2020 City-Initiated Cost Savings and Efficiencies

They are grouped by:

    A. Cost savings, partnerships and leveraging resources
    B. Process and operational improvements
    C. Technology and upgrades
    D. Customer service improvements

A. COST SAVINGS, PARTNERSHIPS AND LEVERAGING RESOURCES

Department: CDNS - Historic Preservation - Preservation Partnerships

Description: The Historic Preservation Division has partnered with Colorado State University's Historic Preservation program to research and document the Warren Shores Neighborhood. Students in four upper-division and graduate courses documented the architecture and landscape design of this planned subdivision, created oral histories, and produced a documentary on the neighborhood's history and development. Designed by architects Jim Cox and Tom Bolt to highlight planned parkway, landscape, and water features, Warren Shores is believed to be among the first greenbelt developments in Colorado and is the first in Fort Collins.

Benefits:
- Provide emerging professionals with real life skills and marketable experience.
- This is a collaborative project supporting the City and community goals to preserve and promote important aspects of Fort Collins' history.
- Documentary, oral histories and building surveys are being used by Warren Shores community to pursue State and National Register designation.
- Project will be showcased at the state-wide 2022 Saving Places Conference, encouraging other communities to engage in similar preservation partnerships.

Department: CDNS - Neighborhood Services - Neighborhood-Based Special Events & Open Streets

Description: Due to public gathering restrictions, the City of Fort Collins was unable to host several of our typical large-scale events. Because social connection is so important during challenging times, Neighborhood Services partnered with other City departments to create neighborhood-based, physically dispersed options and created some new neighborhood traditions. FC Moves planned to cancel Open Streets, but with the help of Neighborhood Services was able to host the event for 800 participants in locations throughout the City. This gave us an idea of what Open Streets could look like in the future and provided a model that is

much easier for the event organizers. 4th of July festivities was also moved to The Ranch or canceled, so Neighborhood Services Staff organized a neighborhood-based chalk art virtual contest along low-stress bike networks around the City. Neighbors reported the desire to make this an annual tradition as a complement or alternative to heading downtown in the evening to watch the big fireworks display and concert.

Benefits:
- Improved neighborhood relationships.
- Development of a communication network with neighborhoods across the City.
- Provides participants for Neighborhood Services and Our Climate Future programs and future advisory groups.
- Responsibility and ownership by residents.
- Increased registration and participation from the community by focusing activities along low-stress bike networks, which established familiarity with the bike/walking routes and activates those networks to improve place-making in neighborhoods.

Department: CDNS - Neighborhood Services - Eviction Legal Defense Fund (CARES Act)

Description: Collaborated with community engagement staff from CPIO and the City Attorney's Office to develop, launch, and support a CARES Act-funded eviction legal defense fund to keep residents housed during the COVID-19 recovery. Utilizing existing mini-grant application and contracting processes, the cross-departmental team operationalized the fund quickly to maximize the benefit to residents. The eviction legal defense fund service delivery came from a mosaic of service providers embedded in the local community who were coordinated by one of the grant recipients. Leveraging the relationships with existing community partners and developing a new relationship with a statewide legal service provider allowed us to provide a unique, first-time service for residents struggling with housing instability due to COVID-19.

Benefits:
- Built credibility and trust with neighbors, community partners, and other City departments.
- Development of a communication network with neighborhoods across the City by leveraging relationships with and among community partners.
- Centralized communications for residents on all types of available housing assistance.
- Pilot program for "Neighborhood Liaison" model of a community partner point-person for neighborhood coordination and communication.

Department: CDNS - Neighborhood Services - Mobile Home Park Residents' Rights Task Force

Description: An interdepartmental team was assembled and met monthly to complete mobile home park residents' rights livability projects. Including team members from Utilities, Social Sustainability, CPIO, Planning, and Neighborhood Services provided a consistent

communications process and feedback loops for public engagement. Keeping each stakeholder department aware of the projects and resources available to the historically underserved mobile home park residents leads to faster problem solving and additional collaboration opportunities.

Benefits:
- Strengthening community partnerships.
- Increasing credibility in underserved neighborhoods.
- Enhancing community awareness of resources and City activities.
- Decrease staff time for project planning and logistics.
- Decreased response time for mobile home park resident issues.
- Created a team of City subject matter experts on mobile home park residents' issues who can address concerns in a consistent way.

