodate needs. The Wellness and Risk Management programs offer ergonomic assessments, and reasonable accommodations are implemented, such as making facilities accessible, restructuring jobs, obtaining or modifying equipment, providing readers or interpreters, allowing employees to provide equipment or devices, modified work schedules, leaves of absence, or reassignment to a vacant position. All building remodels and new buildings take into consideration the ADA laws, and specific emergency processes are in place for disabled employees.

5.1b(2) Workforce Benefits & Policies The workforce is supported through a wide range of policies, services and benefits, and evaluates and re-bids them to keep them current and competitive, and to address changing employee preferences. To meet the needs of a diverse workforce, several benefit packages are offered to afford employee choices based on need, cost and personal preference (Figure 5.1-4). Boards and Commissions cannot receive benefits, but are recognized annually at an appreciation dinner, and at end of service at a special meeting with a thank you gift and video highlighting their contributions, which is posted on *fcgov.com*. Departments

celebrate their individual volunteers with targeted words of appreciation, events and gifts. The FC Volunteer Program celebrates all City volunteers with exclusive volunteer projects, continuing education, free passes, gifts and tours during National Volunteer Week in April and the For the Love of Volunteers Picnic in August. The benefits of volunteering are promoted as both intrinsic (helping others and the community, creating friendships, enjoying the act of volunteering) and extrinsic (academic or community service credit, access to City job opportunities, skill development, and gaining experience that can be used in resumes).

5.2 Workforce Engagement

5.2a(1) Organizational Culture The City’s distinct organizational culture is one of commitment to the community, fostered through ELT’s role modeling of open communication to empower the workforce (1.1b), and the intentional structuring of the organization to accomplish the work, such as identifying Outcome Areas and utilizing SIT and LL to facilitate communication across departments to foster a culture that values teamwork and collaboration. The QPA process, reward and recognition program, and employee goal alignment foster high performance work and employee engagement [5.2a(3)]. Other approaches the City uses to build and sustain its culture are highlighted in Figure 5.2-1.

The City’s culture benefits from the diverse ideas, cultures and thinking of the workforce through: 1) the hiring process, and Boards and Commissions appointment process to ensure the workforce represents the community diversity [5.1a(2)] and, 2) use of more than 25 multi-disciplinary teams with members from across the organization. BFO Team selection is designed to include members from all Service Areas and all levels of the organization, and empowers the workforce to develop solutions. Equity and inclusion is highlighted as an objective in the Strategic Plan, is a stated priority of ELT and is expanded in terms of actionable items in the Social Sustainability strategic plan. To help ensure the work is coordinated and effectively

Figure 5.1-4: Workforce Services & Benefits

AFFILIATION: RECOGNITION & CELEBRATIONS			HEALTH & WELLNESS			BENEFITS & COMPENSATION					
<ul style="list-style-type: none"> Thank You cards World Class People program CityNet Thank You Board Public Service Recognition Week and awards (aligned with core values) Annual Summer Picnic Employee Holiday Party Service milestone recognition/awards Department-specific celebrations Make A Difference Day One Planet Program 			<ul style="list-style-type: none"> Incentivized wellness program On-site health and wellness center Discounted recreation passes for employees & family members Employee Assistance Program (free financial, legal & emotional health services for employees & family members) On-site workout facilities Ergonomic checks Online open enrollment for benefits Career & Personal Counseling On-site health & wellness staff Marathon Health Flu shots On-site health screenings 			<ul style="list-style-type: none"> Medical, dental & vision coverage for employees & their families Retirement options Flexible spending accounts Paid leave Long- & short-term disability Direct deposit or paycard JD Edwards ERP system Annual compensation review Life insurance Family Care Connections Family Medical Leave Performance Management 					
EMPLOYMENT			CAREER: TRAINING & DEVELOPMENT			MEANINGFUL WORK					
<ul style="list-style-type: none"> Online recruitment process Team-based selection process Skill Ladder – promotional process for trade groups 			<ul style="list-style-type: none"> Training classes Web library Tuition reimbursement Succession planning Individual Development Plan DiSC® Model of Behavior Post-employment readjustment 			<ul style="list-style-type: none"> On-site training and development staff Leadership Development Manager Development CareerWow! / Career Planning 360 assessments 			<ul style="list-style-type: none"> QPA Upward Feedback Flexible work environment Off-site work program Q14 employee engagement survey Annual FC Innovates event Cross-functional teams, encouragement and participation 		

executed, there is an Equity and Inclusion Steering Committee, chaired by an Equity and Inclusion coordinator. Three ELT members serve on the committee along with other internal representatives and a community member who works as a diversity consultant. In addition, the City has a functional team that meets monthly with broad representation from across the organization, and several subcommittees that are working to improve identified needs. In February 2017, an Art of Belonging survey that included quantitative and qualitative analysis was administered across the organization with a well-attended follow-up workshop to solicit feedback from the workforce. The survey asked participants what belonging in the workplace means to them, how it is supported, and identified barriers. Valuable information was gleaned from staff on how the organization can improve its equity efforts, as well as how we can replicate best practices already in place.

5.2a(2) Drivers of Engagement Key drivers of workforce engagement and satisfaction are determined and validated through surveys and facilitated discussions segmented by department and job classification to obtain actionable information. Originally in 2012, the Workforce PE Team used the Q14, a SWOT analysis, Issues & Answers, Exit Interviews, Employee Committee, Employee Orientation, Culture Values Assessment and department-level conversations to determine key factors for engagement. They have been reviewed for appropriateness every year since. In 2013, every team in the organization had a discussion about how they define “World Class”, which guided further discussion at the All Supervisors meeting, and resulted in common themes for the departments to use in the 2015-2016 strategic planning cycle. Engagement requirements for volunteers are gathered in the Volunteer Engagement Survey and in conversations during interviews and orientation. Drivers of engagement for Boards and Commissions are determined through the Volunteer Engagement Survey and in direct conversations.

5.2a(3) Assessment of Engagement The primary method for assessing workforce engagement and satisfaction is the twice-yearly Q14 survey. Results to the department level are shared with all employees through CityNet, Issues & Answers, and LL. Managers and their work teams discuss results, identify opportunities for improvement and develop Citywide and department-level action plans. The Fraternal Order of Police (FOP), the only organized bargaining unit for the City, also administers a specific survey to gauge engagement and satisfaction for police officers, and Utilities, the City’s largest service unit, administers a cultural values assessment for current and desired culture and key themes. As an improvement, in 2016, the City evaluated the effectiveness of the Q14 engagement tool, and determined a new tool that included a cultural component and comparative ranking would be more useful in assessing employee engagement. The new assessment tool will be administered in Q2 2017.

Informal approaches used to understand engagement are staff meetings, employee event participation, community involvement, employee focus groups, day-to-day interactions with employees, Talk It Up sessions and two-way communication approaches (Figure 1.1-2). In 2014, Board and Commission members provided input into the SPP, BFO, and meetings to discuss and assess the current Board and Commission structure and ways of improving

Figure 5.2-1: Fostering High Quality Public Service

OPEN COMMUNICATION
<ul style="list-style-type: none"> · Fort Shorts employee newsletter · Issues & Answers · Employee Blog · Talk It Up sessions with the City Manager · All employee emails · Newsletters (e.g., HR, Wellness, Economic Health) · FCTV · Departmental all-employee meetings · CityNet · Good News items at City Council meetings · Video messages from City Manager
HIGH PERFORMANCE WORK
<ul style="list-style-type: none"> · Management teams (ELT, SIT, LL, All Supervisors) · BFO, PE, other cross-functional teams · QPA process and goal linkage through FCCC to the organization's goals · City Connections Team · Equity & Inclusion Team · Community Scorecard · Police Rewards Program · Vision/Mission/Values Statement · Open Book · Access Fort Collins
ENGAGED WORKFORCE
<ul style="list-style-type: none"> · Annual Employee Recognition Week · Years of Service recognition program · Q14 employee survey · CityWorks 101 · Thank You cards · Employee blog · Incentives for participation: Wellness, Safety Bucks · World Class People program · Employee holiday event · Thank You Board on CityNet · Annual FC Innovates Event

citizen engagement. As a result, the City increased learning opportunities for these members to a quarterly basis.

Other indicators to assess and improve workplace engagement include turnover rate, safety indicators and formal grievances. Safety and turnover, segmented by Service Area and department, are monitored monthly through QSAR.

5.2a(4) Performance Management Workforce performance management uses FC Career Connect (FCCC). The approach supports high performance by engaging employees in developing individual goals to align with organization-wide goals, competencies, core values and team goals, and enables the individual to track progress on their goals. When the City sets high performance goals and employees establish supporting personal goals, innovation and intelligent risk taking is reinforced. FCCC users, and HR assess the process annually for improvements to ensure it integrates with other key processes that support high performance work and engagement. As a result, in 2015 the QPA process was implemented to establish quarterly performance discussions between staff and supervisors to support engagement and focus on behaviors and results. The two-way QPA conversations appraise performance on a scale of: On Track, Outperforming or Needs Improvement, and affords time for coaching, goal alignment and performance improvement planning. Likewise, each employee’s manager, including ELT, is reviewed against individual and team goals [1.2a(2)]. The discussions also support high performance work and employee engagement by including opportunities to define

career goals and development plans and identifying training opportunities to achieve goals.

Boards and Commissions complete reviews with Council on a scheduled rotating basis prior to the annual recruitment process to show alignment to the Outcome Areas and their annual work plan progress, and to provide feedback to Council on the size of the Board/Commission and effectiveness of communication with Council with suggested improvements. Each Board/Commission is required to submit by January 31 an annual report on the work of the previous 12 months.

Compensation is based on the performance of the individual and their relative position to the external market. Pay increases are awarded annually. Positions have a Job Analysis Questionnaire (JAQ) identifying essential duties, knowledge, skills, abilities, certifications and level of education necessary to perform the job. Point values are assigned to the JAQ, the job is placed in the appropriate job scale, and a formal job description is created. The City participates in the Mountain States Employers Council annual market analysis survey. Pay grades are set from market analysis data and adjusted to remain competitive. The City’s reward and recognition program includes non-monetary practices that acknowledge the contribution of the individual (Figure 5.1-4). Incentive practices include bonuses and/or ongoing pay increases based on exceptional performance. The Wellness Program also provides incentives.

5.2b(1) Learning & Development System The City’s strategy for building organizational capabilities focus on four distinct areas: Core Development programs (e.g., Lead 4.0, 3.0, 2.0), Key Transition programs (e.g., Onboarding and Managing @ the City), Next Generation Leadership programs (e.g., Lead 1.0), and Ongoing Development (e.g., Crucial Conversations, technology, IAP2, and Everything DiSC®). This strategy is developed in conjunction with employee and department feedback, and partnerships with IT; Finance; Safety, Security & Risk Management; and ELT. HR/LOD aligns identified training needs with the organization’s core competency, strategic challenges and short- and longer-term action plans (Figure 5.2-2), and training is developed using the Six Disciplines of Breakthrough Learning Model (6 D’s model). Employees are informed about training and development opportunities through FC Career Connect, the monthly HR newsletter, the HR Road Show, email alerts, CityNet, promotional ads in Issues & Answers, and meetings.

5.2b(2) Learning & Development Effectiveness The City uses the Kirkpatrick model to evaluate the effectiveness of learning activities. All classes undergo Level 1 evaluations, and Supervisor Summit classes were assessed with Level 2. Lead 1.0 and 4.0 are evaluated at Level 4 (ROI). The hours of training and number of classes offered to employees is tracked as part of the ICMA-CPM. HR monitors and tracks personnel policy issues relative to an employee’s training history. The Wellness Program, which includes targeted learning opportunities, is evaluated through a pre/post-survey.

The City relates findings from workforce engagement assessments to key business results during Step 1 of the SPP.

Figure 5.2-2: Learning & Development	
ORGANIZATIONAL FACTOR	SAMPLE OPPORTUNITIES
Performance Improvement, Organizational Change & Innovation	6D’s training course PDCA Training (Q4-2014) Innovation BFO Offer Technology Courses
Ethics and Ethical Business Practices	Ethics component of Lead 1.0 Ethics training at All Supervisor meetings Code of Ethics - Living our Values, which was developed by Utilities Title VI Training for Leaders Departmental ethic sessions
Customer Focus	Training All Supervisors – semiannual Customer service initiative in accounting/ payroll and finance training
Action Plans/Strategic Challenges	Sustainability courses Training at All Supervisors meeting Strategic Plan inputs

The Assistant City Manager/Information & Employee Services, Chief HR Officer and HR managers identify related workforce engagement data that correlate with business results and communicate this information to the Strategic Planning Core Team. For example, the Citizen Survey results regarding “rating City employees” are above the national average and correlate with the Q14 overall high engagement scores.

Workforce engagement is also a key indicator of employees’ focus on the customer and the desire to deliver exceptional service; therefore, engagement is correlated with customer service, and the core competency of commitment to the community. PDCA training was added as an outcome of the HPG 7.7 strategic objective, along with SAT [1.2c(1)] training to integrate economic, environmental and social criteria during decision-making. In 2017, two process improvement specialists were budgeted to support the City’s efforts in a system-wide approach to process improvement.

5.2b(3) Career Progression Staff career progression begins with setting goals at performance reviews. Staff and supervisors discuss and document plans for growth opportunities within the organization, and collaboratively manage progress, learning and development opportunities, coaching, mentoring, conferences and paid professional organization memberships that support the plans. The City regularly promotes from within: seven of the 10 ELT members were internally promoted, and 36 out of 44 SIT members. Select departments, such as Utilities, implement succession planning and knowledge transfer when key positions and skill sets are expected to see significant employee turnover in the near future. Since 2013, CareerWow! has provided all employees access to an online, self-paced, career exploration portal. The City rolled out the “Stay Interview” Toolkit in 2014, and a Compensation & Career Path study was completed in January 2015 to improve performance management, compensation and career management. Many of the Boards and Commissions members attended CityWorks 101 [1.1a(1)] and then applied for appointment.

6 Operations Focus

6.1 Work Processes

6.1a(1) Determination of Product & Process Requirements

To support the City’s mission of providing exceptional service for an exceptional community, product and process requirements are determined by multi-disciplinary teams considering customer needs. During the BFO phase of the SPP, teams consider inputs for service needs and expectations, and develop an understanding of what is required by analyzing and discussing customer expectations and requirements gathered through annual resident and business surveys, two-way conversations at Council meetings, Boards and Commissions feedback, the Access Fort Collins/SARs process, employee observations, and opinions gathered from focus groups.

6.1a(2) Key Work Processes The City’s key work processes are delivery mechanisms of services. Key work processes, their requirements as determined by the customer, and measures for determining if they are delivering as designed support integration throughout the City by aligning to the Outcome Areas (Figure 6.1-2), which are the City’s key work systems.

6.1a(3) Design Concepts The City’s core competency of commitment to the community is realized through design of products and work processes. Services and work processes are designed to meet all key requirements by aligning

product delivery mechanisms with the Outcome Areas, and by department leaders managing the key work and support processes to support those Outcome Areas. For integration that ensures all requirements are met: 1) the Key Outcome Areas are integrated into SPP, 2) BFO [2.1a(1)] identifies the need for new technology when offers are developed and teams actively seek out and incorporate new technology into their products and services, 3) organizational knowledge is utilized through the inter-disciplinary membership in the formation of the BFO teams, and 4) metrics associated with the BFO offers provide results for the delivery of a product/service. The potential need for agility in developing a new product or service is addressed not only through BFO, but also through the City’s process to decide which strategic opportunities are intelligent risks for pursuing [2.1a(2)] and action plan modification [2.2a(6)].

6.1b(1) Process Implementation The City’s organizational structure of service units and departments reporting to Service Area leaders (ELT) and the process of departments setting goals each year that align with the City’s goals, BFO priorities, and the City master plan, ensure that day-to-day operations meet the key work process requirements. The goals cascade through the organization from the City Manager to each Service Area and department to the individual employee. Monitoring the results of the measures and taking corrective action when indicated ensures day-to-day operations meet the requirements. Figure 6.1-2 displays performance measures of key work processes.

6.1b(2) Support Processes The City’s key support processes comprise the Outcome Area of the High Performing Government work system and are determined on state law authorizing cities to provide “municipal services” (Figure 6.1-2). The key support processes provide internal services for all work areas. Day-to-day operation of these processes is managed as described in 4.1a(1) and 6.1b(1).

6.1b(3) Product & Process Improvement The Performance Excellence criteria is used as a framework for annually assessing the organization as a whole, identifying areas for improvement and reducing variability across the City (P.2c). Cross-functional teams use the Baldrige Criteria to identify areas for improvement and develop solutions. The QSAR discussions are used for the Service Areas to discuss gaps and process improvement opportunities. In Q3 2016, current PDCA projects, along with status, were added to the agenda. Performance improvement methods such as ISO standards (two water treatment and streets facilities are certified, and 12 staff completed auditor training in 2016) and PDCA are utilized at the department and team levels, as deemed appropriate for a specific industry (e.g. wastewater treatment) or improvement need (e.g. improving Access Fort Collins). Application of the ISO 14001 Criteria identified recycling as an improvement priority based on a scoring matrix that considers scale, probability, duration of impact, cost and department scope. Thus, the City is developing a recycling action plan. Also, based on internal survey results, an HR stakeholder team used PDCA to improve the effectiveness of the performance management process [5.2a(4)]. Citizen feedback prompted staff to develop a Citizen’s Guide to Development Review and improve online transparency, thus enhancing the City’s core competency. As a learning cycle, the City re-deployed a PDCA training program that incorporated an A3 and Lean tools.

Year	Learning Cycles
2008	· Implemented Everbridge Emergency Notification System
2009	· Adopted Environmental Policy
2011	· Resourced Performance Excellence Program · Earned NOAA designation as a Storm Ready Community, ISO 14001 Certification for Drake Water Reclamation Center & RMPEX Award-Foothills Level
2012	· Initiated sustainable purchasing · Developed pre-sediment basin for water quality · Earned ISO 14001 Certification for Mulberry Water Reclamation Facility · Implemented PE Teams based on Baldrige Criteria · Added DART and RAF to MOR · Launched police case management tracking system · Updated purchasing policies and procedures · PDT Reorganization · Updated GEMS · Developed Operations Manual for Sustainability Services
2013	· Initiated BFO Improvement · Installed encrypted radio system · Implemented data-driven policing · Implemented portal for Council documents · Developed business assistance agreements · Developed URA policies and procedures
2014	· Completed safety assessment and began developing an organizational safety plan · Developed and piloted a PDCA training program · Earned ISO 14001 Certification for Streets EMS
2015	· Received Directors level from AWWA - Partnership for Safe Water (15 years in a row) · Implemented Policy Development Process · Purchasing implemented Rocky Mountain E-Procurement electronic workflow for bids and Requests for Proposal · Achieved State Electronics Challenge Gold rating for electronics procurement and lifecycle stewardship
2016	· Completed third-party assessment of the Procure-to-Pay process workflow and obtained BFO approval to implement · Achieved State Electronics Challenge Gold rating for electronics procurement and lifecycle stewardship

6.1c Supply-Chain Management The City's Purchasing Department manages the supply chain in accordance with well-defined policies and guidelines that ensure 1) stewardship of public funds, 2) standardized, robust, competitive purchasing practices, 3) fair and equitable consideration of all participants, 4) qualified suppliers positioned to enhance performance and customer satisfaction, and 5) green-sustainable purchases.

