City Council Work Session
September 22, 2020
6:00 PM

• CALL TO ORDER.

1. **2021 Recommended Budget - Work Session #2.** (staff: Darin Atteberry, Travis Storin, Lawrence Pollack; 3 hour discussion)

The purpose of this work session is to review the City Manager’s 2021 Recommended Budget that was delivered to Council and the City Clerk on September 1, 2020 pursuant to provisions of Article V, Section 2 of the City Charter. This is a continuation of the overall budget discussion and Outcome review items discussed at the September 8 Work Session. Since then, the first of two Public Hearings to gather input from the community has been completed.

The Recommended Budget is aligned with the City’s adopted 2020 Strategic Plan, the Council Priorities Dashboard and community priorities. At the September 22, 2020 Work Session, staff will present a summary overview of these strategic Outcome areas:

• Neighborhood Livability and Social Health
• Safe Community
• High Performing Government

• ANNOUNCEMENTS.

• ADJOURNMENT.
SUBJECT FOR DISCUSSION

2021 Recommended Budget - Work Session #2

EXECUTIVE SUMMARY

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GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What clarifying questions does Council have on the Outcomes being presented?
2. What follow-up items are there on budget issues related to these Outcomes?

BACKGROUND / DISCUSSION

This budget would have typically been created using the City’s priority-based Budgeting for Outcomes (BFO) process, which has been used since 2005. Given the uncertainty caused by the global pandemic, it was determined that modifications needed to be made to our process and timeline. As part of those modifications, Council approved Ordinance No. 067-2020 to temporarily suspend City Code to allow the adoption of a one-year budget and revise the City’s budgeting process.

There are three primary components of these modifications:

1. For 2021, Council will consider and adopt a one-year budget instead of the usual two-year (biennial) budget. This practice will continue for the City’s 2022 budget. Thereafter, the City will return to a two-year budget and the standard cadence of elections, strategic planning and budgeting Councilmembers, the community, and staff have come to expect.

2. The budgeting process became more tactical, as we were not able to utilize the BFO Teams who play such an important role in the budget process through the evaluation of budget requests (Offers) and generation of Offer rankings.

3. Due to the delays in the budget process while staff addressed the immediate 2020 public health and fiscal implications of the pandemic, we were not able to conduct a standard public engagement process prior to the
delivery of this recommended budget. Outreach work is ongoing and will continue into the fall to aid Council's decisions related to the adoption of the budget.

While significantly modified, key components of our budgeting process remain, including budget requests that are based on the specific programs and services provided to the community. This is a key aspect of Budgeting for Outcomes compared to traditional budgeting practices. Budget requests still specify direct linkage to at least one strategic objective in the City’s adopted 2020 Strategic Plan, as well as include performance measures directly related to the proposed program/service.

**Council Budget Meetings**

Council has a series of work sessions scheduled in September and October to discuss the proposed 2021 Budget. These work sessions will include staff presentations regarding specific Outcomes, followed by an opportunity for questions and discussion. The final work session will include Council discussion regarding overall priorities, policy issues and guidance on what changes Council wants included in First Reading of the 2021 Budget.

Key dates for Council discussions and Public Hearings are as follows:

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Topic</th>
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<tbody>
<tr>
<td>September 22, 2020 Work Session</td>
<td>Presentation, Questions and Discussion:</td>
</tr>
<tr>
<td></td>
<td>1. Neighborhood Livability and Social Health</td>
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<td></td>
<td>2. Safe Community</td>
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<td>3. High Performing Government</td>
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<tr>
<td>October 6, 2020 Regular Meeting</td>
<td>Budget Public Hearing #2 of 2</td>
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<td>General Discussion – Final Council Direction</td>
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<td>November 4, 2020 Regular Meeting</td>
<td>First Reading of the 2021 Budget and the 2021 Appropriation Ordinance</td>
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<tr>
<td>(Wednesday)</td>
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<tr>
<td>November 17, 2020 Regular Meeting</td>
<td>Second Reading of the 2021 Budget and the 2021 Appropriation Ordinance</td>
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</tbody>
</table>

**ATTACHMENTS**

1. Powerpoint Presentation (PDF)
2021 Budget Review
City Council Work Session – September 22, 2020
<table>
<thead>
<tr>
<th>Date</th>
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</table>
| September 8<sup>th</sup> Work Session |                               | • Culture and Recreation  
• Economic Health  
• Environmental Health  
• Transportation |
| September 15<sup>th</sup> Council Meeting |                               | • Budget Public Hearing #1 of 2                                       |
| September 22<sup>nd</sup> Work Session |                               | • Neighborhood Livability and Social Health  
• Safe Community  
• High Performing Government |
| October 6<sup>th</sup> Council Meeting |                               | • Budget Public Hearing #2 of 2                                       |
| October 13<sup>th</sup> Work Session |                               | • General Discussion – Final Council Direction                        |
| Nov. 4<sup>th</sup> (Wed) Council Meeting |                               | • First Reading                                                       |
| November 17<sup>th</sup> Council Meeting |                               | • Second Reading                                                      |
Offer: Request for budget to provide a program or service