Department: CDNS - Planning & Development Services - Virtual Community Engagement in Planning and Development Projects

Description: Due to the COVID-19 pandemic, Planning staff transitioned all community engagement efforts to virtual formats, utilizing Zoom, MS Teams, and other online platforms to facilitate neighborhood meetings, focus groups, open houses, and to collect community input on long-range planning, policy, and development projects. Staff completely transformed public involvement to reach a broader array people and groups than have typically been involved in planning efforts.

Benefits:
- Removed transportation, time, and language-based barriers to community participation. Utilized real-time translation services in Zoom to engage with Spanish-speaking community members.
- Increased access to neighborhood meetings and public hearings for development projects, including the use of recordings to improve transparency.
- Cost savings through the elimination of building rentals, reduced travel and setup time for staff, and a more efficient use of staff time in community meetings.

Department: Information Technology and Human Resources: Integrating Core City Applications to Reduce Administrative Efforts

Description: In an effort to streamline Human Resources (HR) related personnel processes for new hires, rehires, promotions, and transfers, the Human Resources Information Systems (HRIS) team worked with the Enterprise Resource Planning (ERP) team to integrate Cornerstone, a personnel management application, to automatically transfer changes from Cornerstone to the City's ERP system nightly.

Benefits:
- Elimination of duplicate record entry in both Cornerstone and JDE
- Elimination of various forms required by each department for these functions
- Integration of DocuSign for electronic signatures by the employee required during on-boarding
- Implementation of self-service to update employee emergency contacts

Department: Information Technology: Telephone Circuit Consolidation

Description: IT consolidated 135 telephone circuits supported by multiple vendors to one vendor and performed administrative updates of listings along with other telephone system updates and operational maintenance to increase efficiency and lower ongoing costs of the telephone system.

Benefits:
- Negotiated State pricing discounts for circuit access and long-distance ongoing costs
- Updated public directory listings and removed obsolete and redundant listings allowing for cleaner data and more efficient phone management
- Estimated ongoing savings to the City is approximately $50,000/year while achieving more efficient administration of a single telephone account

Department: Parking Services & CDNS - Sharing staff resources

Description: Customer support staff in Parking Services was cross trained in contractor licensing to support CDNS from a remote facility during the hiring freeze and reduced hours.

Benefits:
- Temporary solution to backfill frozen positions.
- Effectively spread workload across employees impacted by reduction in hours.
- Continued timely customer service and accurate data input.

Department: Parks – support for Horsetooth Outlet Project

Description: Fort Collins Utilities enacted outdoor water use restrictions to lower risk to our ability to meet customer water demand due to the combined impacts of the Cameron Peak Fire, drought conditions and infrastructure improvements known as the Horsetooth Outlet Project (HOP). Parks staff helped lower community-wide water demand to well below normal levels throughout October, to ensure that we could continue providing uninterrupted water service to our Utilities customers.

Benefits:
- Water savings for the Utility
- Water availability for residents

- Project was finished early from successful conservation

Department: Parks – Parks/DDA Operational partnership

Description: The Parks Division partners with the Downtown Development Authority to maintain and beautify the downtown commercial district including Old Town Square and renovated alleys. This partnership provides maintenance of public rights-of-way, horticultural resources, interactive water features and event preparation and clean up.

Benefits:
- Clean, safe and inviting space for the community to gather, entertain and recreate
- Economic growth
- Collaboration of organizations to benefit business and community

Department: Parks - Cemeteries Intern for GIS Verification

Description: Cemetery staff petitioned for and received an intern from the Colorado Department of Labor and Employment to verify and compare the Cemeteries' GIS website with physical field maps and lot cards. This intern is also scanning and indexing historical interment forms to improve accessibility of data by Cemeteries staff.

Benefits:
- Cost savings from staff efficiencies
- Customers will be able to tell if a grave space is available through our website
- Original historical documents were taken to the Museum of Discovery to be archived

Department: Parks - Forestry Division

Description: The Forestry Division has partnered with Colorado State University, Sustainability and Utilities Departments in creating urban tree canopy cover maps that have helped overlay canopy cover percentages with vulnerable populations within the community, heat island effect/hotspots, and areas most impacted by public ash tree mortality in relation to Emerald Ash Borer.

Benefits:
- These maps have been integral in identifying areas that equitably and inclusively focus our tree replacement efforts community wide.
- We have a better understanding of where our hotspots are in town and where canopy cover is needed.
- These efforts are further helping prep for *Our Climate Future* Next Big Move on the needs for an Urban Forest Strategic Plan.