Buying consortiums, such as the State of Colorado Cooperative Purchases and Office Depot, are used to leverage economies of scale. RFP and bid processes are used for other selections, RFPs when the award will be based on more criteria than price, bids when items have easily definable specifications and characteristics. Competitive solicitations for RFPs and bids are advertised and managed utilizing the Rocky Mountain E-Procurement (RMEP) electronic workflow system. RMEP has broad vendor and governmental agency participation to increase competition for City purchases. Cross-functional assessment teams, consisting of the project manager, buyer, and three to four subject area experts/ stakeholders, evaluate RFPs using a scored selection process based on weighted criteria. The project manager and buyer review bids, choosing the lowest responsible and responsive supplier [e.g. capable and qualified to perform the work ("responsible") and meets all the of the bid requirements ("responsive")]. Prior to awarding a new contract, the project manager completes a reference check fulfilling due diligence. DocuSign is used to efficiently manage the contract process flow, including electronic routing for approvals, signatures, and distribution. The City's legal department reviews and approves all contracts. The use of standardized agreement templates ensures legal compliance, reduces rework and streamlines the review process. All federally-funded projects are checked for debarred suppliers using the U.S. Government's System for Award Management. The City has established a goal of 5% to utilize Disadvantage Business Enterprise (DBE) for federally-funded projects, and has consistently exceeded the goal, achieving 14% in 2015 and 2016. Improvement of supply chain management resulted in adding RMEP that greatly expanded the vendor base and competition to deliver the highest quality products and services at the lowest total cost. In 2016 Purchasing developed and released a new policy for public purchasing ethics that purchasers review on the City's external Purchasing website.

Project managers measure and evaluate suppliers' performance against bid specifications and RFP requirements. Most construction contracts include liquidated damages for late project completion and contracts for services often include performance requirements. Emergency medical services includes liquidated damages based on response time, quarterly performance meetings and a required annual continuous improvement plan. Alternate delivery method processes are frequently utilized for construction contracts, which engages the City, architects, engineers, consultants and contractors at the onset of a project to work collaboratively as a team with common goals and frequent daily feedback.

Project managers provide specific needed improvements to poor-performing suppliers and those not improving have their contracts terminated. Most contracts are written for a one-year term with annual renewals up to four years. Ninety days out from renewal, Purchasing contacts project managers to verify

the vendor's performance and determine contract renewal. Contracts are not renewed for vendors that do not meet the City's performance expectations for on-time delivery, fair and competitive pricing, quality products/services, and accuracy. Recent improvements to the process that support the City's strong commitment to sustainability and stewardship include: 1) establishing criteria for green/sustainable purchases and metrics for reporting spend analytics, 2) an internal Sustainable Purchasing webpage with integration with the Enviro Portal, 3) enrollment in the State Electronics Challenge and achieved Gold Certification in 2015 and 2016 for total lifecycle management of electronics, 4) reduction in the use of desktop printers and centralizing management of multi-function devices (MFDs), and 5) mandating Citywide the use of 30 percent post-recycle content (PCR) paper. In 2016, the Finance Department initiated a third-party assessment of the Procure-to-Pay (P2P) process workflow. The assessment analyzed the complete procurement process from requirements identification to vendor payment. The final deliverable was a comprehensive report detailing opportunities for improvement.

6.1d Innovation Management The City pursues opportunities for innovation identified through the biennial risk assessment and the SPP process [2.1a(2)]. During the BFO process, sellers consider the strategic objectives that include providing innovative solutions and programming into their offers. Offers are prioritized based on criteria and need, but depending upon funds available, not all offers may be funded. If an offer is not funded, the City has Innovation Funds where staff submits an application for team review and consideration based on pre-established criteria. Innovation management was improved through the nine-step Policy Development Process (PDP). A policy is a statement developed by Council to guide actions toward those most likely to achieve a desired outcome. Policy helps in making decisions between alternatives because it guides choices based on the impact they will have. The process assists in not only identifying which offers to accept during the BFO process, but when to discontinue pursuing opportunities at the appropriate time to enhance support for higher-priority opportunities.

PDP steps include: 1) issue identified (by citizen, workforce, Council, Boards and Commissions), 2) problem statement/ scoping/timing (Is it the City's role? Is there Council support? Is it resourced? Is the timing right? How big is the problem? Does issue align with strategic plan? Would policy effort move the needle? Is this a new initiative? How do priorities shift?), 3) effort moves forward, assigned a project manager, 4) policy option formulated (research issue, gather stakeholder input), 5) complete Council deliberations, 6) recommend action, pause for community review, 7) Council decision, 8) implementation, and 9) evaluation.

Strategic opportunities that are determined intelligent risks are pursued and resourced using the process in Figure 2.1-4.

6.2 Operational Effectiveness

6.2a Process Efficiency and Effectiveness Overall costs of operations are controlled through multiple mechanisms, (Figure 4.1-3) including monthly Financial MOR tracking and BFO [2.a1(1)]. BFO includes a cost analysis of submitted budget offers to ensure thoughtful stewardship of tax dollars. City departments prepare budgets and monitor actual

performance compared to budget on a monthly basis for both revenue and expense. If costs are close to exceeding budget, managers implement cost containment measures. If revenues are lagging behind projections, an analysis is done to determine the impact on reserves. The Finance Department revises projections as necessary, and annually for SPP to determine adequacy of reserves.

Cycle time and productivity are incorporated into departments with area-specific productivity and efficiency goals. Operation Services tracks productivity and “comebacks” for fleet vehicles (Figure 7.1-19), water and wastewater utilities monitor performance relative to efficiency indicators (Figure 7.1-2), and police monitor response time (Figure 7.1-27).

To avoid costly duplication of administrative functions, the City centralizes support services of Finance, IT, CPIO, HR, City Clerk’s Office, Operations and Purchasing. Purchasing coordinates a competitive bidding process for supplies and manages discounted, organization-wide contracts.

To prevent defects, service errors and rework standardization (SOPs, service manuals, checklists), automation (policy acknowledgement, travel expense reports) and technology (JDE, Minute Traq) are used. To minimize the cost of inspections, tests and audits, the City utilizes preventative maintenance programs (7.1-13), as well as external evaluations such as ISO Examiners, Federal Regulators and the City Council/community (through the SARs process). The BFO process balances the need for cost control with the needs of customers through a cost analysis of budget offers and the direct feedback from citizens on what to resource.

6.2b. Management Information Systems

6.2b(1) Reliability The City ensures information systems are reliable through IT:

- Negotiating a “Service Level Agreement” across the City’s line of business that sets expectations for cycle time by types of activity and creates a schematic for managing IT staff resources. A minor problem affecting one person has a 24-hour response, while a problem affecting scores of people is addressed immediately.
- Monitoring a “Server Scheduled Uptime” report daily and replacing hardware through life-cycle planning. To ensure the consistency of the user experience, staff assists in the selection process for software and hardware, and participates in pilot projects, system updates, and training sessions. Trained super-users support implementation.
- Administering a Customer Satisfaction Survey, comprised of a daily “How are we doing” survey and an annual ISS. Data are reviewed monthly by department leaders and staff, and used to drive improvements.

6.2b(2) Security and Cyber Security To ensure the security and cybersecurity of sensitive or privileged data and information the City utilizes IT Department professionals to administer a proactive strategy to reduce the risk of loss. Utilizing industry best practices and an in-depth security strategy it focuses on three primary defense vectors: people, technology, and policies and procedures.

Electronic and physical data and information is managed to ensure confidentiality and only appropriate access by creating levels of security defined through policies and

procedures, strong passwords that are changed every 90 days, limiting access to HR and other sensitive information by applying content filtering tools, and requiring technology password access for secure systems with critical line-of-business applications requiring authentication and two-level passcode identification. Access to physical data is minimized through locked access, secured files, and sharing on a need-to-know basis. The workforce receives training on IT security issues of password confidentiality, logging out of a computer before leaving and awareness of who may be able to look over a computer user’s shoulder and see screen displays. IT grants access to specific software modules and screens on a job-specific basis and removes access codes for terminated staff on last day of employment. Computer screens time out when left unattended.

To maintain awareness of emerging security and cybersecurity threats, comprehensive cyber training is provided to employees on topics of scams, phishing, ransom-ware, flash drives, and setting secure paraphrases/passwords. Training from the SANS Institute called “Securing the Human” containing end-user level instructional videos promote security-aware behavior of safer use of email, internet browsing, data destruction, insider threats and hacking. Annual evaluations of the process led to strengthening education and in 2017 simulations of actual cyber events with training validation, and imposing real-time diagnostics followed by real-time education will be added. Awareness of emerging security and cybersecurity threats is through: 1) subscriptions to threat distribution lists for daily updates, 2) vendor notifications of exploits, threats and new signatures for capturing new vulnerabilities, 3) staff education to receive cybersecurity certification, 4) employing IT staff with the highest security certifications in the industry, 5) lunch and learn seminars, and 6) monthly vendor presentations on product technology roadmaps.

To protect IT systems from cybersecurity attacks firewalls are activated, wireless transmissions are encrypted, access control lists are used to provide extra security to the network, end-user device and application service permissions are required, updates are installed, web site filtering is applied, anti-virus programs are installed on end-use devices and servers, and the City subscribes to a service that contains black lists for identifying malicious sites. Policies clearly define steps for remediation and future mitigation of vulnerabilities.

Cybersecurity breaches are detected through intrusion detection systems that monitor incoming network traffic for malicious activity with IT department response. If access is gained network segmentation provides control to lessen further advancement across the network. IT also has the ability to halt transmission and remotely wipe clean lost, stolen or infected devices. An Incident Management Procedure is followed for recovery from breaches and for using the backup and recovery solutions noted in 6.2c(2). As a cycle of improvement IT formalized a dedicated Information Security (InfoSec) team, accountable to ELT that assesses the City’s cyber defense stance, mitigates known vulnerabilities and builds policies and procedures.

6.2c(1) Safety The City provides a safe operating environment by: 1) planning and creating a safe environment to reinforce that safety matters as much as getting the job done, 2) educating, 3) inspections and audits, and 4) analyzing and improving. The

City Manager personally met with more than 300 employees on how to provide a safe environment, with information used in a Safety Strategic Plan.

Accident Prevention:

- Monthly review of safety indicators by ELT and department safety teams with appropriate follow-up
- Near Miss/Safety Concerns Reporting tools including online, telephone hotline, pencil and paper, texting and Access Fort Collins; incidents and progress are reported during QSARs
- Job descriptions define employee role-specific safety needs
- Risk Management and department safety teams coordinate new employee safety orientation, on-site training for teams on required safety topics, and personal security (e.g. active shooter/intruder and at-home safety tips)
- Employee competency of safety in QPA reviews
- Hazard Reduction Fund to resource alleviation of potential hazards identified by departments
- Safety Committees share safety stories, vet ideas, pursue feedback and training opportunities
- Safety Nets weekly communications on safety topics
- Service Area location audits quarterly; to reinforce learning, employees are involved in audits of Service Areas other than their own
- City Manager video on safety

Inspection:

- Safety Plan assesses the City and outlines action items
- SSRM Team inspects Service Area locations with employees for learning, with findings monitored for completion, and after-action reviews for serious injuries
- Citywide Safety and Wellness Team (CSWT) meets monthly to identify safety and wellness needs, and exchange ideas and best practices across departments
- City voluntarily complies with OSHA regulations; often exceeds standards on personal protective equipment, safety eyewear and footwear with encouragement to wear this equipment at home when performing hazardous tasks
- DOT compliance program is a benchmark with a dedicated Safety Specialist to ensure compliance

Root-Cause Analysis of Failures:

- Multi-pronged reporting approach for near miss/safety concerns with tracking by the Safety Specialist and progress as a leading indicator metric reported to ELT
- Incident action review process with summary report. Incidents are investigated and root causes identified by Risk Management and managers. Information and procedure changes are communicated at supervisor briefings and to all employees in the involved work area

Recovery:

- After action review completed on safety incidents to ensure communication of the event and prevent recurrence
- Occupational Health Clinic staffed with an Occupational Health Nurse provides a medical resource for all staff 24/7 to triage injuries, and ensure expeditious care with an active return-to-work modified duty program
- Safety policies and procedures are developed for the City and for department-specific application

- Safety, Security and Risk Management policies are annually reviewed for updates. Safety-by-design included in design and procurement standards

6.2c(2) Business Continuity Workplace preparedness for disasters or emergencies is through the EOP, OEM, and facility-specific emergency procedures and evacuation plans that include continuity of essential services and a plan for recovery, including IT. The plan is reviewed and updated annually to reflect changes in state or federal mandates and lessons learned from drills and actual emergencies. First responders and other key staff have NIMS training and are required to participate in annual drills. A Disaster Council uses the federal Incident Command System (ICS) to set policy, and the Emergency Support Functions use the ICS to lead operations during emergencies. The Disaster Council and other leaders participate in customized training exercises at the National Emergency Management Institute to learn procedures for responding to all forms of man-made and natural disasters. As a major emergency responder, the City works cooperatively with other critical response and recovery organizations, such as those that maintain and operate infrastructure and utilities, governmental agencies at all levels, and community organizations. The City maintains a Continuity of Operations Plan (COOP) that outlines actions to ensure the continuation of critical business operations, including relocation of selected personnel and functions.

Both the EOP and the COOP are exercised annually through actual incidents or drills. The City participates in regular emergency readiness exercises within the Northern Colorado region and at the state level through the Local Emergency Planning Committee (LEPC), the Larimer County Emergency Managers and the Northeast All Hazards Region. State-of-the-art modalities such as webEOC and Mobile Command Vehicles allow public safety teams to provide critical services to residents in a disaster. Everbridge, an emergency notification system is used to communicate critical information to customers during emergencies. The City can call, email or text home, cell or business phones, as well as receiving devices for the hearing impaired.

In the event of a disaster or emergency, suppliers and partners augment staff. The Director of Purchasing is a member of the City's EOC responsible for rapid mobilization of suppliers and partners. Purchasing codes include an exemption for competitively bid materials, professional services, services or construction that are required to address an emergency or disaster, and maintains work order agreements with suppliers identified for debris removal, hauling, tree cutting/grinding, snow removal, equipment and vehicle rentals, asphalt, cement, and other services.

Approaches for ensuring availability of hardware and software systems, and data and information in the event of an emergency are outlined in the City's EOP. IT maintains the availability of all production systems and protects data assets in normal operating and emergency conditions. Key operating practices to ensure emergency availability include:

- Redundant architecture for core switching, mirrored data sets on Storage Area Networks, data backup in disk-to-disk structures to facilitate quick restoration, and deep archive tape backups seven miles from the source data center

- UPS backup of telephone system and generator power backup for key datacenter, police and utilities operations
- VHF/UHF radio communications network for Utility Services
- Hardware contracts with external vendors for emergency support during disasters for all infrastructures
- Disaster recovery site for Advanced Meter Fort Collins
- UPS backup for Data Center and Disaster Recovery Site with secure access and two core switches configured as one logical switch for seamless network transfer in the event of single-site failure
- Cisco SmartNet maintenance contract on network hardware
- with critical infrastructure coverage 24/7
- Mobile Device Management system to manage the configuration, applications and security on mobile devices
- Password rotations and use of strong passwords required
- A “cloud first” strategy for the implementation of new systems to decrease time-to-deployment, increase flexibility, decrease risk, and limit on-site infrastructure growth
- Funding of a Business Continuity Plan in 2016 for current state assessment, identification of needed adjustments to existing infrastructure detail and direction for the prioritized recovery and support of systems in the event of an emergency.

Figure 6.1-2: Key Work & Support Processes

	WORK PROCESSES	REQUIREMENTS	MEASURES
NEIGHBORHOOD LIVABILITY & SOCIAL HEALTH	Development Review Historic Preservation Long Range Community Planning Neighborhood Services	Timeliness Appearance Affordability High Quality Programming	<ul style="list-style-type: none"> • Development Review – Final Plans • % Time Goal Reached and Customer Satisfaction (Business) (7.2-28) • Graffiti Abatement (7.1-15) • Voluntary Code Compliance (7.1-17) • Affordable Housing Units Inventory (7.5-6) • Housing Opportunity Index (7.5-6) • Fort Collins as a Place to Live (7.2-1) • Overall Quality of Life (7.2-2) • RESTORE Program (7.2-14) • Fall Clean-Up (7.3-11)
CULTURE & RECREATION	Parks Maintenance Recreation Opportunities Culture Opportunities Parks and Trail Planning Nature in the City	Realize Plans High quality programming Exceptional maintenance Accessibility	<ul style="list-style-type: none"> • Quality of Culture and Recreation (7.2-5) • Recreation Programs Participation (7.2-22) • Paved Trails Visits (7.1-8) • Acres of Park/1,000 population (7.1-7) • Trained Observer Program Results (7.1-14)
ECONOMIC HEALTH	URA Economic Assistance Light & Power (Utilities)	Vibrant economy Reliable Power	<ul style="list-style-type: none"> • Commercial Vacancy Rates (Business) (7.5-8) • Local Unemployment Rate (7.5-9) • Electric System Average Interruption Duration Index (SAIDI) (7.1-1) • New commercial permits (Business) (7.5-7) • Cluster Data (Business) (7.2-27) • Industrial Electric Billing (Business) (7.1-10)
ENVIRONMENTAL HEALTH	Air Quality Waste Reduction Water Reclamation (Utilities) Water production (Utilities) Natural Areas Clean Energy (Utilities)	Regulatory compliance Dependable services Conservation Program effectiveness	<ul style="list-style-type: none"> • Wastewater Treatment Effectiveness Rate [7.4a(3)] • Community Energy Use (7.4-13) • Water Conservation in Gallons (7.1-12) • Cumulative Electricity Savings (7.4-21) • Outdoor Air Quality Index – Fine Particles (7.4-14) • Outdoor Air Quality Index- Ozone (7.4-15) • Diversion Rates (7.4-16 and 7.4-18) • System Average Interruption Frequency Index (SAIFI) (7.1-1)
HIGH PERFORMING GOVERNMENT (Key Support Processes)	CAO (Legal) City Clerk’s Office Fleet Services Building Maintenance IT Services CPIO Services HR Services Financial Services Council Agenda Mgmt.	Fiscal responsibility Reliability Responsiveness Transparency Accessible communication	<ul style="list-style-type: none"> • Accuracy of budgeted expenses (7.5-2) • Actual revenue to budget (7.5-1) • Bond rating (7.5-5) • Response Time of Access Fort Collins (7.4-3) • Internal Services Survey 7.1-22) • Social Media Engagement (7.4-4) • Facilities PM Compliance (7.1-13) • DART/TRIR rates (7.3-5) • Listening to Citizens (7.2-26) • Welcoming Citizen Involvement (7.2-25) • IT Application Database Availability (7.1-20) • Regulatory Compliance (7.4-10) • On-time Fleet Maintenance – All (7.1-19) • Custodial Inspection Scores (7.3-6)
SAFE COMMUNITY	Police Services Electricity Distribution Storm Water Mgmt. (Utilities) Water Production and Distribution (Utilities)	Traffic Safety Crime Control Timely emergency response Reliable services	<ul style="list-style-type: none"> • Part I Crimes (7.1-5) • Part I Crimes Cleared (7.1-28) • Number of Crashes with Injury/Fatalities (7.1-29) • Police Response (7.1-27) • Drinking water compliance rate [7.4a(3)] • Water Quality and Satisfaction (7.1-2) • Flood Mitigation (7.1-25) • Electric System Customer Average Interruption Duration (CAIDI) (7.1-1)
TRANSPORTATION	Transfort/Parking Services Streets Planning Traffic Operations FC Moves (Mobility)	Functional Responsiveness Safe	<ul style="list-style-type: none"> • Lane Miles of Roadway Pavement Improved (7.1-4) • Transfort Fixed Route Ridership per Revenue Hour (7.1-3) • Transfort Cumulative Boardings per Capita – % increase (7.1-3) • On-time Fleet Maintenance – Transfort (7.1-19) • Average Travel Speeds (7.1-6)

7.1 Product and Process Results

7.1a Customer-Focused Product and Process Results

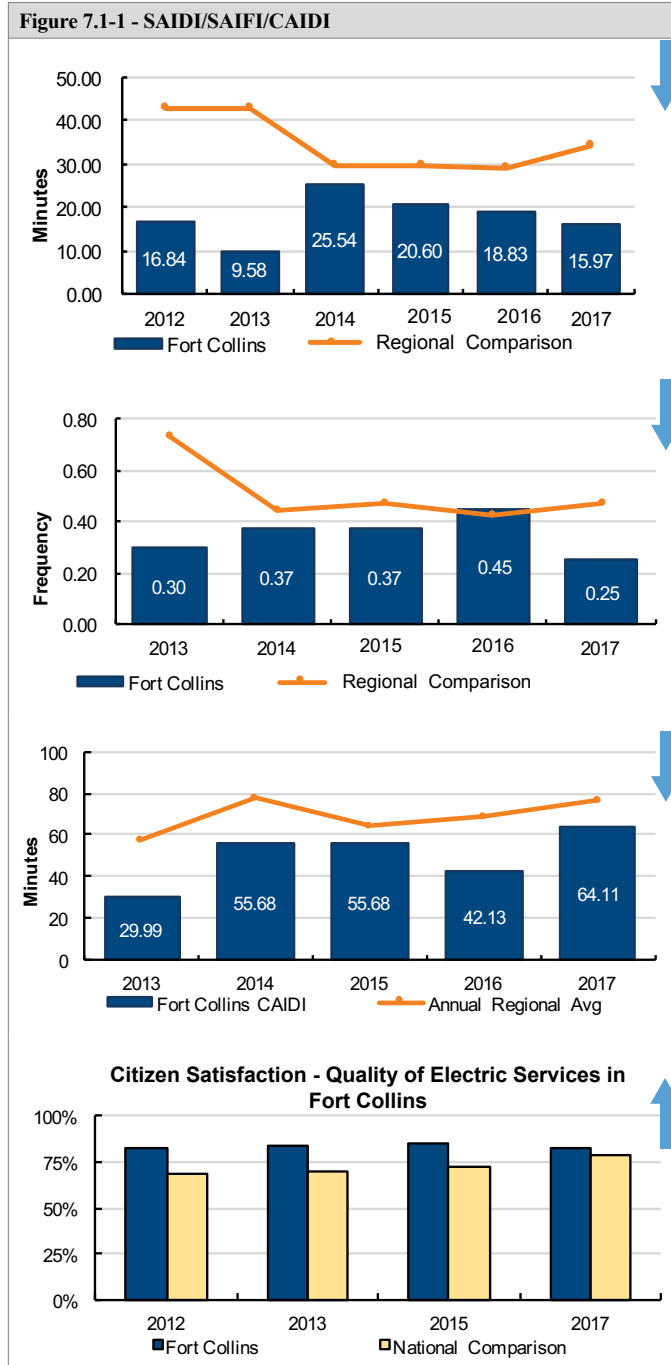


Figure 7.1-1 - SAIDI/SAIFI/CAIDI - These outcomes track electricity outage and equipment failure data to guide funding and efforts for system additions and infrastructure replacements. A single type of cable that failed in 2015 impacted SAIDI results, and the SAIFI increase Q4 2016 affected relatively few customers, which is reflected in reductions in duration (improvements) for both CAIDI and SAIDI. The City achieved the 2017 American Public Power Association’s Reliable Public Power Provider (RP3) Diamond Award.