Offer Types:

- **Ongoing** – existing programs and services
- **Reduction** – Reduced level of service; context provided in the following text
  - ‘Eliminate’ vs. ‘Scale Down’ or ‘Temporary Pause’
  - 2022 proposals to return to the previous level of service will refer to ‘Restore’
- **Redeploy** – Shift of funding from one previous ongoing purpose to another higher priority
  - The 1st part of the title is the service being reduce
  - The 2nd part of the title (after the word ‘to’) is the proposed higher value service
- **Enhancement** – Increase to level of service or adding a new program / service / staff (FTE)
  - The text ‘Continuing Enhancement means it was a previously funded Enhancement
2020 Strategic Plan
- Based on broad inputs from community, Council and staff
- Adopted by Council
- Every Outcome has multiple strategic objectives (e.g. achievable goals)

Budgeting for Outcomes
- Offers resource the Strategic Plan
- Offers must link to 1 or more strategic objectives (SO) indicating how it helps achieve the SO

Performance Measures
- Offers have at least 1 performance measure (i.e. metric) that represents performance related to proposed service
- Charts and analysis are visible via links in Narratives on fcgov.com/budget

Outcomes:
- NLSH 1.2 - Collaborate with other agencies to address...
- NLSH 1.1 - Improve and increase availability and choice...
- SAFE 5.7 - Reduce incidents of, and impacts from...

Strategic Objectives
- e.g. Offer 28.4 - Continuing Enhancement: Homelessness Initiatives
  - Submitted to Neighborhood Livability & Social Health (NLSH)
  - Offer links to Strategic Objectives NLSH 1.2 / NLSH 1.1 / SAFE 5.7

Performance Measures:
- NLSH 39 - Winter Point in Time Count of Homeless Population
- NLSH 3 - Affordable Housing Inventory
- NLSH 93 - Long-Term Homeless Exits and Entries
Neighborhood Livability & Social Health

Fort Collins provides a high-quality built environment, supports connected neighborhoods, seeks to advance equity and affordability, and fosters the social health of the community.
Neighborhood Livability & Social Health Funding Sources

2021 Total Funding: $16.6M
- Neighborhood Services
- Homelessness Support
- Equity Opportunities
- Affordable Housing
- Development Review

![Diagram showing funding sources](attachment:Powerpoint Presentation (9438 : Review of the 2021 Recommended Budget - Work Session))
Neighborhood Livability & Social Health includes:

- Addressing the impact of increasing poverty, as well as increasing concerns about housing affordability and homelessness
- Equitable access to City services, amenities and information for all neighborhoods
- Encouraging an inclusive, equitable community that embraces diversity
- Encouraging the development of quality and affordable housing options for residents of all income levels
- Managing where and how the City grows in the future while maintaining our unique character and sense of place
Neighborhood Livability & Social Health
Offer Linkage to Strategic Objectives

1.1 – Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.

28.2 Human Service Programs & Affordable Housing
28.6 Enhancement: 1.0 FTE - Citywide Housing Plan & Implementation and Housing Manager
28.8 Continuing Enhancement: CCIP - Affordable Housing Capital Fund
30.5 Building Services

1.2 – Collaborate with other agencies to address poverty issues and other identified high priority human service needs, and to make homelessness rare, short-lived and nonrecurring.

28.1 Social Sustainability Leadership/Equity/Housing & Homelessness
28.4 Continuing Enhancement: Homelessness Initiatives - Continuing Support
28.7 Continuing Enhancement: Human Services Program Grant Funding
1.3 – Improve accessibility of City and community programs to low and moderate-income residents and increase participation in services to eligible, income-qualified residents.

31.6 Redeploy: Code Compliance Officer to Manufactured Housing Liaison
33.1 Low Income, Senior and Disabled Resident Rebate Program
33.2 Digital Equity Rebate Program
33.3 Redeploy: Property and Utility Tax Rebate reductions to support an Income Qualified Navigator (1.0 FTE Contractual)

1.4 – Advance equity for all, leading with race, so that a person’s identity or identities is not a predictor of outcomes.