Department: Parks - Golf Division

Description: The Golf Division has restructured the maintenance administration of City Park Nine golf course. With the retirement of the superintendent of the golf course, the Golf division eliminated the Superintendent position and decided to use two assistants and have the Manager of Golf oversee their activities.

Benefits:
- Salary savings will be utilized within the Golf Division on projects and increasing staffing in lower-level positions.
- By utilizing two assistants the Golf Division can help to build the bench depth for future Superintendent openings.
- The assistants will receive training directly from the Golf Manager streamlining communication and making sure the assistants are ready for future roles.

Department: Police – Administration Division – Personnel & Training Unit

Description: After completing an analysis, a business plan was completed and presented outlining the implementation for an in-house POST certified training academy. The proposal was approved, and work is completed. The inaugural academy will begin May 17, 2021.

Benefits:
- Academy training will be reflective of FCPS standards and culture; no need to retrain
- Cost savings of approximately $45K-$90K a year in outside tuition alone
- Reduces the amount of time from hiring to solo operation for police officers

Department: Police – Criminal Investigations Division

Description: All CID units optimize their community impact through robust partnerships.

Benefits:

- The Forensic Services Unit (FSU) joined the United States Secret Service - Electronic Crimes Task Force. This partnership provides access to equipment and training that were previously unavailable.
- The FSU created a new unit comprising of civilian employees to assist in investigations. This unit was named the Evidence Recovery Team. The unit assists with major case and warrant evidence handling and has been deployed numerous times, at a lower cost, in support of detectives. This program serves under the Property & Evidence Unit.
- The FSU assisted the Windsor Police Department, Larimer County Sheriff's Office, and Weld County Sheriff's Office with homicide investigations.
- The Crimes Against Persons Unit (CAPU), in response to the substantial increase in internet crimes against children, hosted live online training for parents in English and

Spanish, which was also recorded and attached to the FCPS website for future viewing.
- CAPU also put together brief information videos which were placed on the FCPS website as a resource for parents to watch help them understand how they can protect their children.
- CAPU leaders partnered with the Department of Human Services (DHS) to teach case workers and law enforcement on joint investigations. CAPU has taken the lead in creating and providing training with DHS across Larimer County, to create consistency of knowledge and efficiencies.
- CAPU leaders attend regular meetings with CSU, participate in educational classes at CSU, attend meetings with an interdisciplinary group reviewing child fatalities, and attend monthly reviews with an interdisciplinary group associated with the Child Advocacy Center.

Department: Police – Information Services Division

Description: The Combined Regional Information Sharing Project (CRISP) is a regional partnership with other Larimer County public safety agencies. CRISP provides a reliable public safety software solution that allows regional agencies to share police and fire data, manage incidents and provide for redundancy and continuity of operations, as necessary. With the City of Loveland joining CRISP in 2018, the agencies moved to a county-wide software project, whereas each of the three larger agencies agreed to shared costs and use and management of the new system. In late 2020, a new Computer Aided Dispatch, Records Management System, and Jail system were brought online.

Benefits:
- Expands a regional partnership among the City of Fort Collins, Larimer County, and the City of Loveland for purposes including shared oversight of the system as well as equal shared costs, resources, and data from the system and having redundant business continuity and interoperability.
- Enhances collaboration and cooperation among all member agencies in Larimer County
- Provides for situational awareness between all agencies and the ability to provide mutual aid
- Leverages financial and intellectual resources of partner agencies

Department: Police – Special Operations Division

Description: The Campus West Connections facility never realized its full-potential due to an inability to keep the front desk staffed and because of declining utilization by the public. Even though we leveraged personnel from our partners, such as CSU Off-Campus Life, CSU Student Resolution, Neighborhood Services, and Code Compliance, the number of hours we could staff the front desk continued to decrease. With the onset of COVID, the number of

people looking for services at this office dwindled; therefore, the cost of maintaining the office became impractical and it was closed.

Benefits:
- Funding was redeployed to support Social Sustainability's Homeless Coordinator position and the expansion of Outreach Fort Collins.
- Equipment and furniture were redeployed to workspaces for Police Services' newly-created Mental Health Response Team.