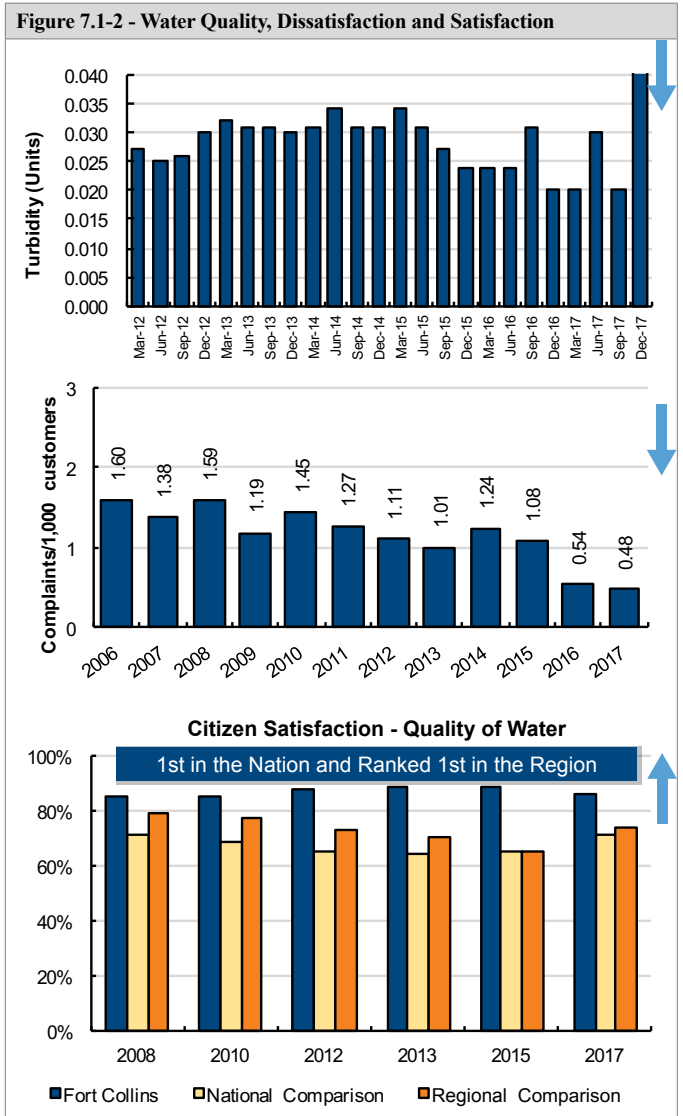
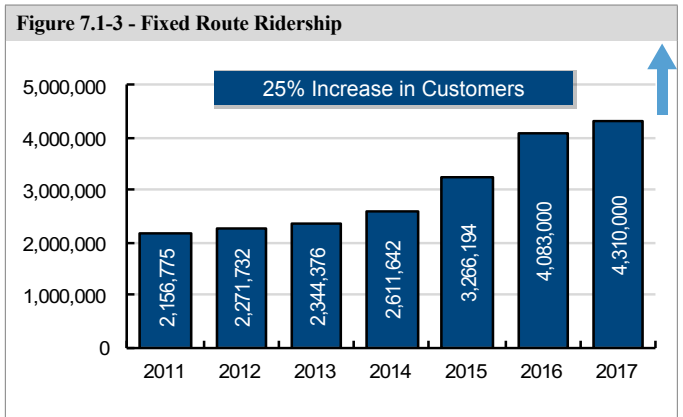


Figure 7.1-2 - Water Quality, Dissatisfaction and Satisfaction - Turbidity demonstrates the clarity, purity and high quality of the Water Treatment Facility. The City monitors indicators and targets that are more rigid than state or federal standards and regulations. Values less than 0.10 ntu shows compliance with the City’s voluntary participation in the Partnership for Safe Water, which has stricter drinking water standards.



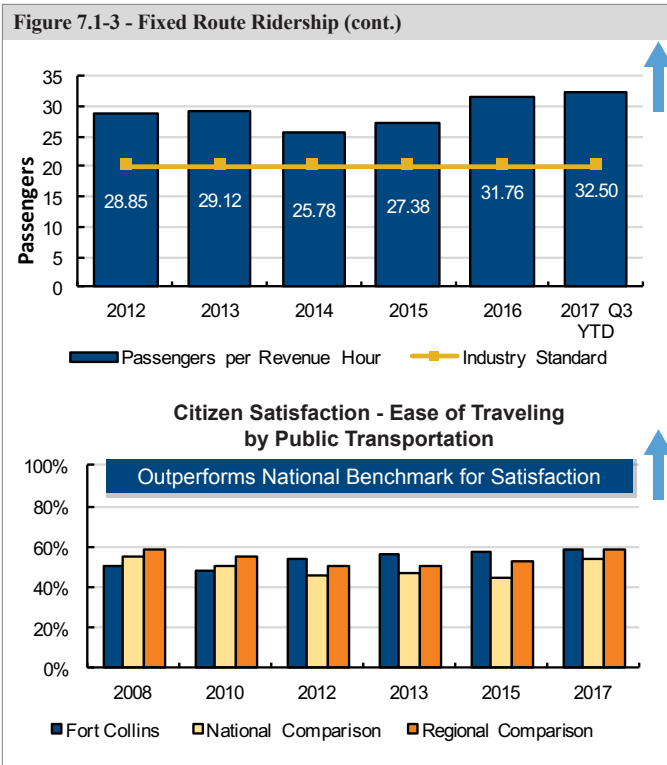


Figure 7.1-3 - Fixed Route Ridership - The City is committed to providing effective and sustainable mobility to the public. Recognizing forecasted growth, the City engages in community partnerships and projects to promote and meet future demand.

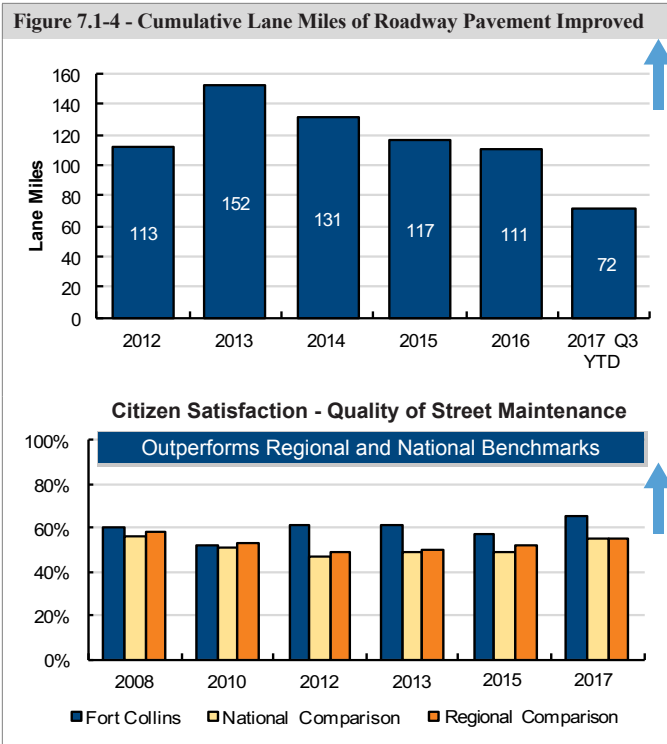


Figure 7.1-4 - Cumulative Lane Miles of Roadway Pavement Improved - Monitoring this indicator assists in analyzing proper street maintenance, which extends the life of the pavement to reduce future costs and maximize investment. Budget monies in 2016 were directed to concrete repairs and ADA ramp compliance.

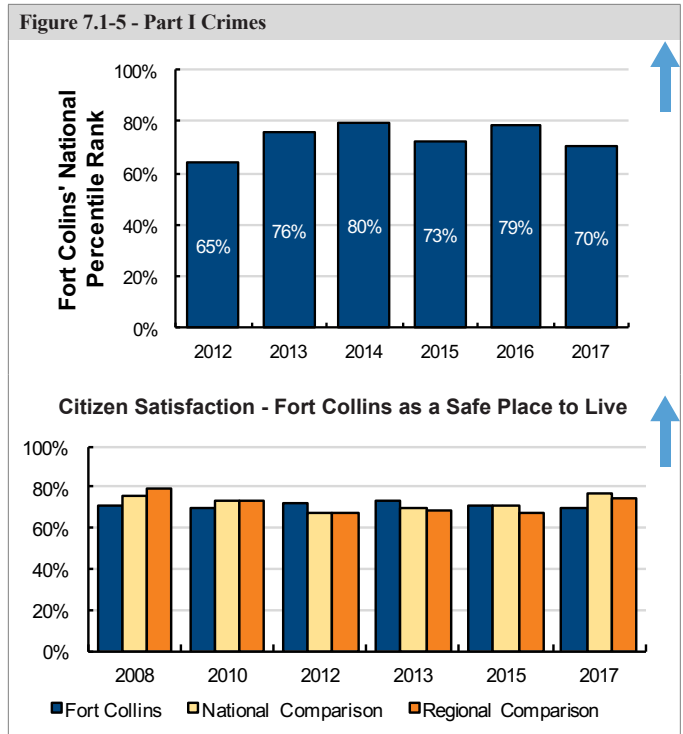


Figure 7.1-5 - Part I Crimes - Crimes per capita is a leading social indicator of community safety. The FBI uses data from every law enforcement agency in the U.S. for a rate comparison.

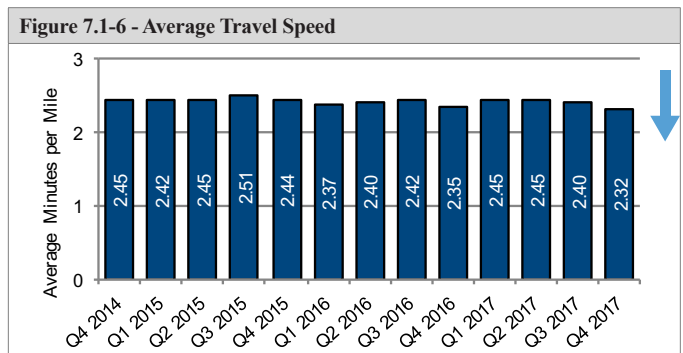


Figure 7.1-6 - Average Travel Speed - Efficient travel on the arterial street system is important for quality of life, safety and economic vitality. This metric impacts citizen satisfaction.

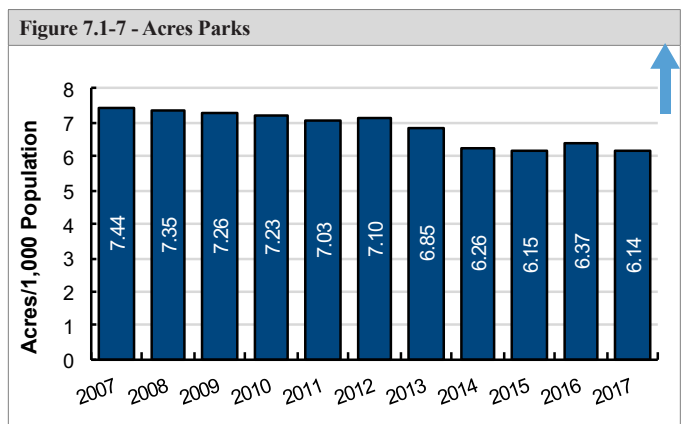


Figure 7.1-7 - Acres Parks - This measure guides the City on the quantity, size, and location of future parks, and is used to allocate land. Population growth impacts this result (the City's strategy is to limit growth to its physical boundaries).

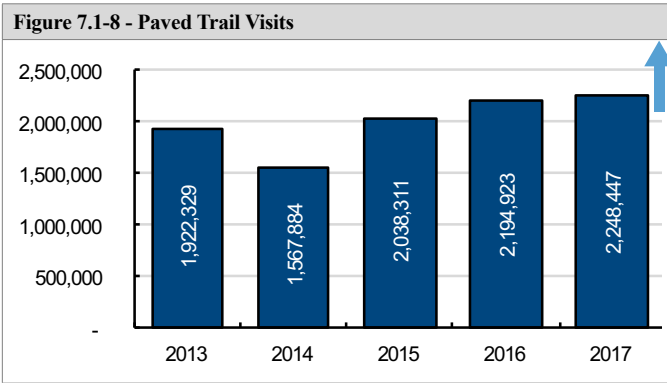


Figure 7.1-8 - Paved Trail Visits - This measure indicates the popularity of trails and reflects how well the trail system meets the needs of the community. The Paved Recreational Trail Master Plan engaged citizens to create a vision for the trail system.

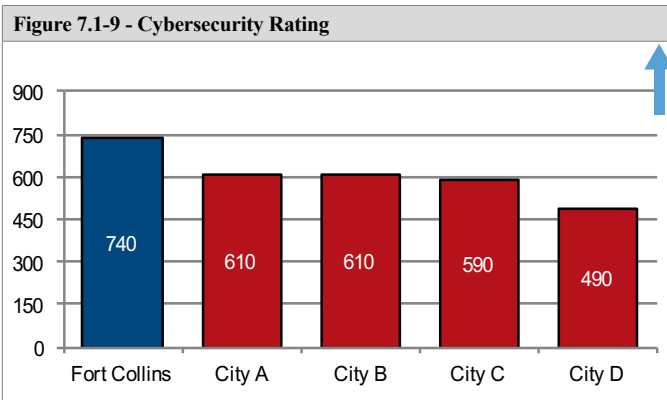


Figure 7.1-9 - Cybersecurity Rating - BitSight Security Ratings, a measure of security performance, is much like a credit rating that analyzes externally observable data. The City's ranking is higher than the other governmental organizations analyzed.

7.1b Work Process Effectiveness Results

7.1b(1) Process Effectiveness and Efficiency

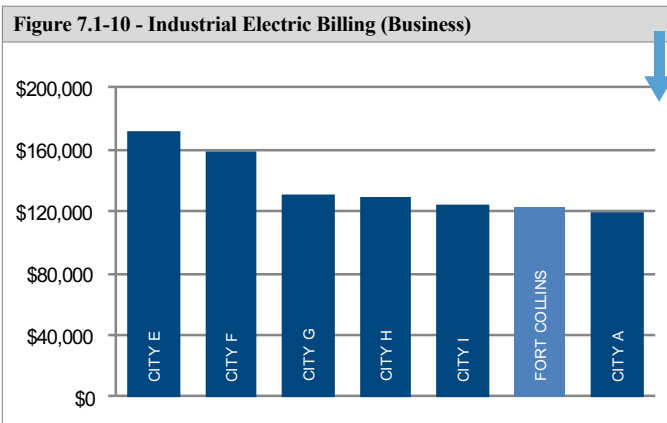


Figure 7.1-10 - Industrial Electric Billing (Business) - For rate comparisons, this measure uses a monthly electric bill for an assumed industrial customer with 1,900,000 kWh and 3,000 kW of consumption. The City has one of the lowest rates in Colorado.

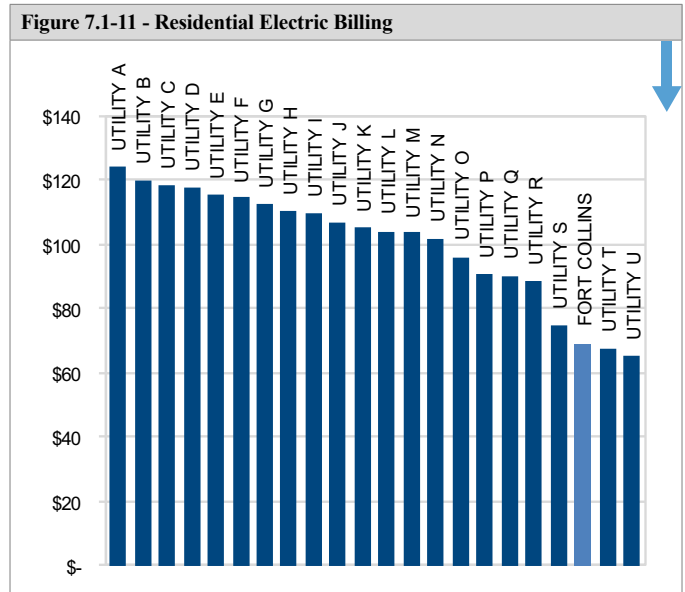


Figure 7.1-11 - Residential Electric Billing - For rate comparisons, this measure uses a monthly electric bill for an assumed residential customer with 700 kWh of consumption. The City has one of the lowest rates in Colorado.

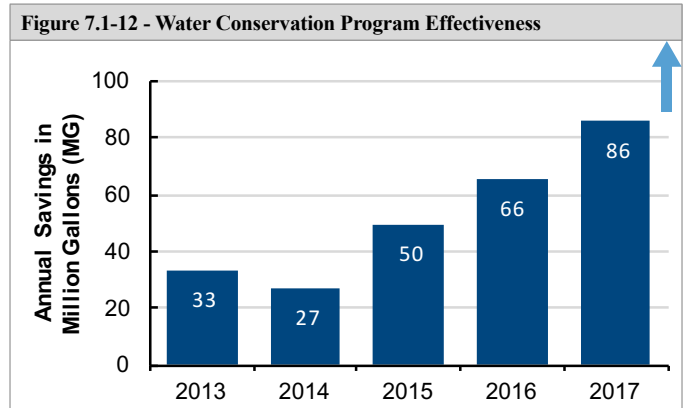


Figure 7.1-12 - Water Conservation Program Effectiveness - Staff tracks the annual savings from water conservation and efficiency programs. The recently updated Water Efficiency Plan set a new goal of 130 gpcd by 2030.