9.3 Inclusive Public Engagement (HPG)
18.2 Police Patrol Services (SAFE)
28.1 Social Sustainability Leadership/Equity/Housing & Homelessness
28.6 Enhancement: 1.0 FTE - Citywide Housing Plan & Implementation and Housing Manager
1.5 – Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.

17.1 Graffiti Abatement Program  
31.1 Code Compliance  
31.2 Neighborhood Services  
31.3 Mediation and Restorative Justice  
31.8 Reduction: Scale Down Neighborhood Services

1.6 – Align land use regulations and review procedures to guide development consistent with City Plan.

30.1 Development Services  
30.2 Long-Range Planning  
30.6 Engineering Development Review  
30.15 Reduction: Temporary Pause Design Assistance Program
1.7 – Develop options and assess the feasibility of annexing the Mulberry Corridor.
   14.4 Utilities: Stormwater - Master Plan Updates (SAFE)
   24.3 City Manager's Office (HPG)
   26.2 Metro Districts (ECON)

1.8 – Preserve and enhance manufactured housing communities as a source of affordable housing and create a safe and equitable environment for residents
   30.2 Long-Range Planning
   31.2 Neighborhood Services
   28.2 Human Service Programs & Affordable Housing
   28.6 Enhancement: 1.0 FTE - Citywide Housing Plan & Implementation and Housing Manager

1.9 – Create and maintain a safe, healthy and resilient urban forest.
   42.1/2 Urban Forest Management and Tree Replacement
   42.3 Enhancement: Contractual Pruning of Large Diameter Trees
   42.4 Enhancement: Emerald Ash Borer Infestation Management (1.0 FTE Contractual)
Council Discussion - Neighborhood Livability & Social Health Offers
Safe Community

Fort Collins provides a safe place to live, work, learn and play
Safe Community Funding Sources

2021 Total Funding: $98.3M

- Police
- Fire
- Stormwater
- Municipal Court

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>General Fund</td>
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<td>Utilities</td>
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<td>Natural Areas</td>
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<td>KFCG</td>
<td>705K</td>
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<tr>
<td>Data and Communications</td>
<td>167K</td>
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</table>
A safe and healthy community includes:
- A safe and welcoming city in which to live, work, learn and play
- Proactive and skilled police and fire services
- Safe, reliable and best practice floodplain management
- An active emergency management system focused on prevention, preparedness and recovery with key partnerships to effectively respond to emergencies
- Ensuring that hazard mitigation efforts and investments are made equitably
5.1 – Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

18.1 Police Office of the Chief and Administration
18.2 Police Patrol Services
18.5 Police Information Services
18.9 Police Colorado Regional Information Sharing Project [CRISP]
18.21 Reduction: Scale Down Police Services Multiple Departments
48.1 Municipal Court Services - General and Camera Radar/Red Light Caseload
48.2 Enhancement: 0.75 Hourly FTE for Assistant Municipal Judges and Camera Radar/Red Light Court Clerk
65.2 Natural Areas Rangers
68.1 Municipal Prosecution
5.2 – Meet the expected level of core and specialized police services as the community grows.

18.2 Police Patrol Services
18.3 Police Special Operations Division
18.10 Police Regional Training Facility [Jointly owned with Loveland] - Operation & Maintenance

5.3 – Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.

73.1 Poudre Fire Operation, Maintenance & Capital (General Fund)

5.4 – Continue to deploy comprehensive emergency preparedness and management strategies.

25.1 City Manager’s Office: Office of Emergency Preparedness and Security
25.2 Enhancement: Emergency Preparedness and Security - Programming and Technology
5.5 – Address flooding risk for the protection of people, property and the environment.

14.1 Utilities: Stormwater - Drainage & Detention
14.2 Utilities: Stormwater - Engineering
14.4 Utilities: Stormwater - Master Plan Updates
14.14 Enhancement: Utilities: Stormwater - Castlerock Road Repairs
14.16 Enhancement: Utilities: Stormwater - Boxelder Watershed Dams
14.18 Enhancement: Utilities: Stormwater - Glenmoor Pond Enhancements
14.20 Enhancement: Utilities: Stormwater - Cured-in-Place Pipe Lining
5.6 – Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.

- 7.1 IT Cybersecurity
- 7.2 Enhancement: Technology Infrastructure and Process Performance

5.7 – Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

- 18.26 Redeploy: Police Campus West and Bike Patrol to Homelessness Coordinator (1.0 FTE), Street Outreach and Restorative Justice
- 48.5 Municipal Court Services - Specialized Services
- 65.3 Enhancement: Encampment Cleaning and Prevention

5.8 – Improve security at City facilities and properties.