Department: Police – Special Operations Division

Description: The Special Operations Division created a Mental Health Response Team in cooperation with our Patrol Division and UCHealth EMS. The team, comprised of two FCPS officers, a mental health clinician from UCHealth, and a community paramedic from UCHealth, is designed to assist residents who are acutely experiencing mental health issues and frequently interact with 1st responders. This response was previously done by law enforcement officers alone, who may or may not, have had additional training in mental health concerns.

Benefits:
- Residents receive a response from a team of 1st responders who are better trained and equipped to assist them with the management, both short-term and long-term, of their mental health concerns.
- Patrol officers are relieved of the responsibility of trying to navigate the available resources to assist residents experiencing a mental health crisis. In the last quarter of 2020, this resulted in Patrol officers spending approximately 46% less time on the scene of these calls for service.
- Leverages financial resources of a partner organization and enhances the effectiveness due to its personnel's knowledge, skills, and abilities.

Department: Police – Special Operations Division

Description: For the past three years, the State of Colorado has made grant funding available to help address unlicensed and illegal marijuana activity in Colorado. In 2020, the District Attorney's Office was awarded approximately $354,000 in grant funds to which Police Services had access.

Benefits:
- Investigations completed to date have addressed criminal activity and improved neighborhood livability while providing insight into the level of unlicensed/illegal marijuana activity in the community.

- Grant dollars helped to provide additional resources to existing staff without having a direct impact on the city budget.
- Some of these dollars were used to acquire long-term storage for evidence seized in black-market investigations.
- Additional funds were used to pay overtime staff to investigate cases and dismantle black-market grow operations in Fort Collins neighborhoods and regionally.

Department: Recreation - Recreator Distribution Now Online

Description: The COVID-19 Pandemic significantly impacted recreation revenues and shifting health guidelines caused many changes to scheduled Recreation programs. These changes occurred more frequently than a printed guide could effectively manage.

Benefits:
- Moving to all digital has resulted in editing that can occur in real time as changes occur.
- Printing and mailing costs are reduced by nearly $100,000.
- Limited sales of digital ads are still being made to supplement Recreator production.
- Electronic newsletter efforts have been enhanced to compliment the online Recreator.

Department: Recreation - Senior Center Mask Factory Partnership

Description: Early in the pandemic face coverings and masks were in short supply. A group of volunteers used the Senior Center to sew masks. These masks provided staff masks to allow Recreation facilities to reopen, provided first responders with masks, and gave UCHealth nursing staff additional PPE.

Benefits:
- This program created over 3,000 masks.
- All materials were donated by JoAnn Fabric.
- Volunteers created masks six days per week for over six weeks.

Department: Streets - Street Maintenance Program (SMP) and Other City Departments Collaboration on Construction Projects

Description: The Street Maintenance Program, Traffic Operations, Engineering, FC Moves, and Utilities made a substantial effort to collaborate on several construction projects in which each department had a mutual interest in performing work that maximized City resources. Examples include Hickory, Woodridge and Pleasant Valley.

Benefits:
- By collaborating in all phases of construction, crews on site were able to use materials, equipment, and labor on various items resulting in significant cost savings.
- Traffic control costs were shared among departments.

- Because projects were looked at holistically, the impact to residents and the traveling public was minimized, significantly reducing traffic control, project costs, and reoccurring disruptions to residents.

Department: Traffic Operations - Video System

Description: Traffic Operations is partnering with the Police and Information Technology departments to share access to video feeds from monitoring cameras located along city streets. Traffic cameras installed throughout the city monitor congestion, incidents, closures, and other traffic issues. The ability to view roadways provides Traffic personnel with information to detect and respond to traffic issues. Video recording and public information requests will be managed by the Police Department. The Police Department will use the archived video for investigations.

Benefits:
- Leverages expertise and skills of staff among departments.
- Collaborative approach benefits both departments and residents requesting this information.

Department: Traffic Operations - Bike Rack Installation and Relocation

Description: Traffic Operations continues to partner with FCMoves to install and relocate bike racks. FCMoves is responsible for numerous bike racks that have been installed in the right-of-way. The pandemic has negatively impacted the restaurant industry, therefore bike racks were relocated or removed to open up the space to be used by restaurants for outdoor dining.

Benefits:
- Expanding space for outdoor dining increased restaurants capacity.
- Improve relationships with local businesses.