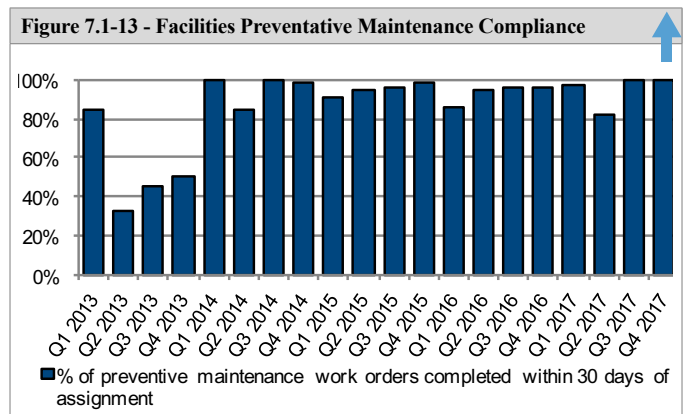


Figure 7.1-13 - Facilities Preventative Maintenance Compliance - Industry standards indicate that preventative maintenance completed at 90% or higher substantially decrease corrective/reactive work orders, save money, and increase building occupant comfort and satisfaction.

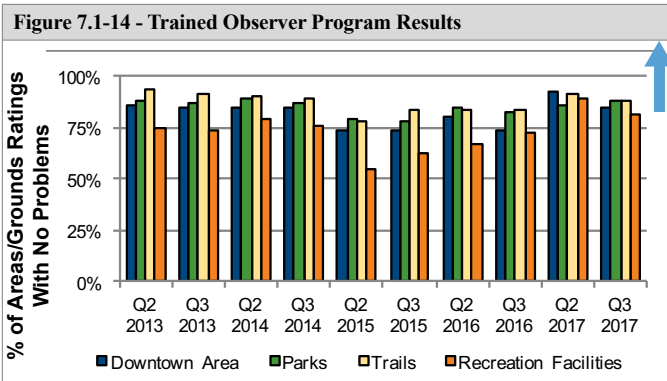


Figure 7.1-14 - Trained Observer Program Results - This proactive program ensures parks and recreation facilities are well maintained. The program is active during the growing season, April through September.

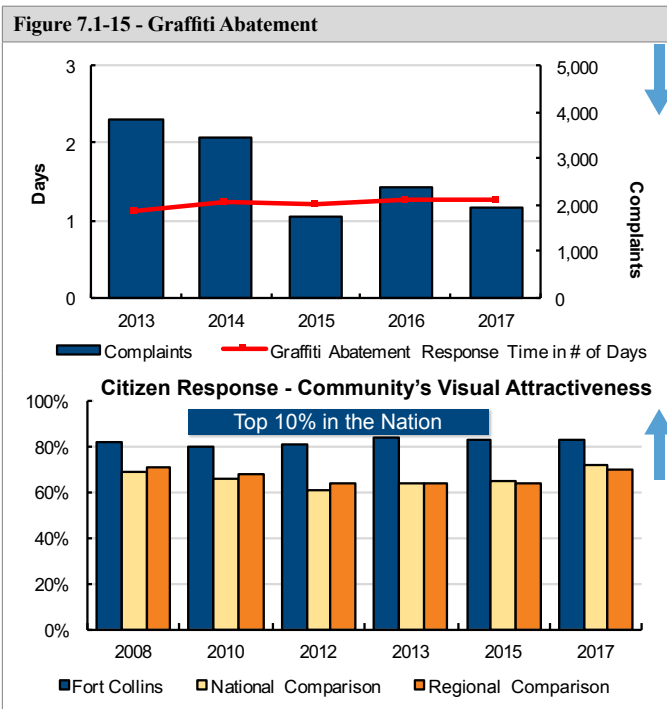


Figure 7.1-15 - Graffiti Abatement - The Graffiti Abatement Team assists property owners through courtesy notifications, products, techniques for removal, and removal. The team abates private-property graffiti 70% of the time, which reduces duplicate reporting, graffiti visibility, and the number of SARs reported through Councilmembers.

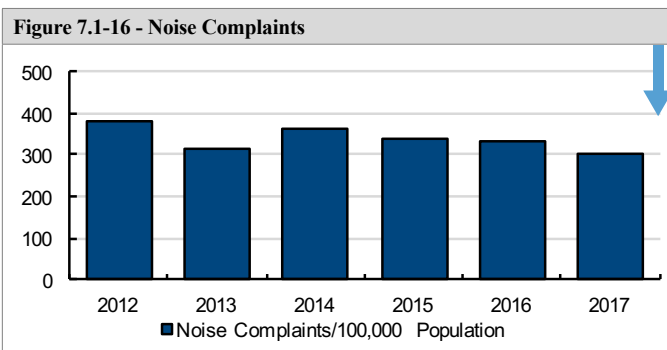


Figure 7.1-16 - Noise Complaints - The volume of noise complaints is somewhat seasonal and can be impacted by the increasing college population, the amount of infill development and construction, and special events held throughout the community.

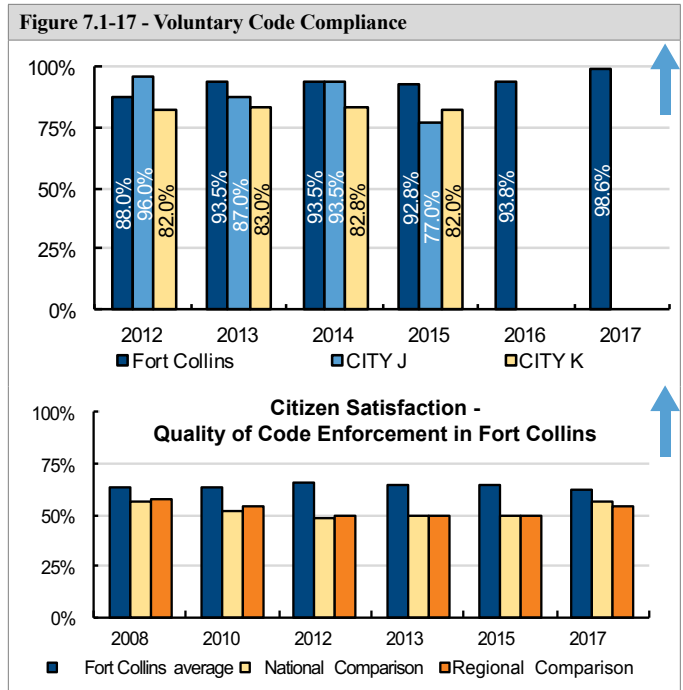


Figure 7.1-17 - Voluntary Code Compliance - Code compliance contributes to the preservation, maintenance, and enhancement of neighborhoods and is an indicator of the City's attractiveness and feeling of safety. The City is proactive in enforcement with 56% of violations found during patrols.

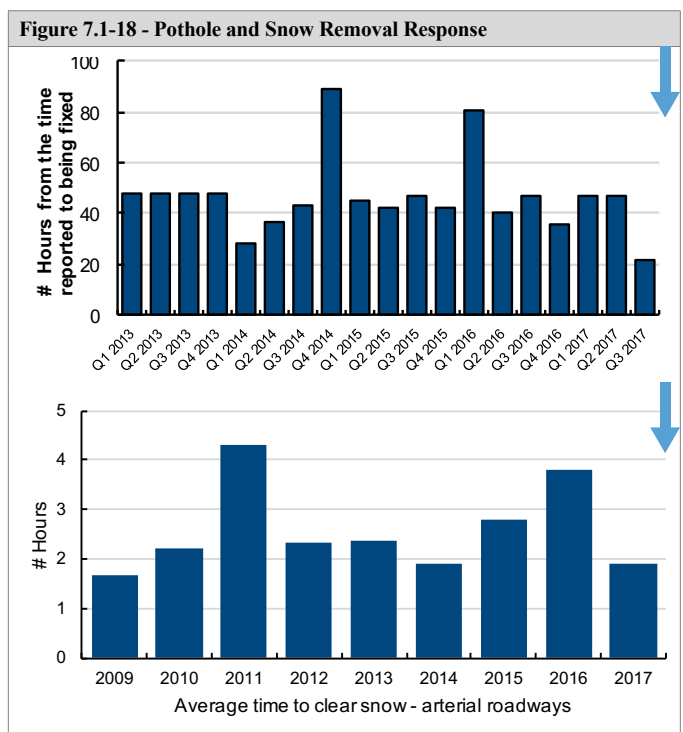


Figure 7.1-18 - Pothole and Snow Removal Response - The quicker potholes are filled and snow is removed, the faster safety hazards are mitigated and road conditions are improved.

Year	Wood Street / 906 Vine Shops	Streets Shop	Transfort
2013	92%	87%	100%
2014	88%	95%	100%
2015	80%	93%	100%
2016	68%	74%	100%
2017	76%	81%	100%

Figure 7.1-19 Fleet Maintenance - Operation Services provides fleet maintenance to vehicles required for critical jobs following a three-step process using parameters of the Federal Transit Administration, which defines “on time” as within a 10% window around the manufacturer’s recommended maintenance interval. Fleet Services has received “The 100 Best Fleets in America” recognition for the past five years (currently 33rd) and is certified with the Government Fleet Management Alliance for excellence in fleet operations. Schedules at times can impact vehicles delivered for service so options have been developed that improve turnaround time.

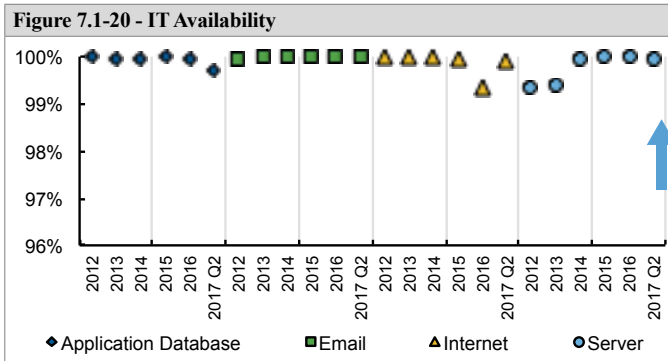


Figure 7.1-20 - IT Availability - Committed to the City’s digital utility, IT operates an efficient maintenance program to ensure data, application and email availability, including scheduled monthly maintenance on weekends.

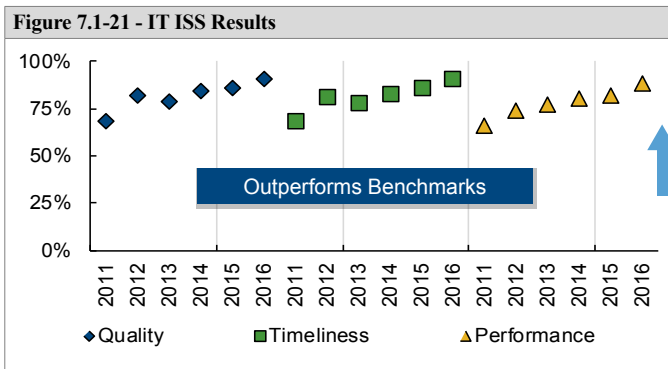


Figure 7.1-21 - IT ISS Results - Improved service scores are a result of holding focus groups and collaborating with Service Areas to make improvements.

Figure 7.1-22 - Internal Services Survey (ISS) Results – ISS indicators are a collaborative effort between NRC and ICMA for measures of an efficiently run government. All have beneficial trends and several outperform benchmarks.

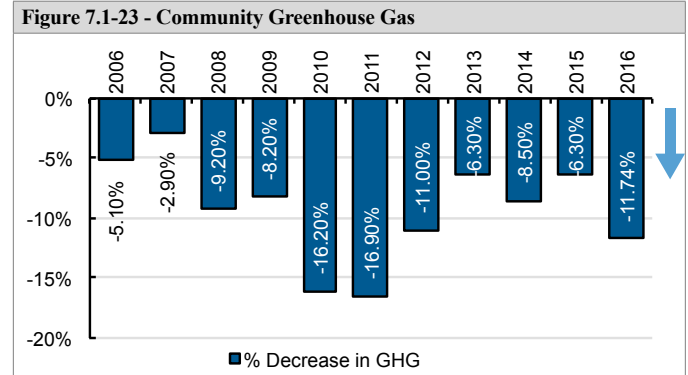


Figure 7.1-23 - Community Greenhouse Gas - GHG emissions from community-generated solid waste have declined since 2005 due to a decrease in community electricity use and a 60% diversion rate of materials from the landfill. The increase in 2013 is due to a higher consumption of natural gas during an unusually cold winter.

Innovation	Figure
Cumulative Transfort Fixed Ridership (MAX)	7.1-3
Snow removal (liquid deicer)	7.1-18
Water Conservation in Gallons	7.1-12
Traffic Accidents (traffic control)	7.1-6
Average Travel Speeds/Time on Arterial Speeds	7.1-25
Flood Mitigation- Floodplain Management	7.2-12
Quality of Natural Areas and Open Space	7.2-24
Bicycle Friendly Driver Program	7.4-13
Community Energy Use	7.4-16
Solid Wastewater Diversion	7.4-18
Forestry Waste Wood Diversion	7.4-20
Tons of Recycled or Composted Material (including cardboard)	

Figure 7.1-24 - Innovation - The City continually pursues innovative solutions resulting in improved effectiveness and efficiency of services.

Department	2016			2015			2014			2013			2012		
	Quality	Timeliness	Performance	Quality	Timeliness	Performance	Quality	Timeliness	Performance	Quality	Timeliness	Performance	Quality	Timeliness	Performance
CPIO**	86%	79%	76%	81%	78%	71%	71%	66%	61%	77%	73%	62%	85%	85%	73%
Operations	80%*	78%*	75%	78%*	78%*	75%	73%	72%	70%	72%	74%	71%	73%	73%	66%
Human Resources	75%*	77%*	73%	77%*	76%*	69%	72%	73%	68%	78%	79%	73%	76%	79%	69%
Financial Services	79%*	78%	72%	79%*	80%*	78%	80%	79%	74%	83%	83%	81%	78%	79%	76%
IT Services	91%*	91%	88%	86%*	86%*	82%	84%	83%	80%	79%	78%	77%	68%	68%	66%

*Outperforms Benchmarks **Benchmarks not available

Figure 7.1- 25 Flood Mitigation

Area	Poudre River Floodplain	FEMA Floodplain
Parks in 100-year Floodplain	84 acres	191 acres
Natural Areas in 100-year Floodplain	935 acres	1,069 acres
Total Open Space Preserved	1,021 acres	1,296 acres
100-year Floodplain Inside City Limits	1,493 acres	2,596 acres

7.1b(2) Safety and Emergency Preparedness

Figure 7.1-25 - Flood Mitigation - A comprehensive floodplain management program is critical to emergency preparedness and the City’s often exceeds FEMA’s floodplain standards. A mitigation technique is prohibiting high-risk land use in the floodplain, which is accomplished by preserving Open Space along the Poudre River. As a result, the September 2013 flood caused minimal damage to structures and reduced emergency response for life-safety issues. The City voluntarily participates in the Community Rating System (CRS) and in 2016 was awarded a Class 2 rating, which reduces flood insurance premiums. Only five of the 1,391 CRS participating communities rank a Class 2 or better.

Figure 7.1-26 - Emergency Preparedness Annual Exercises/Drills

Year	2013	2014	2015	2016
Homeland Security Exercise Evaluation Program	100%	100%	100%	100%

Figure 7.1-26 - Emergency Preparedness Annual Exercises/Drills - To meet the City’s goal of exceeding the Homeland Security Exercise Evaluation Program, more than the minimum requirement of four multi-agency exercises are facilitated annually. The OEM coordinates exercises and drills (flood response, building evacuation, emergency notification, airline crashes, HAZMAT boom placements) and is compliant with FEMA’s EMPG and NIMS. Recently the City became a pilot site for a national resiliency program with NIST and the Department of Homeland Security.

Figure 7.1-27 - Police Response

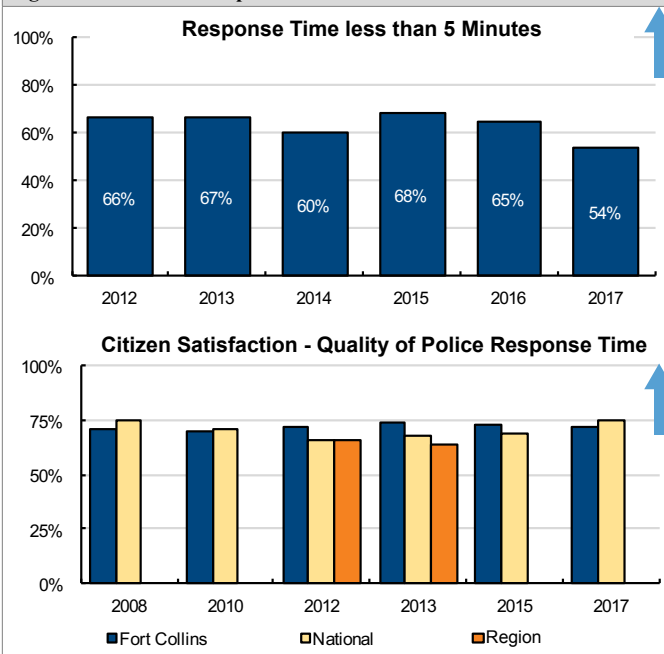


Figure 7.1-27 - Police Response - Emergent response is a primary function of police. The policies, geographic configuration, staffing levels and deployment strategies are the framework for reasonable and quick response times.

Figure 7.1-28 - Part I Crimes Cleared

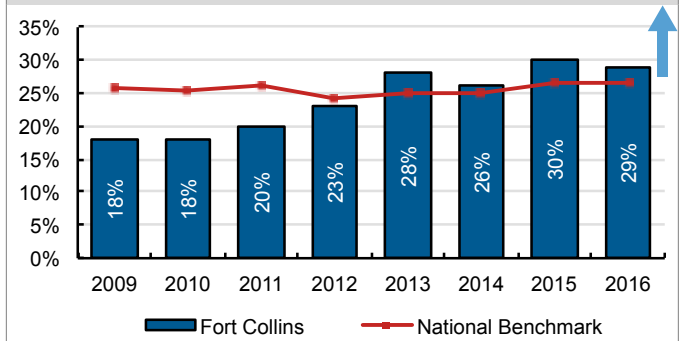


Figure 7.1-28 - Part I Crimes Cleared - By re-examining reporting and recording policies and procedures, and learning from on-site visits to National Benchmark cities, FCPS has realized impressive results that are consistent with National Benchmark cities.

Figure 7.1-29 - Number of Crashes with Injuries/Fatalities



Figure 7.1-29 - Number of Crashes with Injuries/Fatalities - The City has observed an increasing traffic volume trend since 2013. Realizing that traffic crashes tend to have contributing factors from three areas – human factors, vehicle design/ maintenance, and roadway/environment – the City applies a 3 E’s approach to traffic safety: engineering, enforcement and education.

Figure 7.1-30 - Increase Emergency Management Performance Grant

The Emergency Management Performance Grant Awards (EMPG) Revenue:	
Year	Revenue
2009	\$31,000
2010	\$21,000
2011	\$24,500
2012	\$48,000
2013	\$44,640
2014	\$26,500
2015	\$58,000
2016	\$62,519

Figure 7.1-30 - Increase Emergency Management Performance Grant - Annually, the OEM completes an EMPG grant process to supplement the emergency management budget, which is used to benefit the community in non-funded capital improvements.

7.1c Supply Chain Management

Figure 7.1-31 - Vendor Performance

Year	2013	2014	2015	2016
Non-Performing Vendors	2	0	7	6
Number of terminations	2	0	7	6

Figure 7.1-31 - Vendor Performance - The City's supply chain is managed in accordance with well-defined policies and guidelines. Contracts are terminated when non-performing vendors do not respond to identified improvements.

Figure 7.1-32 - Competitive Solicitation Process

	2011	2012	2013	2014	2015	2016
Compliance	100%	100%	100%	100%	100%	100%

Figure 7.1-32 - Competitive Solicitation Process - The City Charter includes a sole source provision with an exemption for the use of competitive bid/proposal with sound justification when it's in the best interest of the City. The City meets this requirement with 100% compliance.