- 25.2 Enhancement: Emergency Preparedness and Security - Programming and Technology
- 65.1 Parks Ranger Program
Council Discussion - Safe Community Offers
High Performing Government

Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.
2021 Total Funding: $111.0M

- Administrative, Legal & Municipal Services
- Internal Services
- City Council
- Utility Customer Service

![Chart showing funding sources for 2021]
A high-performing government includes:
- Effective and efficient local governance where all community voices are valued
- Fiscal sustainability and transparency
- A collaborative and community-based approach to problem solving
- Core processes that are consistently used across the organization
- An organizational culture of continuous improvement in all areas
- A workforce of talented people who care deeply about public service and trust
- Citywide strategies and standards for meaningful and inclusive involvement in governance and decision-making
### 7.1 – Provide world-class municipal services through operational excellence and a culture of innovation.

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<tr>
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<tbody>
<tr>
<td>13.1</td>
<td>Utilities: Customer Service &amp; Administration - Customer Service</td>
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<tr>
<td>13.17</td>
<td>Enhancement: 1.0 FTE Utilities: Customer Service &amp; Administration - Application Support</td>
</tr>
<tr>
<td>24.1</td>
<td>City Council</td>
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<tr>
<td>24.2</td>
<td>City Manager’s Office - Executive Staff, Administrative &amp; Financial Support</td>
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<tr>
<td>24.3</td>
<td>City Manager’s Office - Policy, Legislative, Compliance &amp; Performance Excellence Division</td>
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<tr>
<td>51.1</td>
<td>City Clerk Administration</td>
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<td>51.3</td>
<td>Boards and Commissions</td>
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<td>51.5</td>
<td>Elections</td>
</tr>
<tr>
<td>75.1</td>
<td>Reduction: 2021 Hiring Freeze</td>
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7.2 – Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.

- 24.1 City Council
- 24.3 City Manager’s Office - Policy, Legislative, Compliance & Performance Excellence Division
- 32.2 Accounting and Financial Transaction Services
- 67.1 General Legal Services

7.3 – Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.

- 9.1 FCTV Video Services
- 9.2 Communications and Public Involvement Central Communications
- 9.3 Inclusive Public Engagement
- 9.4 Public, Educational and Governmental Programming (PEG)
- 9.6 Reduction: CPIO - Temporary Pause Operational Costs, Media Monitoring, and Advertising for Communications Public Involvement
7.4 – Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.

8.1 HR Core Services
8.2 Talent Development
8.3 Volunteer Services Program
8.5 City Benefits and Retirement Administration
8.7 Reduction: HR - Temporary Pause Leadership Development, Crucial Conversations, and Other Developmental Courses and Programs

7.5 – Foster a culture of safety, well-being, resilience and sustainability across the City organization

8.4 Wellness
29.1 Sustainability Services Administration
35.1 Safety & Risk Management Programs & Services
35.2 Reduction: Scale Down Safety & Risk Management Supplies, Consulting and Medical Services
High Performing Government
Offer Linkage to Strategic Objectives

7.6 – Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

4.1 IT Applications - ERP Services
4.2 IT Applications - E-Government Services
4.3 IT Applications - Geographic Information Services
4.10 Enhancement: Self-Service Technology and Capabilities
5.1 IT Infrastructure - Network Services
5.4 IT Infrastructure - Client Services
6.2 Reduction: IT - Temporary Pause Conference and Training Funding
6.3 Reduction: IT Software and Support Services, Tools, and Programs
32.4 Strategic Financial and Budgeting Services
32.5 Program Evaluation and FC Lean

7.7 – Address long-term projected gap between available revenue and what is required to meet known and emerging needs.

32.6 City Give Programs and Services
7.8 – Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

5.5 IT Infrastructure - Asset Equipment Replacement
13.6 Utilities: Customer Service & Administration - Locating Operations
13.16 Enhancement: 2.0 Contractual FTE Utilities: Customer Service & Administration - Locates
13.20 Enhancement: CAPITAL - Utilities: Asset Register and Work Order Management System
55.2 Fleet Maintenance and Operations
55.4 Facility Maintenance
55.11 Reduction: Fleet Fuel Savings
55.15 Reduction: Increased Oil Change Interval
55.22 Reduction: Eliminate Custodial Trash Removal from Individual Offices

7.9 – Proactively influence policy and legislative development at all levels.

24.1 City Council
24.3 City Manager's Office - Policy, Legislative, Compliance & Performance Excellence
27.4 Climate Commitment (ENV)
Council Discussion - High Performing Government Offers
## 2020 Council Budget Meetings

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