B. PROCESS AND OPERATIONAL IMPROVEMENTS

Department: CDNS - Historic Preservation - GIS Survey Map

Description: In 2020, Historic Preservation staff, in partnership with IT's GIS team, released the revised Historic Resources GIS service (https://gisweb.fcgov.com/Html5Viewer/Index.html?viewer=historic). Preservation staff has taken on the responsibilities for maintaining this data that is available in the City's GIS data warehouse for all GIS users in the City organization and is displayed on this map. Staff post historic survey results every week as appeal deadlines expire and/or neighborhood/area surveys are completed and certified. Ongoing process improvements will improve the quality and breadth of data.

Benefits:
- Streamlines survey data released to the public by making data management the responsibility of Preservation staff as results are certified in real time.
- Provides up-to-date planning information to the public, including developers, property owners, and community residents.
- Provides an easy reference source for City staff to facilitate certain review types, provide information to the public in a timely manner, and for planning.

Department: CDNS - Neighborhood Services - Access Fort Collins for Mobile Home Park Neighborhoods

Description: The Mobile Home Park Oversight Complaint System administered by the state does not allow anonymous complaints, excludes renters from reporting livability issues, and takes more than 6 months to begin an investigation. Using the existing Access Fort Collins reporting system as a local resource that is directly funneled to the Mobile Home Park Residents' Rights Task Force allows residents to communicate issues without fear of retaliation, allows renters or groups to submit complaints, and connects residents with local City Staff invested in resolving neighborhood conflict and livability issues. Complaints submitted through Access Fort Collins are often resolved within hours.

Benefits:
- Strengthening community partnerships.
- Increasing credibility in underserved neighborhoods.
- Enhancing community awareness of resources and City activities.
- Decreased response time for mobile home park resident issues.
- Created a team of City subject matter experts on mobile home park residents' issues who can address concerns in a consistent way.

Department: CDNS - Planning & Development Services - Conversion to Electronic Recording Process

Description: Full evaluation and modernization of the final approval and recording process for development plans resulted in the conversion of an entirely paper/mylar process to an electronic process that can now be managed through DocuSign.

Benefits:
- Time savings for the staff involved in routing, signing, and processing final plan documents.
- Elimination of the use of mylar (plastic) for final documents, and significant reduction in the use of paper.
- Significant reduction in printing/production costs for customers.

Department: CDNS - Planning & Development Services - Creation of New Metrics for Development Review

Description: Improved tracking and metrics to measure the performance and efficiency of the development review process. Includes metrics that describe the length of time that development applications spend in the City process, compliance with deadlines for the departments involved in development review, and overall customer experience in the development review process.

Benefits:
- Data tracking and reporting that more directly reflects the quality and efficiency of the development review process.
- Increased transparency, as the new metrics are directly tied to quarterly reporting and the bi-annual budgeting process.
- Creation of feedback loops to more quickly address issues as they arise.

Department: CDNS - Planning & Development Services - Electronic Submittals for Zoning Permits

Description: Creation of new electronic submittal process for sign permits, home occupation licenses and variance applications, which are all managed by the Zoning work group. This also included a streamlined process for managing payments for sign permits via trust accounts. This has eliminated the need for paper applications and makes it easier for customers to apply for permits.

Benefits:
- Customers no longer need to come to a City building to submit permit applications, reducing time demands and costs for applicants.
- Faster processing time for applications, which improves customer response times and increases staff productivity.
- Eliminated a significant amount of paper (e.g., previously 9 hard copies were required for all variance applications).

Department: CDNS - Planning & Development Services - Inspection Process Improvements in Environmental Planning

Description: Creation of new data sheets and an inspection tracking system for Natural Habitat Buffer Zone inspections, which will improve the collection and reporting of inspection information over time.

Benefits:
- New data sheets will speed up inspection process, which will allow staff to conduct more inspections and/or spend more time on other critical tasks during inspection season.

- Single location for all inspection information will improve access to data and continuity for staff and customers over time.