7.2 Customer Focused Results

7.2a(1) Customer-Focused Results

The Fort Collins Citizen Survey, administered and prepared by the NRC, serves as a consumer report card for the City by providing residents the opportunity to rate the quality of life in Fort Collins and their satisfaction with community amenities and local government. Residents also provide feedback to the City government on what is working well and what is not, and identify priorities for community planning and resource allocation. All of the City's Outcome Areas have customer-focused results.

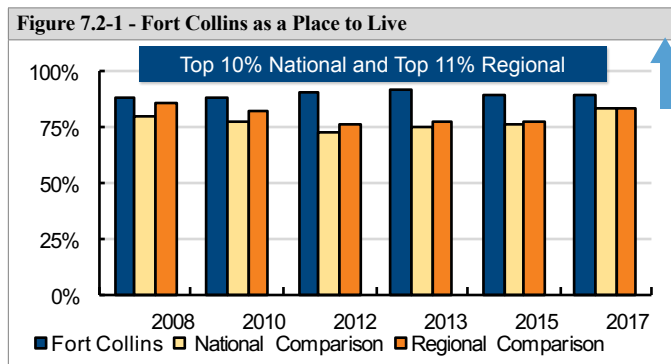


Figure 7.2-1 - Fort Collins as a Place to Live - The City enjoys an economic, social and environmental vitality that is the envy of many communities its size.

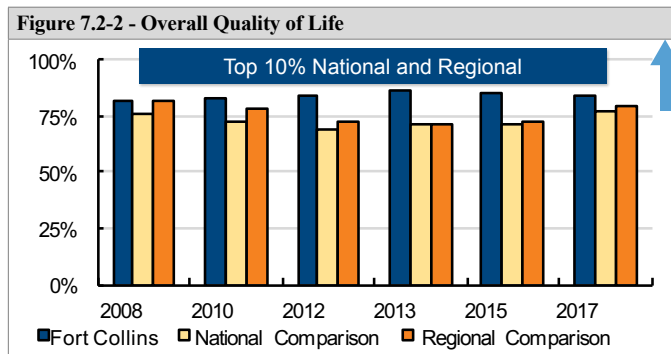


Figure 7.2-2 - Overall Quality of Life - Business and resident perceptions of quality of life and neighborhood quality gauge community livability.

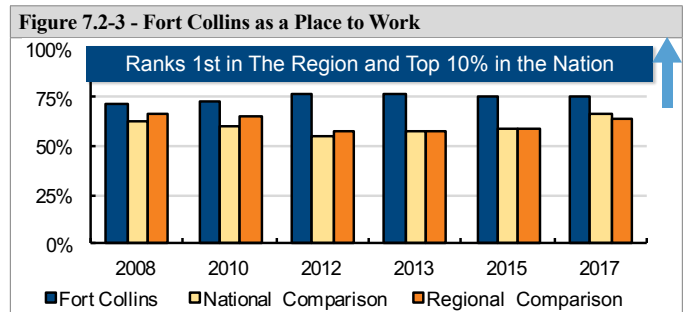


Figure 7.2-3 - Fort Collins as a Place to Work - The health of the local economy provides the backbone of a thriving community.

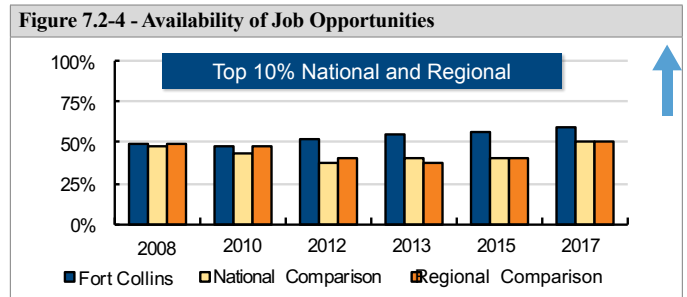


Figure 7.2-4 - Availability of Job Opportunities - Results continue to increase due to efforts to diversify the economy and provide direct assistance to businesses. NerdWallet, a consumer advocacy group, identified the City as the second best place for job seekers in Colorado.

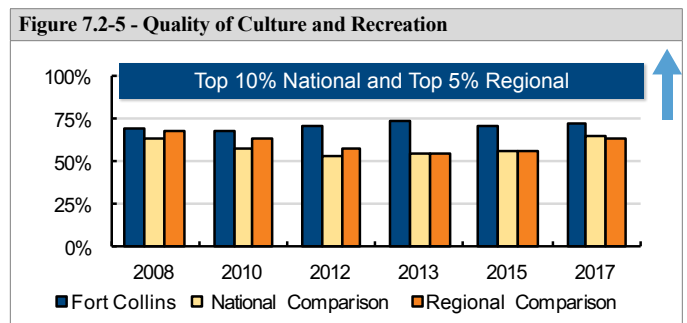
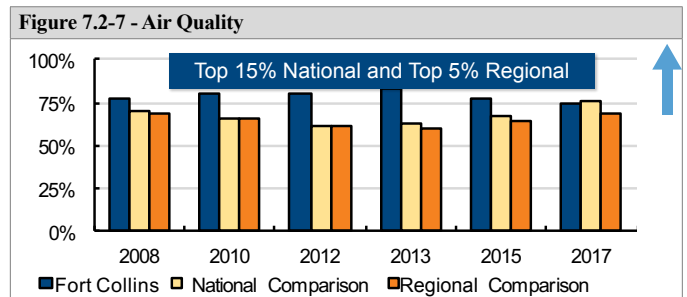
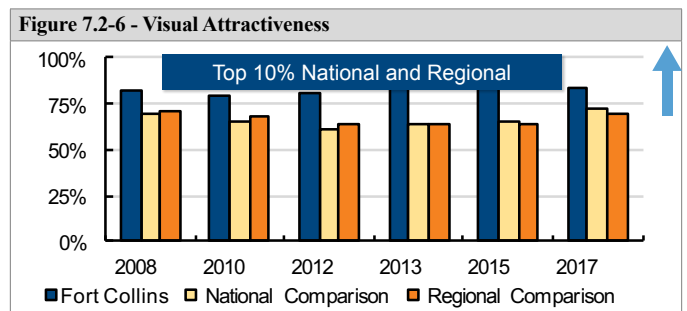


Figure 7.2-5 - Quality of Culture and Recreation - Culture and recreation opportunities help residents lead enriched and healthy lives, and support overall community wellness.



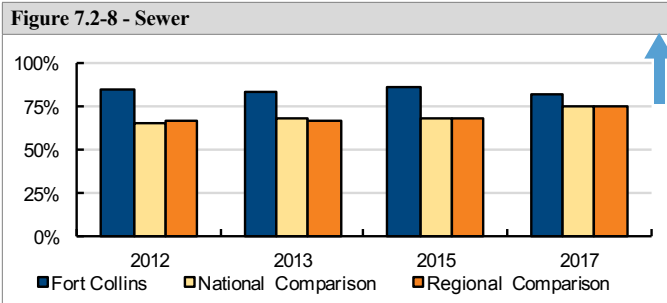


Figure 7.2-6 through Figure 7.2-8 - Visual Attractiveness - Citizens continue to rate the City well above the national and Regional comparisons.

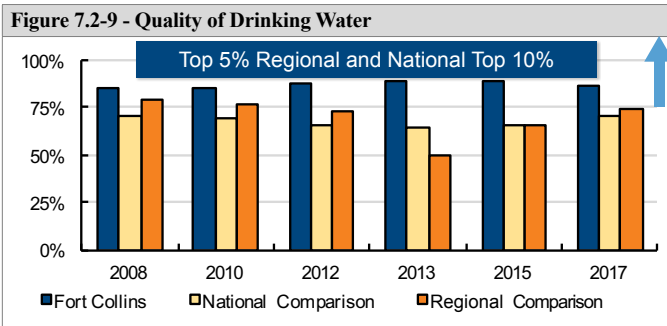


Figure 7.2-9 - Quality of Drinking Water - The City’s customers, including brewing and technology users, have come to expect high quality drinking water. The independent national review team, Partnership for Safe Water, noted they were “particularly impressed with the adoption of high productivity tools (leak detection team, Smart Meters, CMMS, calibrated hydraulic model)”.

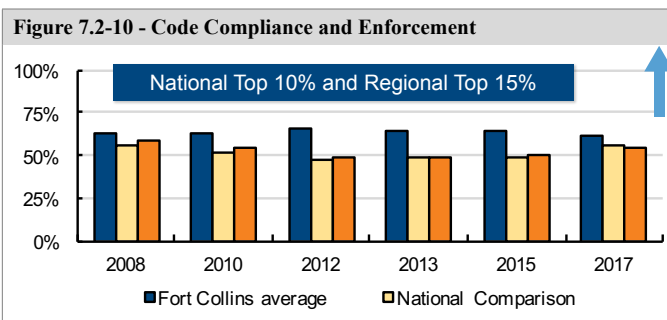


Figure 7.2-10 - Code Compliance and Enforcement - Policies and procedures encourage code compliance. Code Compliance Inspectors proactively monitor neighborhoods to identify violations before a complaint is logged and quickly respond to complaints received.

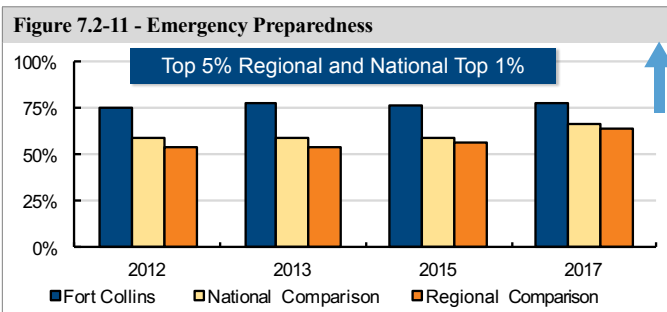


Figure 7.2-11 - Emergency Preparedness - The City participates in community-wide drills, such as a MAX bus disaster drill conducted with the local hospital, training programs and outreach efforts, and partners with Larimer County on a county-wide hazard mitigation plan.

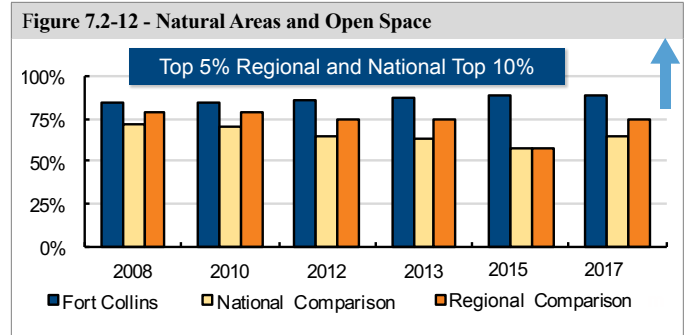


Figure 7.2-12 - Natural Areas and Open Space - The floods of September 2013 were devastating to nearby communities, but the City experienced less damage to infrastructure, homes and businesses due to conserved land along the river that helped absorb flood waters. Natural Areas partnered with Utilities and Xcel Energy to purchase three tracts on the Poudre River to contribute to stormwater management and habitat, and engaged more than 1,000 citizens in one-day service learning projects (e.g., trail building, tree planting, litter cleanup).

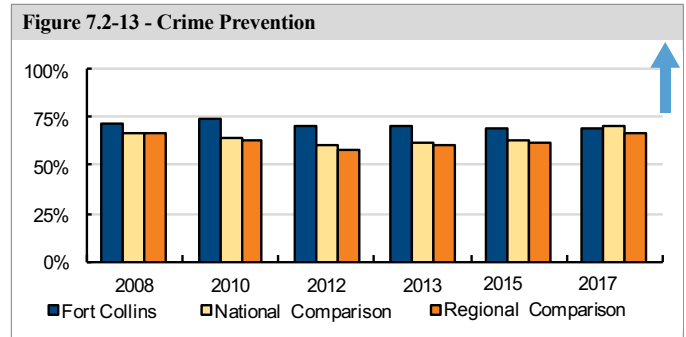


Figure 7.2-13 - Crime Prevention - In order to participate in and contribute to their community, residents must have a sense of personal safety in their environment, as well as confidence in the quality of public safety services.

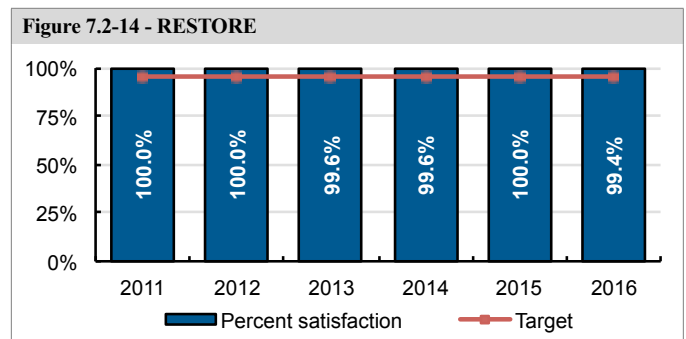


Figure 7.2-14 - RESTORE - Restorative Justice Services (RJS) includes the RESTORE Program for shoplifting offenses and the Restorative Justice Conferencing Program (RJCP) for all other offenses. It provides a voluntary opportunity for young people to deal with their charge in a way that is meaningful to themselves and the community.

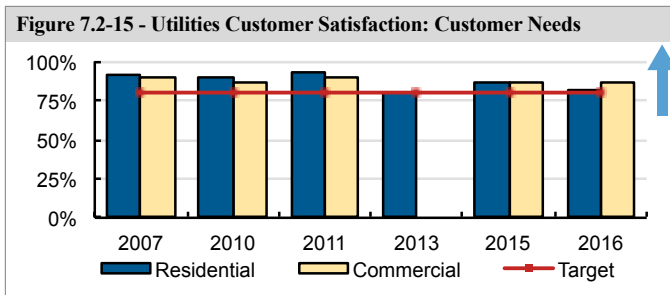


Figure 7.2-15 - Utilities Customer Satisfaction: Customer Needs - Customers are surveyed on attributes (aggregate score) of interactions with the Utilities staff. The results provide insights allowing staff to manage ongoing training and improve performance.

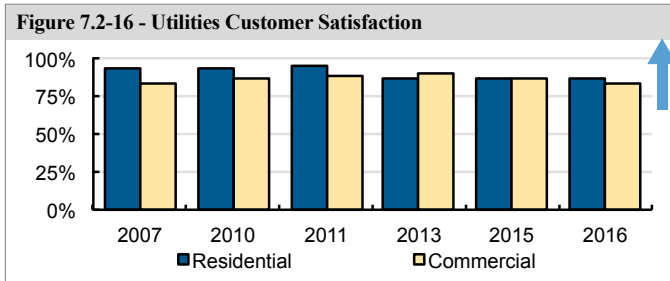


Figure 7.2-16 - Utilities Customer Satisfaction - Since 1999 biannual satisfaction research on residential and business customers has helped Utilities learn what is of value to the customer in delivery of electric, stormwater and water services. In 2015 the survey was enhanced to include key accounts and the methodology returned to a phone survey in order to achieve statistically valid results for business customers.

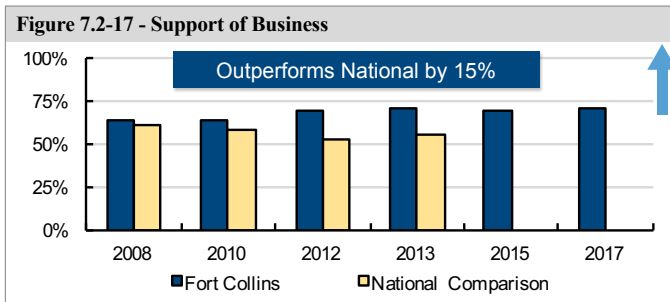


Figure 7.2-17 - Support of Business - The City is first in national comparisons and continues to receive national recognitions for its business friendliness.

Figure 7.2-18 City Government

	2017	2015	2013	2012	2010	2008
Encouraging sustainability in the community	70%***	69%***	73%	69%	NA	NA
Overall direction of the City	68%*	68%*	70%	67%	61%	54%
Welcoming Citizen involvement	69%*	71%*	67%	64%	54%	56%
Quality of services	81%*	84%*	87%	85%	78%	77%
Managing and planning for growth	57%*	58%*	56%	54%	48%	36%
Listening to Citizens	62%*	61%**	53%	50%	44%	41%
Efficient operation of programs and services	65%***	58%***	65%	59%	53%	

*Top 10% Nation **1st in Nation and Region
***No comparisons available

Figure 7.2-18 - City Government - The City is ranked among the top three jurisdictions in the nation for welcoming citizen involvement, listening, and planning and managing growth.

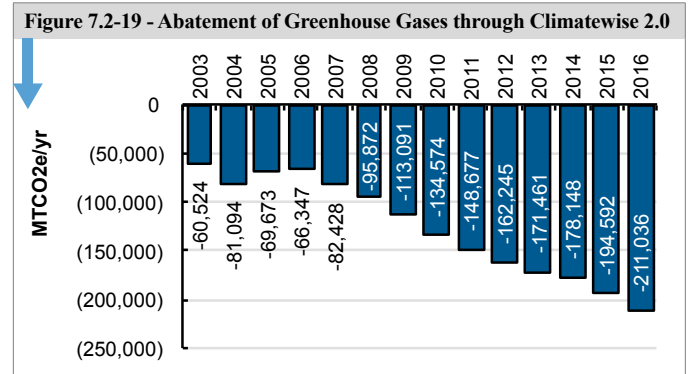


Figure 7.2-19 - Abatement of Greenhouse Gases through Climatewise 2.0 - The free ClimateWise program, offers solutions for businesses to reduce their impact, save money, and gain recognition for achievements in conservation, waste reduction, alternative transportation and social responsibility.

7.2a(2) Customer Engagement

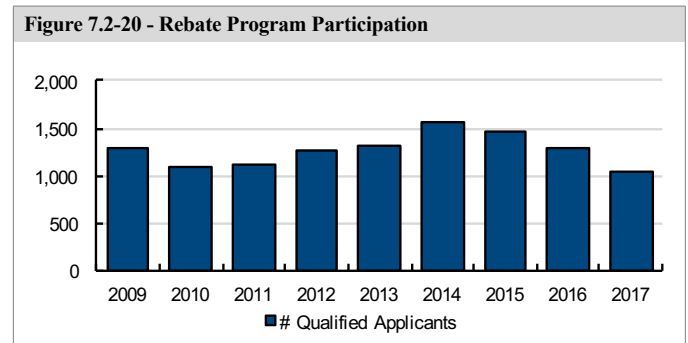


Figure 7.2-20 - Rebate Program Participation - The program is designed to assist qualified low-income individuals, families, and seniors living within the city limits by rebating sales tax paid on food. It also includes a rebate on property tax or rent for low-income seniors and disabled residents.

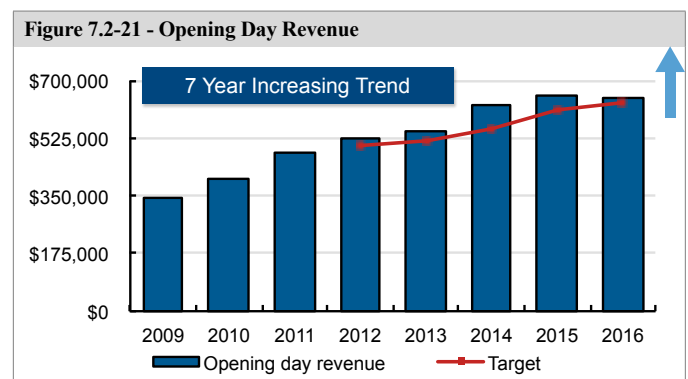


Figure 7.2-21 - Opening Day Revenue - Opening day revenue demonstrates community engagement and is used to gauge outreach efforts for community knowledge of recreational activities.

Figure 7.2-22 Recreation Participation

Facility	2013		2014		2015		2016		Actual	Target
	Actual	Target	Actual	Target	Actual	Target	Actual	Target		
Gardens on Spring Creek	59,851	50,000	70,651	61,647	65,395	72,770	65,042	72,770	72,073	65,042
Golf Courses	77,812	78,000	81,469	78,000	82,436	81,820	78,084	82,966	78,654	80,000
Lincoln Center	166,207	130,000	161,896	130,000	141,168	140,000	152,801	140,000	169,902	145,000
MOD	167,958	80,000	141,738	130,000	144,009	130,000	121,897	100,500	125,556	100,000
Natural Areas	7.6%	8.0%	11.4%	8.0%	11.4%	8.0%	10.2%	8.0%	6.4%	6.7%
Paved Trails	1,922,329	1,600,000	1,567,884	1,671,150	2,038,311	1,716,272	2,194,923	1,748,366	2,248,447	1,932,000
Recreation Programs	1,725,257	1,543,670	1,576,280	1,710,969	1,574,500	1,633,676	1,520,479	1,500,000	879,129	887,500

Figure 7.2- 23 Culture and Recreation Satisfaction

Facility	2010		2012		2013		2015		2017	
	Fort Collins	National Benchmark	Fort Collins	National Benchmark	Fort Collins	National Benchmark	Fort Collins	National Benchmark	Fort Collins	National Benchmark
Gardens on Spring Creek	87%	NA	89%	NA	91%	NA	90%	NA	93%	NA
Golf Courses**	77%	70%	78%	66%	79%	63%	79%	69%	80%	NA
Lincoln Center	77%	NA	82%	NA	85%	NA	84%	NA	86%	NA
FCMOD*	71%	68%	78%	64%	83%	67%	84%	73%	84%	77%
Natural Areas*	85%	70%	86%	65%	87%	63%	88%	58%	89%	65%
Paved Trails*	86%	69%	87%	63%	88%	64%	89%	71%	90%	79%
Recreation Programs***	83%	64%	84%	60%	86%	61%	85%	62%	85%	69%
Parks**	84%	74%	86%	70%	87%	72%	87%	71%	88%	78%

*Ranked first in the Citizen Survey National Comparison **National Top 10% *** Outperforms National

Figure 7.2-22 - Recreation Participation - Participation rates provide feedback on the popularity of facilities and indicate whether community needs are met. Targets provide for planning, are adjusted to consider seasonal activities, and account for new program development.

Figure 7.2-23 - Culture and Recreation Satisfaction - Culture and recreation demonstrate community engagement and enhance citizens' quality of life.

Figure 7.2-24 - Ease of Traveling by Bicycle

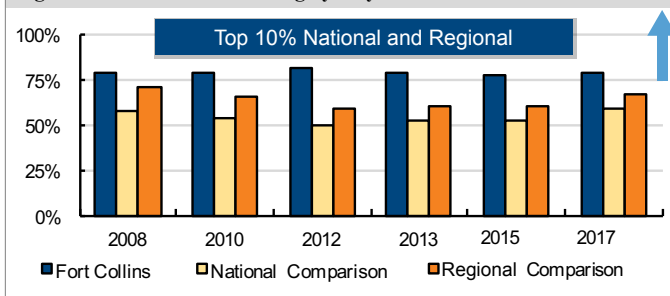


Figure 7.2-24 - Ease of Traveling by Bicycle - Recognized as one of the best U.S. cities for biking, the League of American Bicyclists rates the City a Platinum-level Bicycle Friendly Community. City Council adopted the Bicycle Master Plan created by citizens, City staff and the business community. One of 10 cities to receive a Big Jump Project grant from the national organization, PeopleForBikes, the City aims to double or triple bike ridership in specific neighborhoods over the next three years.

Figure 7.2-25 - Welcoming to Citizens

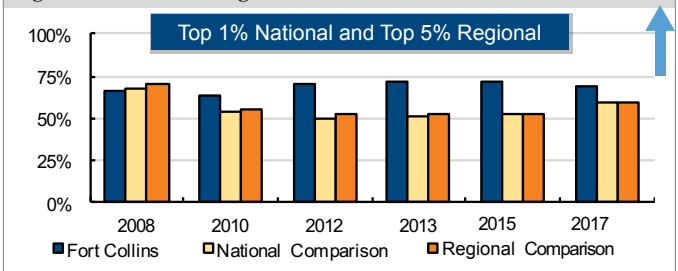


Figure 7.2-26 - Listening to Citizens

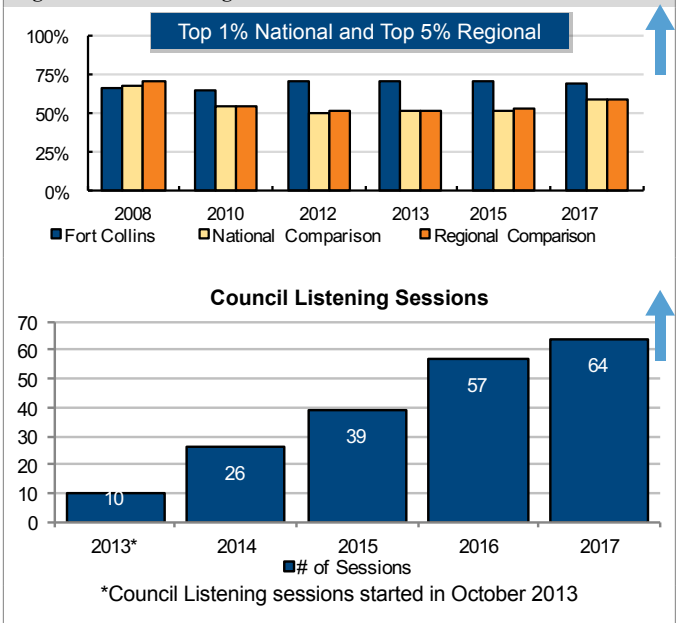


Figure 7.2-25 and Figure 7.2-26 - Listening to Citizens - How well citizens perceive the City listens and welcomes their involvement are indicators of responsiveness and transparency of information.

Sector	2011		2012		2013		2014		2015	
	Firms	Employees	Firms	Employees	Firms	Employees	Firms	Employees	Firms	Employees
Bioscience	44	925	43	937	50	992	51	1,023	50	1,441
Clean Energy	19	2,502	19	2,243	25	2,165	29	2,158	29	2,885
Hardware/Software	195	4,745	231	4,771	266	5,076	329	5,269	198	7,968
Water	24	650	28	681	31	664	34	744	33	594
Total	282	8,822	321	8,632	372	8,897	443	9,194	310	12,888

Figure 7.2-27 - Cluster Data (Business) - The City supports businesses by coordinating activities, outreach and information to industry clusters. Economic Health serves as a resource for best practices and strategies for development; fosters collaboration among sectors, promotes an entrepreneurial culture; and provides financial support. In 2016, the data source shifted and numbers are being recalculated.

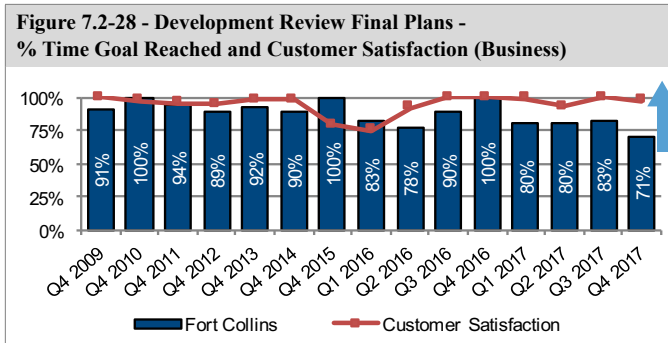


Figure 7.2-28 - Development Review Final Plans - % Time Goal Reached and Customer Satisfaction (Business) - Development Review involves developers, construction companies and consultants to review and approve proposed developments to ensure they meet the needs of the community at large (e.g., safety, welfare, and high-quality, consistent design and construction).

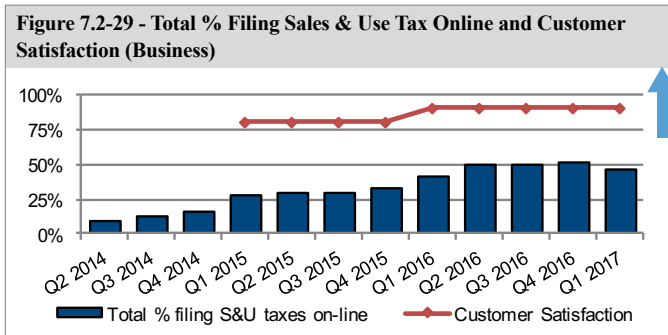


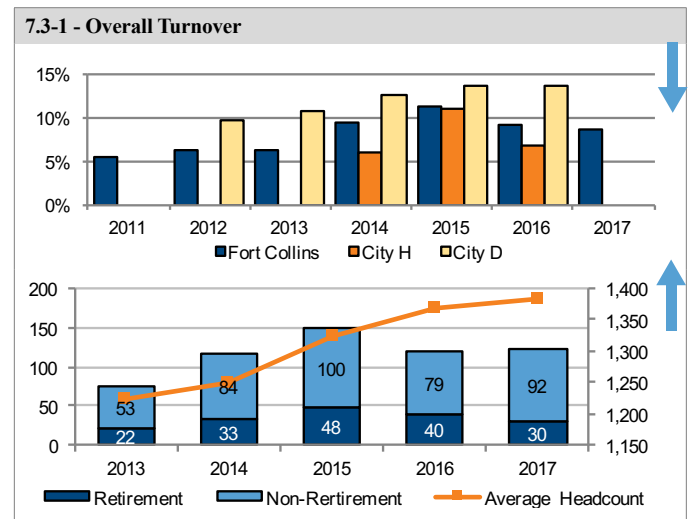
Figure 7.2-29 - Total % Filing Sales & Use Tax Online and Customer Satisfaction (Business) - Saving time for business customers is improved through online filing.

Certification	Compliance					
	2012	2013	2014	2015	2015	2016
Water/Wastewater Operations Certificate	100%	100%	100%	100%	100%	100%
Line workers-Apprentice program	100%	100%	100%	100%	100%	100%
Police officers- Colorado POST Certified	100%	100%	100%	100%	100%	100%
DOT regulated CDL ex. Transport, L & P Line Workers, Streets, Water Field Crews (Step 1), Natural Areas, Parks, Fleet, etc	100%	100%	100%	100%	100%	100%
DOT regular regulated non CDL (within 30 days of identification of need for certification) ex. Facilities, Fleet, Recreation, Parks, Police	100%	100%	100%	100%	100%	100%
Water Field Operators Certification (Step One minimum)	90%	90%	90%	90%	90%	90%
Civil Engineer II -Engineering Certifications FE*	100%	100%	100%	100%	100%	100%
Civil Engineer III- Engineering License PE*	100%	100%	100%	100%	100%	100%

7.3 Workforce-Focused Results

7.3a Workforce Results

7.3a(1) Workforce Capability and Capacity



7.3-1 - Overall Turnover - Turnover is monitored to assess the ability to attract and retain talent. The City's goal is to remain an employer of choice, and retention and engagement strategies continue to be key areas of focus.

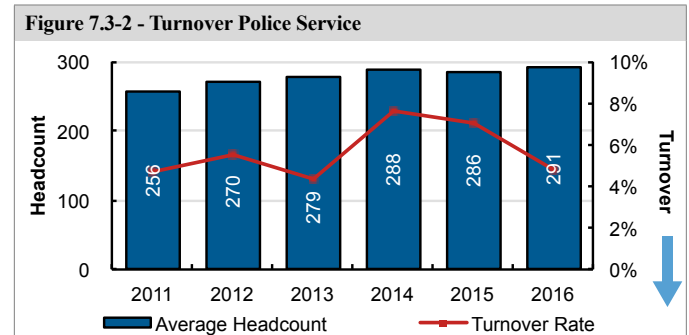


Figure 7.3-2 - Turnover Police Services - FCPS is a destination police department, receiving approximately 200 applications for every open position.

Figure 7.3-3 - Certifications - Ensuring the workforce is capable of performing their assigned responsibilities is demonstrated through certifications and licensure.

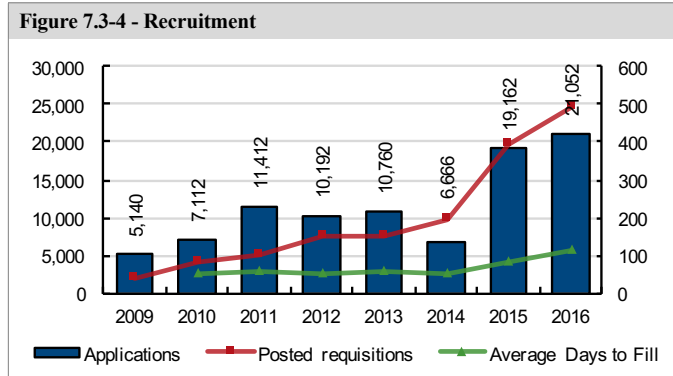


Figure 7.3-4 - Recruitment – Workforce capability and capacity needs are reviewed quarterly. Time to fill positions is tracked to ensure the right candidate is hired in a timely manner.

7.3a(2) Workforce Climate

Figure 7.3-5 - DART and TRIR Rate

Area	2012	2013	2014	2015	2016	2017 Q3 YTD
DART (Cases)	3.2	3.6	4.6	5.1	2.8	3.3
DART - Public Entities Benchmark	2.5	2.4	2.3	2.3	2.5	2.5
TRIR	6.2	7.1	6.9	7.6	4.3	4.3
TRIR - Public Entities Benchmark	6.1	5.7	5.4	5.4	5.6	5.6

Figure 7.3-5 - DART and TRIR Rates - The City voluntarily participates in the OSHA survey and Department of Labor benchmarking report. The decreased rates are a result of the City focusing improvement efforts, including changing behavior and building a sustainable, proactive safety culture through 3,271 hours of safety training delivered in 2016.

Figure 7.3-6 - Custodial Inspection Scores - Annual Averages

	Custodial - Cultural	Custodial - Police	Custodial - General Fund
2012	99.62%	99.69%	99.40%
2013	99.79%	99.24%	99.42%
2014	97.98%	99.15%	98.06%
2015	96.76%	97.87%	98.06%
2016	96.30%	96.27%	96.19%
2017	96.12%	96.06%	95.37%

Figure 7.3-6 - Custodial Inspection Scores - Monthly inspections of municipal buildings maintain a safe and clean work environment. Use of the online form expedites requests for services.

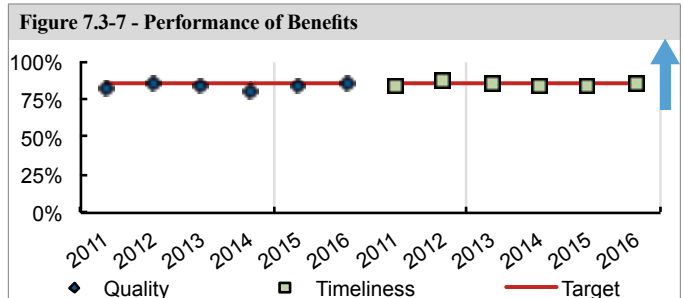


Figure 7.3-7 - Performance of Benefits - High quality and market-competitive benefits create a culture of health and wellness where employees and their families feel valued.

7.3a(3) Workforce Engagement

Figure 7.3-8 - Engagement Survey - In 2017 the City implemented an employee engagement survey administered by BlessingWhite (Core 34). The new survey process compares the City’s results to other government organizations, segments the data in multiple ways, and provides actionable feedback to assist leaders in their growth and development. Figures 7.3-8, 7.3-14, 7.4-1 and 7.4-2 reflect the new survey results. The survey questions are cross-walked from Q14 to Core 34 as closely as possible.

Figure 7.3-8 Engagement Survey

Q14 Survey Question	2016			Core 34 Survey Question	2017				
	Fort Collins		OPM		Fort Collins	GBM*	Classified	Hourly	Unclassified Management
	May	Sept	Year		May	Year			
I know what my supervisor needs from me.- EF-clear expectations	84%	83%	79%	I am clear on my work priorities-what I need to achieve in the next 3-6 months. EF- Clear expectations	83%	81%	84%	76%	87%
My supervisor or someone in the City cares about me. EF-appreciation	82%	78%	62%	My manager treats me as an individual with unique interests and needs. EF - appreciation	77%	74%	76%	80%	89%
I believe my opinions are valued. EF-meaningful work	70%	67%	78%	My manager asks for and acts on my input. EF-meaningful work	73%	72%	72%	74%	91%
I have a trusted friend in the City in whom I can confide.	74%	68%	N/A	My manager has built a strong sense of belonging within our team.	67%	64%	66%	69%	74%
I get the chance to do what I do best, almost every day in my job. EF- Accountability	72%	70%	72%	I like the work that I do. EF-meaningful work	90%	87%	88%	92%	96%
My work team is recognized for their efforts. EF-Appreciation	63%	61%	48%	My manager recognizes and rewards my performance. EF-Appreciation	69%	66%	67%	70%	83%
I have the materials and equipment to do my job.	78%	78%	47%	I have the materials and equipment to do my job.	79%	NA	78%	80%	94%

*Blessing White Government Benchmark
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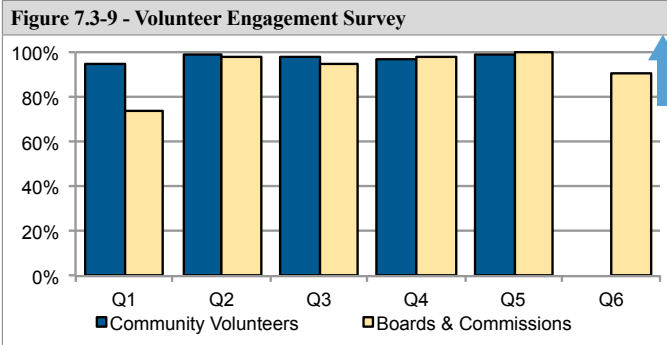


Figure 7.3-9 - Volunteer Engagement Survey - Based on Baldrige national site visit feedback, the City implemented a Volunteer Engagement Survey in 2017 for community volunteers and Boards & Commissions members.

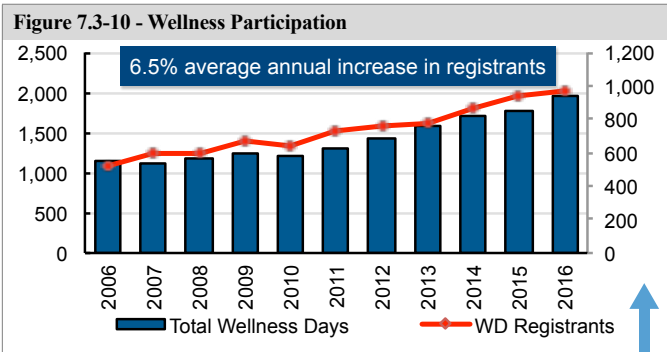
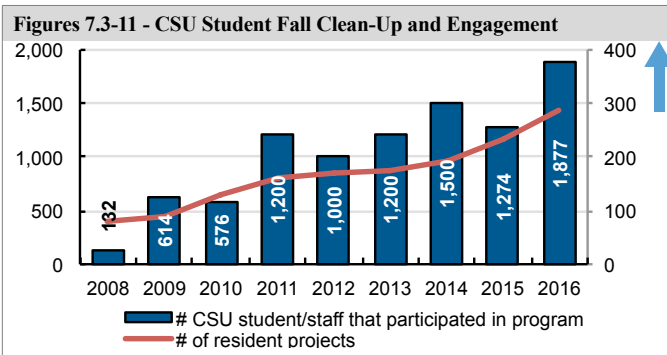


Figure 7.3-10 - Wellness Participation - The benefits of the City investing in the health and wellness of the workforce are demonstrated in decreasing health claim costs.



Figures 7.3-11 - CSU Student Fall Clean-Up and Engagement - Recognizing the need for assistance among elderly and/or physically limited residents, the City engages CSU student volunteers to contribute back to their community through the Fall Clean-Up program.

2016				2017					
EF- Development and growth opportunities	Fort Collins		OPM	EF- Development and growth opportunities	Fort Collins	GBM*	May Segmented Results		
	May	Sept	Year		May	Year	Classified	Hourly	Unclassified Management
I believe my supervisor, or someone at work is committed to my career development- EF- Dev & growth opportunities	68%	67%	66%	My manager encourages me to use my talents as much as possible.	76%	73%	75%	75%	93%
Within the last six months, the City has provided me opportunities to learn and grow. EF- Dev & growth opportunities	78%	75%	53%	I have career opportunities in the City.	53%	55%	55%	42%	68%

*Blessing White Government Benchmark
44 City of Fort Collins

	Community Volunteers	Boards & Commissions
2014	147,690	6,250
2015	162,421	7,525
2016	155,806	5,232

Figure 7.3-12 - Volunteer Hours - The City provides venues for citizens who want to give back to the community.

7.3(a)4 Workforce Development

Figure 7.3-13 - Learning and Development - The City provides learning and development opportunities for the workforce and encourages participation in a variety of training courses to support personal and professional development.

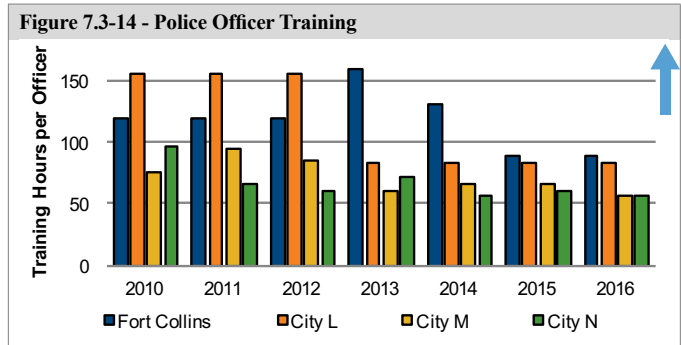


Figure 7.3-14 - Police Officer Training - The City prepares police officers through multiple training programs.

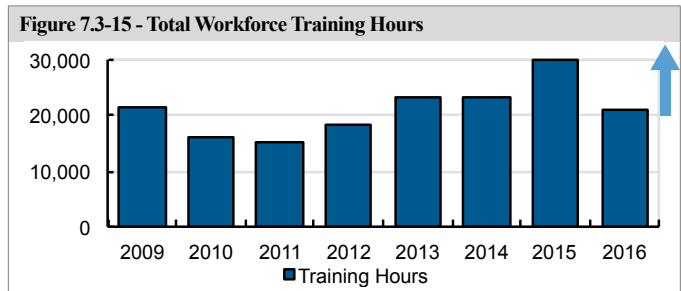


Figure 7.3-15 - Total Workforce Training Hours - To further engage the workforce, the City offers numerous internal learning opportunities.

7.3-16 - Lead 1.0 Program Participation			
	# Participants	# Promotions	# Job Reclassifications or Acting in leadership role
2014	25	10	6
2015	24	5	7
2016	25	6	3

7.3-16 - Lead 1.0 Program Participation - Dedicating resources for leadership development assists in recruitment, retention and succession planning. Since 2012, the City has promoted or advanced careers for approximately 52% of emerging and beginning leaders.

7.3-17 - Internal Promotions - Of the 10 ELT members and the Management Intern, six have been promoted from within, including the City Manager. Leadership development programs such as Lead 4.0, 360 Assessments and professional coaching provide internal training and opportunities for growth and advancement.

7.4 Leadership and Governance Results

7.4a Leadership, Governance and Societal Responsibility Results

7.4a(1) Leadership

Figure 7.4-1 - My Role and the City's Mission and Vision

- City leaders are committed to a culture of “the It, the We and the I,” where the It is about the mission, vision and values; the We is about working together with colleagues; and the I is about the individual’s role in the organizational success. This culture demonstrates living the values.

Figure 7.4-2 - Q14 Commitment to Quality and Productivity Improvement - City leaders create a world-class culture through the vision, mission and values, and by holding staff accountable to high standards.

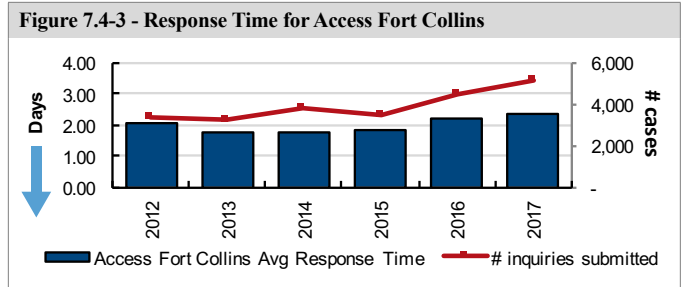
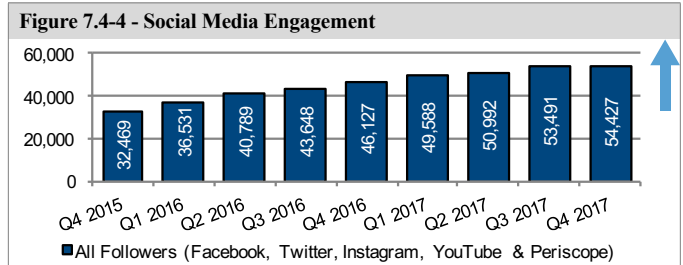
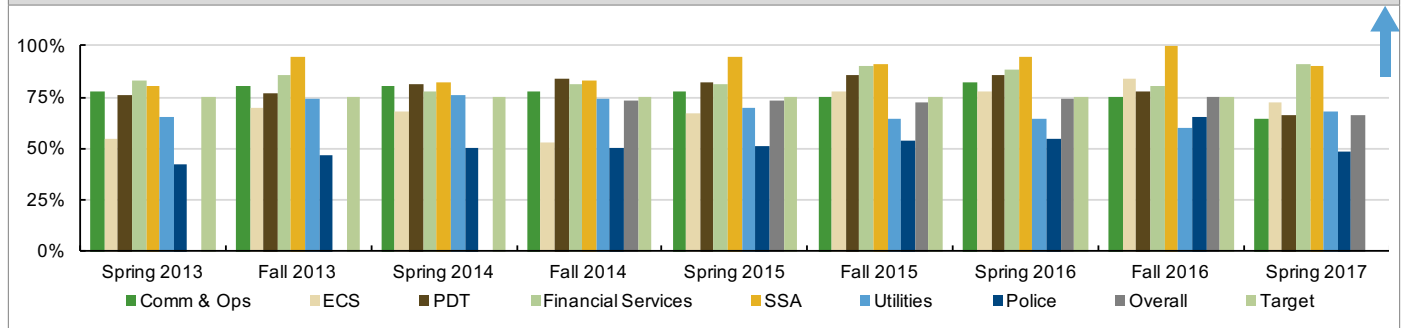


Figure 7.4-3 - Response Time for Access Fort Collins - Access Fort Collins ensures citizens can submit questions and requests for service. The system is widely used.



Dept	Followers	Dept	Followers
Main	54,427	Utilities	3,297
Cultural Facilities	34,920	FC Bikes	2,706
Police	25,486	Transport	1,643
Recreation & Golf	12,720	Other	1,172
Natural Areas	3,501		

Figure 7.4-1 My Role and the City's Mission and Vision



2017	Service Area Segments							
	Comm & Ops	ECS	PDT	Financial Services	SSA	Utilities	Police	City Overall
Senior leaders of my service area link the work of the Service Area to a larger purpose.	64%	72%	66%	91%	90%	68%	48%	66%

Figure 7.4-2 - Q14 Commitment to Quality and Productivity Improvement

	2017		Service Area Segments						
	Fort Collins	GBM*	Comm & Ops	ECS	PDT	Financial Services	SSA	Utilities	Police
Senior Leaders in my Service Area act in alignment with the City's Core Values	68%	58%	67%	74%	64%	86%	100%	69%	53%
Senior leaders of my Service Area have created a work environment that drives high performance	59%	47%	60%	63%	61%	89%	84%	57%	41%
I trust the Senior Leaders of my Service Area.	62%	54%	60%	66%	63%	84%	95%	61%	49%
I am proud to work here.	86%	85%	89%	85%	85%	93%	95%	84%	83%
I find ways to exceed customer expectations.	91%	NA	92%	94%	89%	93%	95%	90%	93%
I feel respected as a person regardless of race/ethnic background, gender, religion, age, disability, sexual orientation, or marital status.	82%	NA	84%	90%	77%	84%	82%	81%	79%

*Blessing White Government Benchmark
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Figure 7.4-4 - Social Media Engagement - Social media accounts provide staff a relevant platform for timely information and to engage citizens.

	Community Volunteers	Boards & Commissions
I am happy that I volunteer with the City	98%	100%
I would recommend volunteering with the City to others.	97%	100%

Figure 7.4-5 - Volunteer Engagement - Volunteers are engaged with senior leaders.

7.4a(2) Governance

To develop trust in government and municipal spending, the City provides Open Book/Open City, a completely transparent site on *fcgov.com* where citizens can see firsthand how the City is being governed. In addition, KFCG is posted online for citizens to see that dollars are spent in line with the voter requirements.

Initiative	Year	Voter Approved
KFCG	2011-2021	Yes
CIP	2016-2025	Yes
BOB	2006-2015	Yes
Streets Maintenance Program	2006-2025	Yes
Open Space YES!	2006-2030	Yes
Building Community Choice (3 separate ¼ cents)	1997-2005	Yes

Figure 7.4-6 - Successful Voter Tax Initiatives - It's not often that citizens vote for increased taxes and when they do it demonstrates support and trust in the governance system. Working together, the community and local government identify community enhancements.

Audit Compliance	2010	2011	2012	2013	2014	2015	2016
Material Weaknesses	0	1	0	0	0	0	0
Significant Deficiencies	0	0	1	0	0	0	0
Other Instances of Noncompliance	2	0	2	0	0	0	0
Key Findings Resolved	2	1	3	0	0	0	0

Figure 7.4-7 - External Financial Audits - The City Charter and state law require an annual audit by independent certified public accountants selected by the City Council. For 30 consecutive years the Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of

Achievement for Excellence in Financial Reporting to the City for its comprehensive annual financial report. To receive this prestigious recognition, the City must publish an easily readable and efficiently organized comprehensive annual report. This report must satisfy both applicable legal requirements and accounting principles generally accepted in the U.S. In connection with the annual audit the City is provided a Report on Internal Control over Financial Reporting and on Compliance and Other Matters performed in accordance with Government Auditing Standards. All findings reported in previous years were corrected in the subsequent year and were not repeated after review by the auditor.

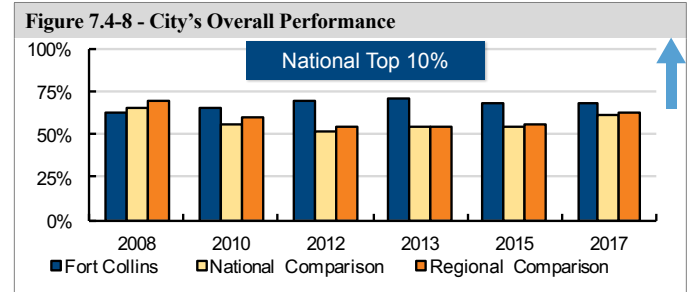


Figure 7.4-8 - City's Overall Performance - Overall performance is an indicator of trust in leadership and governance, and strategy development.

Figure 7.4-9 - Intelligent Risk - The City's commitment to the community is to assess and implement intelligent risks within established timelines and allocated resources. (Figure 2.1-4 Intelligent Risk Process Steps).

7.4a(3) Law and Regulation

	Regulation	Compliance Rate	
		2012-2015	2016
Financial	GASB	Compliant	Compliant
	IRS	None	Compliant
	Federal OPM	Compliant	Compliant
Risk Management & Safety	OSHA	Voluntarily Compliant	Voluntarily Compliant
	CDOT	100%	100%
	FTA	100%	100%
Environmental	EPA	100%	100%
	CDPHE	100%	100%
Employment	DOL	None	None
	HHS	None	None
	FTC	None	None
	CO CRC	None	None

PROJECT	2013-14	2015-16	2017-18
Evaluate the role of the City to provide Broadband service to the community	Step 1	Steps 1-5	Step 4- moving into Step 5 Q2
Halligan Reservoir Enlargement Project to acquire water storage capacity	Step 7	Step 7	Step 7
Direct and guide growth in the community	Varies according to current planning effort	Varies according to current planning effort	Plan Fort Collins planning effort - Step 3
MAX Mass Transit System	Completed on-time and under budget	Completed on-time and under budget	Operational- Step 7 for additional services
Mall Expansion to increase tax revenue	On time and on budget	On time and on budget	Step 7
Woodward Inc to expand business & employment opportunities	On time and on budget	On time and on budget	Step 7
Advanced Meter Fort Collins to updated mechanical electrical and water meters	On time and on budget	On time and on budget	Operational and under budget
Climate Action Plan	Step 1	Steps 2-8	Iterative between steps 5 and step 7

Category	Requirement	2015	2016
Development & Facility Operations	Building Codes	100%	100%
	CFR	100%	100%
	FC Green Code Amend	100%	100%
Public Records	CORA	100%	100%
Emergency Management	FEMA	Compliant	Compliant
	NOAA	Designated storm ready community in 2011, and recertified in 2015	

Figure 7.4-10 - Regulatory Compliance - Meeting and surpassing regulatory and legal requirements is demonstrated in Figure 7.4-10, External Financial Audits (Figure 7.4-7), waste water treatment effectiveness rate, and 100% drinking water compliance rate for the past three years (Figure 7.4-11).

Category	2005-2017
Actual CDPHE Laboratory Certification	100%
Actual DMRQA Laboratory Certification	100%
1 of 5 municipalities in Colorado exceed certification requirements	

Figure 7.4-11 - Pollution Control Laboratory Certification - The National Pollutant Discharge Elimination System (NPDES) permit program controls water pollution by regulating point sources that discharge pollutants into waters of the United States. The Colorado Department of Public Health and Environment (CDPHE) requires certification under the Safe Drinking Water Act, the NPDES program, and to provide credible accurate laboratory data to support environmental and health-related decisions and needs of the Water and Wastewater Utilities. The City's Discharge Monitoring Report Quality Assurance (DMRQA) and CDPHE laboratories fulfill policies and procedures to maintain certification through semiannual onsite inspection and annual performance testing. The City of Fort Collins Water Lab is one of five municipalities (Aurora, Denver, Colorado Springs, Ute Water Conservancy District-Grand Junction) in the state to attain certification for trace metals, Nitrate/Nitrite/Fluoride, TOC, VOC (V2, V3), TTHM, Chlorite, TCR, and LT2. Other municipalities have labs, but their certification list is limited.

7.4a(4) Ethics

Oath of Office: 100% Compliance - Before entering the duties of the office or employment, each member of Council, the City Manager, the City Attorney, the City Clerk, the Municipal Court Judge, and each service area director take an oath or affirmation, that he or she will support the Constitution of the United States, the Constitution of the State of Colorado, the City Charter, and the ordinances of the City of Fort Collins, and that he or she will faithfully perform the duties of the office or position. Included in the City Charter, Section 9 is a conflicts of interest definition.

Boards and Commissions - Council-appointed Board and Commission members serve without compensation. They acquire and study information in specific areas and make recommendations to City Council. There is a 100% completion rate for orientation and training that includes completing and signing off on education of legal and ethical topics.

	2013	2014	2015	2016	2017
Total (segmentation available on site)	13	10	16	16	18

Figure 7.4-12 - Staff Terminations for Ethical Breaches - The City has a no tolerance culture for ethical violations that includes terminations for non-disclosure of violations prior to employment with the City.

7.4(a)5 Society

The City is a leader in the country for environmental goals. The CDPHE facilitates the Environmental Leadership Program (ELP), a statewide environmental recognition and reward program that offers benefits and incentives to members voluntarily going beyond compliance with state and federal regulations. The City has three Gold Leader recipients: the Drake Water Reclamation Facility, the Streets Department and the Water Treatment Facility.

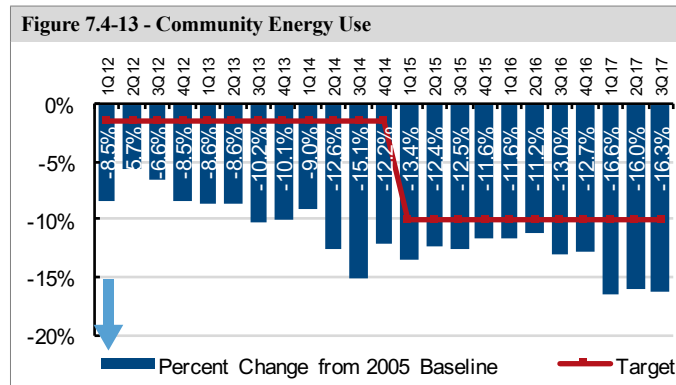


Figure 7.4-13 - Community Energy Use - Percent change in per capita kWh hours compared to the baseline year measures effectiveness of the City's energy conservation programs. Sustaining declines while the local economy is growing indicates the City's effectiveness at raising awareness.

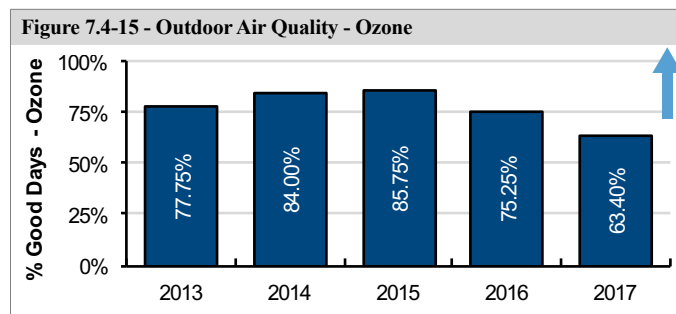
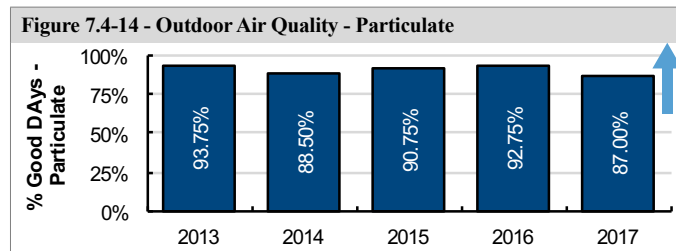


Figure 7.4-14 Outdoor Air Quality - Ozone and Figure 7.4-15 - Outdoor Air Quality - Particulate - Analyzing these results assists in determining efforts for implementing emission reduction strategies and programs.

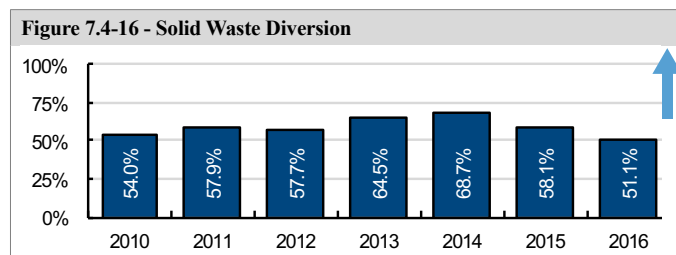


Figure 7.4-16 - Solid Waste Diversion - The City is a steward of resources and efforts include recycling dirt generated from operations rather than landfilling it, and recycling concrete and asphalt from the City's crushing facility.

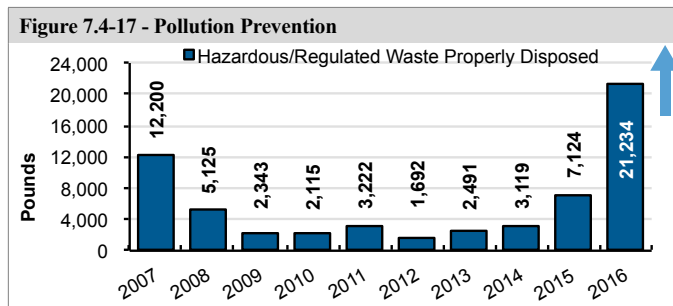


Figure 7.4-17 - Pollution Prevention - The City's goal is to reduce the production of hazardous waste through best management practices, recycling wastes when the opportunity exists, and disposing of waste in an environmentally sound manner. The 2015 increase was expected when the City disposed of 7,124 pounds of regulated waste from operations that included the disposal of legacy potassium permanganate from the Water Treatment Facility.

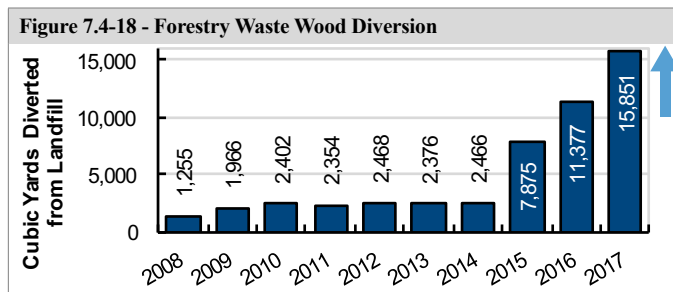


Figure 7.4-18 - Forestry Waste Wood Diversion - Since 2008, Forestry has had a large-diameter wood recycling program to grind wood, which is re-purposed in City projects and provided to citizens. This measure has been revised to reflect an electronic metering system installed on chip trucks in 2014 to track the number of times units were dumped and the cubic yard capacity of each unit. Cubic yards generated by contract grinding were also added in 2014, and a vehicle weight scale system was added to document in-bound materials.

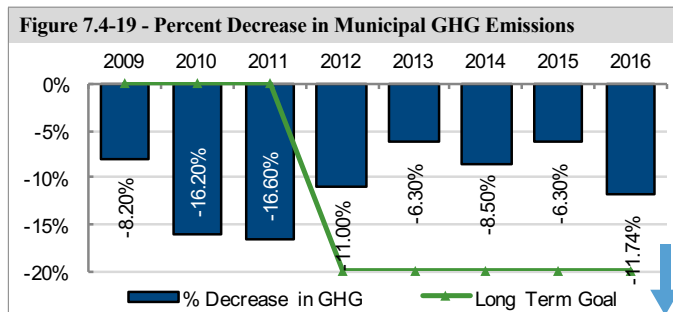


Figure 7.4-19 - Percent Decrease in Municipal GHG Emissions - The City actively pursues reduction in its GHG emissions and results are very positive.

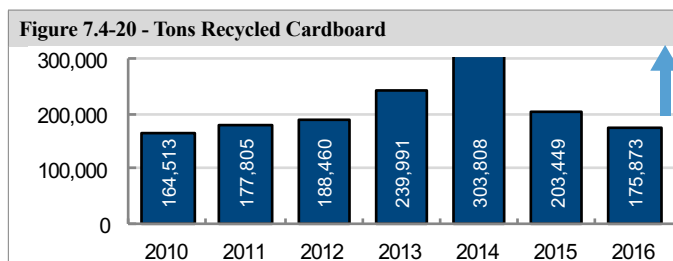


Figure 7.4-20 - Tons Recycled Cardboard - Every pound of refuse diverted from the landfill is an investment in the future.

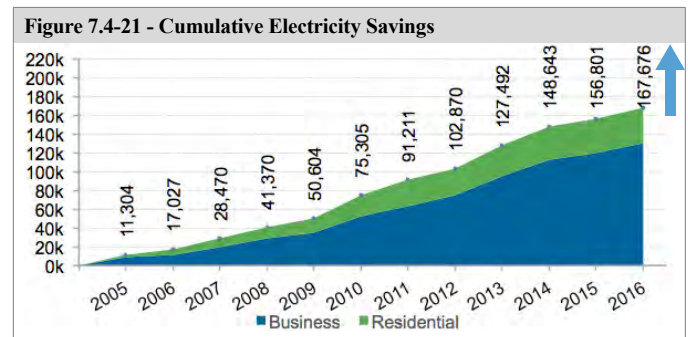


Figure 7.4-21 - Cumulative Electricity Savings - The City's Energy Policy values reliability, safety, affordability, GHG reduction, pollution prevention and energy independence. Savings over time benefit residents and businesses.

Figure 7.4-22 - Human Rights Survey

Year	Fort Collins	City J	City A	City D
2015	61	76	59	90
2016	74	74	53	82
2017	78	86	53	100

Figure 7.4-22 - Human Rights Survey - The Municipal Equality Index (MEI) rates cities from 0-100 based on non-discrimination laws, the municipality as an employer, municipal services, law enforcement and the city leadership's public position on equality. Based on the initial survey, the City revised its EEO language, is examining its non-discrimination vendor clause, and instituted a Police Services liaison to the community.

7.4b Strategy Implementation Results

- Figure 7.4-23 Awards and Recognitions**
- Cities4Action Award, C40 Cities Bloomberg Philanthropies - Dec 2017
 - 3rd Largest Reduction in Crime in Colorado (2012-2016), ValuePenguin - Nov 2017
 - 6th Best Place to Live: Livability.com - Mar 2017
 - 11th Happiest City in America: Yahoo! Finance - Mar 2017
 - Top 100 Best Cities to Start a Family: lendedu - Feb 2017
 - No. 9 Top 150 Cities for Millennials Report: Millennial Personal Finance - Feb 2017
 - No. 2 Best Cities for Small Business: ValuePenguin - Feb 2017
 - No. 8 Best-Performing City: Milken Institute - Dec 2016
 - No. 4 Happiest City in America: 24/7 Wall St. - Apr 2016
 - No. 4 Community in Overall Well-Being, 2014-2015: Gallup Healthways - Feb 2016
 - No. 14 Best-Performing City: Milken Institute - Dec 2015
 - Top 3 Digital City: Govtech.com - Nov 2015
 - Top 10 Best Metros for Female Entrepreneurs: Forbes - Oct 2015
 - No. 13 Best Place to Live: Livability.com - Sep 2015
 - No. 4 Safest Drivers in America: Allstate Insurance - Sep 2015
 - No. 11 Healthiest Housing Market: WalletHub - Aug 2015
 - No. 4 Next Top 10 Cities for Tech Jobs: Fast Company - Jul 2015
 - Top 20 Best Places for STEM Grads: NerdWallet - Jun 2015
 - No. 9 of 2015's "Top 10 Healthiest Cities": Livability.com - Apr 2015
 - No. 3 in College Ranker's "50 Best College Towns to Live in Forever" list: College Ranker - Mar 2015
 - No. 6 "America's Most Innovative Tech Hubs": NerdWallet - Feb 2015
 - Top-10 City in the 2014 Digital Cities Survey: Center for Digital Government's Digital Communities Program - Nov 2014
 - No. 1 In The Country By Let's Move! For Healthy Efforts: National League of Cities - Sep 2014
 - 10 Great College Towns to Retire To: Kiplinger - Sep 2014
 - 9th Best Bike City: Bicycling Magazine - Sep 2014
 - America's Most Satisfied City: Time - May 2014

Figure 7.4-23 - Awards and Recognitions - Numerous recognitions are only achieved through developing strategies and achieving action plans that build on the core competency of commitment to the community.

7.4-24 - Strategy Performance Dashboard			
OUTCOME	2015	2016	2017
NEIGHBORHOOD LIVABILITY & SOCIAL HEALTH			
Cumulative number noise complaints (7.1-16)	Red	Red	Green
Voluntary Code Compliance (7.1-17)	Green	Green	Green
Response Time to Graffiti Removal (7.1-15)	Green	Green	Green
CULTURE & RECREATION			
Recreation Programs - Total Participation (7.2-22)	Yellow	Green	Yellow
Cumulative Participation - Gardens on Spring Creek, Golf Courses, Lincoln Center, FCMOD, Paved Trails (7.2-22)	Green	Green	Green
ECONOMIC HEALTH			
Electric System Average Interruption Duration Index (SAIDI) (7.1-1)	Green	Green	Green
ENVIRONMENTAL HEALTH			
Wastewater Treatment Effectiveness Rate (7.4-11)	Green	Green	Green
HIGH PERFORMING GOVERNMENT			
Accuracy of Budgeted Expenses (7.5-2)	Yellow	Yellow	Yellow
Actual Revenue compared to Budget (7.5-1)	Green	Green	Green
Average Response Time of Cases Submitted to Access Fort Collins (7.4-3)	Green	Green	Green
City Employee Safety – Total Recordable Injury Rate (TRIR) YTD (7.3-5)	Red	Green	Green
City Employee Safety- Days Away Restricted or Transferred (DART) (7.3-5)	Red	Green	Yellow
Employee Turnover Rate (7.3-1)	Red	Yellow	Green
SAFE COMMUNITY			
Average Quarterly Response Time of Police Priority 1 Calls (7.1-27)	Green	Yellow	Yellow
Drinking water compliance rate (7.4-11)	Green	Green	Green
TRANSPORTATION			
Transport Fixed Route Passengers per Revenue Hour (7.1-3)	Green	Green	Yellow
Cumulative boardings per capita - % increase (7.1-3)	Green	Green	Red
Cumulative Lane Miles of Roadway Pavement Improved (7.1-4)	Yellow	Green	Green
Average Travel Speeds (7.1-6)	Green	Green	Green

7.4-24 - Strategy Performance Dashboard - Strategy MAPs with green visual cues note strategy and action plans on track [4.1a(1)]. Intelligent risk outcomes are displayed in Figure 7.4-9, and core competencies results in Item 7.3.

7.5 Financial and Market Results

7.5a Financial and Market Results

7.5a(1) Financial Performance

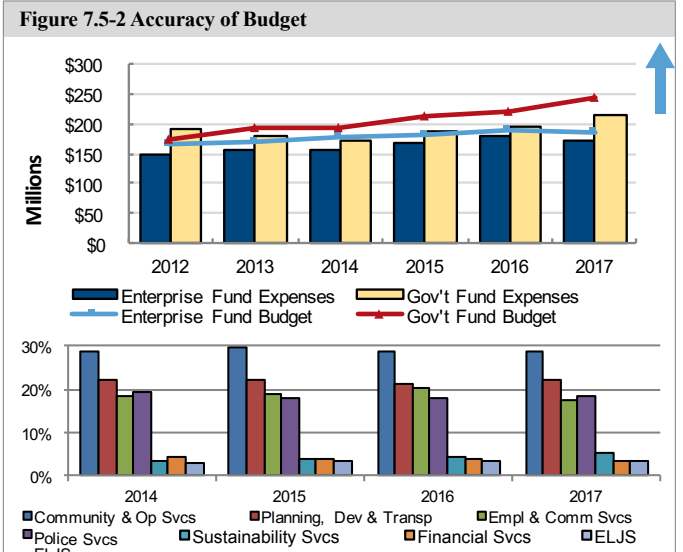
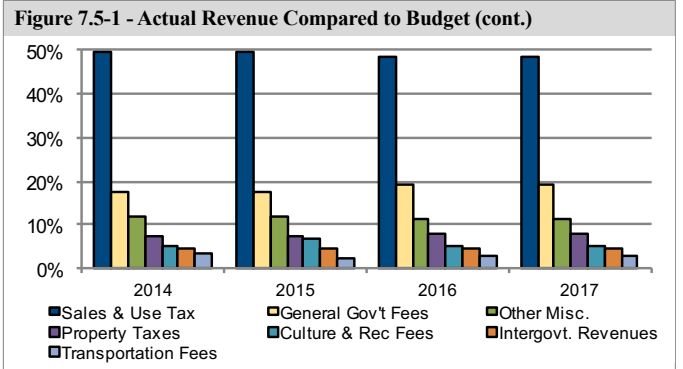
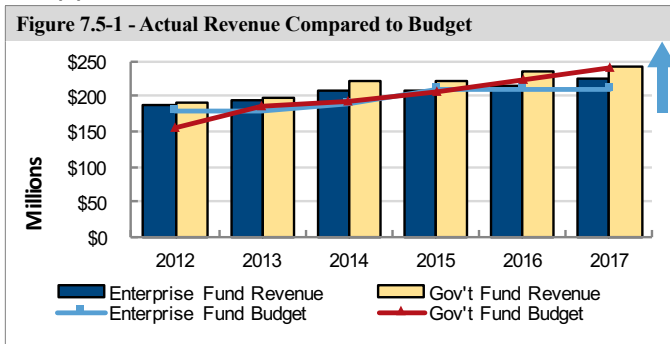


Figure 7.5-1 and Figure 7.5-2 - Actual Revenue Compared to Budget and Accuracy of Budget - These results demonstrate the City's effective process for accurately forecasting revenue, which leads to an effective BFO process for the development of realistic budgets to support services for attaining the mission and vision.

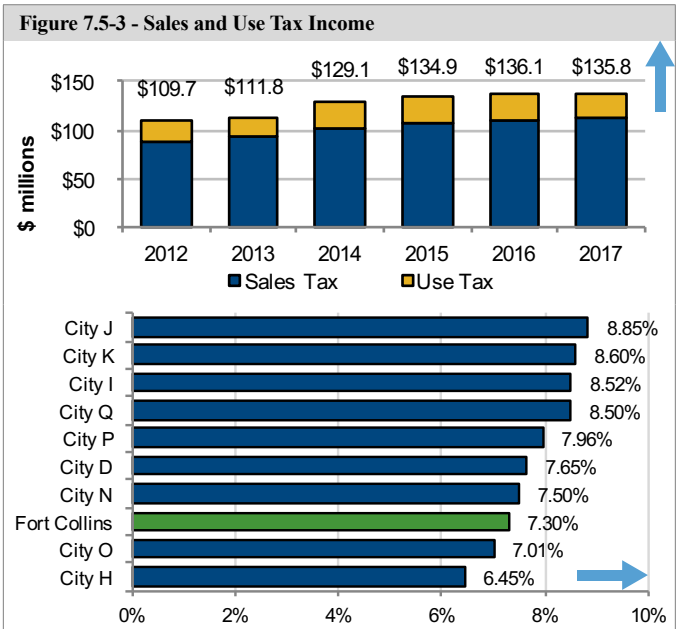


Figure 7.5-3 - Sales and Use Tax Income - Sales and use tax income is an indicator of financial and market results. Businesses generate tax revenue. The increasing revenue is particularly impressive given the City's tax rate is lower than other Regional city comparisons.

Figure 7.5-4 - Financial Ratios

Financial Comparison (\$ per citizen)		Total debt per capita	Total revenue per capita	Total expenditures per capita
2013	Fort Collins	\$442.24	\$886.05	\$1,297.51
	City D	\$443.24	\$810.94	\$1,100.19
2014	Fort Collins	\$376.05	\$979.56	\$1,302.52
	City D	\$390.16	\$860.02	\$1,132.09
2015	Fort Collins	\$309.15	\$1,003.71	\$1,351.40
	City D	\$354.23	\$879.45	\$1,191.76
2016	Fort Collins	\$270.46	\$1,013.16	\$1,401.84
	City D	\$511.70	\$935.66	\$1,224.94

Figure 7.5-4 - Financial Ratios - The City is generally in the 2nd quartile for asset and liquidity measures and in the 3rd quartile for expenditure and revenue measures. This is consistent with the financial strategy and demonstrates: 1) conservative use of debt and a predisposition to pay cash vs. borrow; 2) intent to increase fund balance during healthy financial years providing a buffer during lean years; and 3) the community’s expectation for high service level delivery and willingness to tax themselves to support those expectations.

7.5a(2) Marketplace Performance

Figure 7.5-5 Bond Ratings

City/County	Rating
Fort Collins	Aaa
Larimer County	Aaa
City J	Aaa
City C	Aa1
City Q	Aa2
City A	Aa2
City O	Aa3
City I	A1

Figure 7.5-5 - Bond Ratings

Bond ratings are a measure of credit worthiness that expresses the ability and willingness of organizations to meet financial obligations in full and on time. The City’s rating of Aaa outperforms comparable Regional cities, and is judged to be of the highest quality, subject to the lowest level of credit risk. The City’s comprehensive financial policies contribute to high bond ratings and enable the City to purchase and sell bonds at a significantly lower rate than other cities.

Figure 7.5-6 - Affordable Housing Units Inventory and Housing Opportunity Index

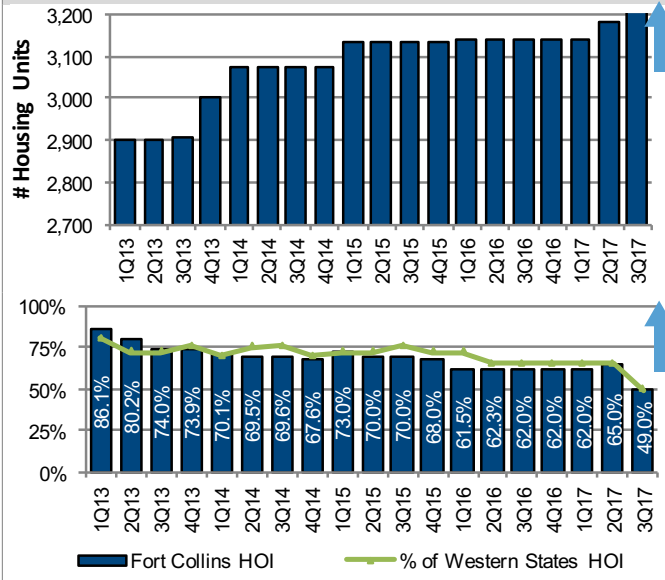
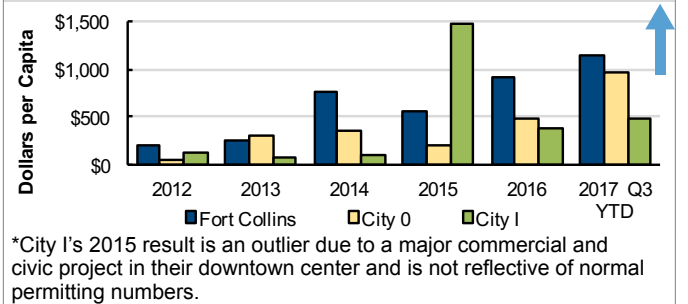


Figure 7.5-6 - Affordable Housing Units Inventory and Housing Opportunity Index - The City invests in affordable housing to preserve family stability and to increase neighborhood diversity and quality. The Housing Opportunity index measures the percentage of all new and existing homes sold in the last quarter that were affordable to families earning the area median income. Fort Collins is a highly desirable living location; the slight decrease in HOI is market demand.

Figure 7.5-7 - New Commercial Permits



*City I's 2015 result is an outlier due to a major commercial and civic project in their downtown center and is not reflective of normal permitting numbers.

Figure 7.5-7 - New Commercial Permits - New commercial construction value measures the market’s reaction to economic activity and the capacity of the City’s market to react to job growth. The City continues to attract job opportunities and outperforms the closest city of comparable size.

Figure 7.5-8 - Commercial Vacancy Rates

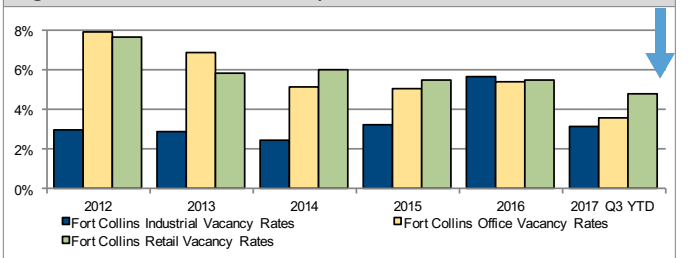


Figure 7.5-8 - Commercial Vacancy Rates - Commercial property use provides a measure of economic activity and economic capacity. As the vacancy rate drops additional commercial space may be necessary to capture economic activity that results in tax revenue. The spike in 2015-2016 is a result of improving data collection methodology for accuracy.

Figure 7.5-9 - Unemployment Rate

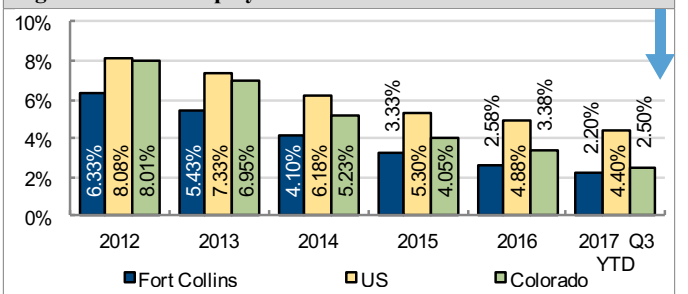


Figure 7.5-9 - Unemployment Rate - The unemployment rate is a top-line economic metric providing an overall understanding of economic activity in a community and is used as an indicator of economic success and community resiliency.