Department: Environmental Services: Online Roofing Permit Forms

Description: ESD staff partnered with IT to develop a tool that will allow roofers to submit data online

Benefits:
- This process improvement saves significant amounts of time for both roofers and City staff; staff had been manually processing ~ 500 permits/month
- The form auto-populates with information from the roofing permit
- The form auto-enters information into the tracking spreadsheet
- Feedback from roofers has been very positive

Department: Environmental Services: Hauler Licensing

Description: ESD staff has automated hauler licensing for new haulers and annual renewals

Benefits:
- Haulers fill in the application and upload required documents online
- Payments are made online through a pre-generated invoice through the Sales Tax Office before application is approved and license is issued
- Avoids using paper documentation
- Avoids incomplete applications from being submitted since questions can be required on the online system
- Haulers appreciate the ease of submitting their application or renewal

Department: Environmental Services: Hauler Reporting

Description: ESD staff has automated hauler quarterly reporting with online tracking

Benefits:
- This process saves staff time of collecting documentation and recording it
- Information is deposited in a spreadsheet
- Eliminates paper documentation and possible errors in transferring

Department: FC Moves - On-line Bicycle Education

Description: The FC Moves Education and Encouragement team transitioned several bicycle education classes from in-person to virtual classes. The COVID-19 situation reduced the ability to continue hosting in-person classes as planned in 2020. The team moved the

classes to a virtual format with great success. This includes Bicycle Friendly Driver, Cycling in Winter, Dirty Imperative Repairs Trailside, Bike Maintenance 1 and Everyday Cycling.

Benefits:
The benefit of virtual classes included the ability to continue education and outreach during COVID-19 imposed restrictions. This format also allowed for improved participation, since people could take the classes from home, which also broadens the potential pool of participants. Once COVID-19 restrictions are lifted these virtual classes will be a great tool alongside in-person classes to provide greater impact for the program overall.

Department: Information Technology: Streamlining of HelpDesk Support

Description: In order to handle the increased number of help tickets as the City shifted to a Work From Home operating model in response to the COVID-19 crisis, City IT transitioned the use of the phone system to emergencies and had City staff submit HelpDesk tickets via email.

Benefits:
- Reduced the time to create tickets from several minutes to nearly instantaneous
- Allowed our first line team to maintain service levels throughout the pandemic.

Department: Information Technology: Firearms Training Test Results for Police Services

Description: Replaces a manual paper process into a digital system that immediately notifies the officer's chain of command and the Police Training Unit of a failed test.

Benefits:
- Eliminates a legacy paper process with an entirely online system
- Allows the chain of command to be notified immediately when an officer has failed a firearms test
- Failed tests are automatically archived instead of manually scanning paper forms

Department: Parks – Installation of WeatherTrak "Smart Controllers" for Irrigation

Description: Irrigation controllers in 5 community parks, 33 neighborhood parks, and 2 cemeteries were replaced with controllers that are accessible via internet and mobile app. To date, 48 sites have been converted in Parks, Cemeteries, Downtown and Facilities. 51 median/streetscapes controllers have been added to the system with 6 more added in 2020.

Benefits:
- Cost savings comes from labor efficiencies and fuel savings.
- Water savings comes from improved information on flow and alerts that report breaks in piping.

- This information also assists with keeping water accounts within allotment budgets

Department: Parks – Asset Management Plan Phase 1

Description: The Parks asset management plan goal is to create a strategic plan than not only reflects age and condition of assets, but also measures level of service and goals of the community. Phase one of the plan includes Information gathering and goal establishment, development of electronic screening sheets, establishment of evaluation criteria & weighted matrix, and data collection preparation. The plan was started in 2020 and phase one is targeted to be completed in late Spring of 2021.

Benefits:
- Provides a baseline condition report that additional funding requests will be based on.
- Developing a template in alignment with other asset management programs within the City

Department: Parks - Forestry Division

Description: The Forestry Division utilized an industrial wood screw attachment designed to split large diameter tree trunk sections during our wood recycling and tub grinding efforts.

Benefits:
- Forestry has a strong relationship with Storm Water Utilities which allows for use of their excavator eliminating the cost to rent a machine for the wood screw attachment.
- By splitting down large diameter wood with the use of the wood screw we significantly reduce the time it takes for contract tub grinding reducing our cost of converting wood into mulch.

Department: Parks - Forestry Division

Description: The Forestry Division also converted their old-time tree spade that is utilized less these days, into a Traffic Attenuator to protect Forestry and Horticulture Crews when working along busy arterial and collector streets.

Benefits:
- We utilized a truck that was already within the Forestry fleet and repurposed it into a piece of equipment that keeps our colleagues safer – a huge safety improvement!
- The Traffic Attenuator can be removed when not in use for traffic operations and the truck now has a versatile flatbed that is also utilized for other needs.

Department: Police Department and Information Technology: Case Tracking Process Improvement

Description: In an effort to reduce the overhead involved with manual case tracking for the Criminal Investigation Division, City IT developed entry forms for detectives and the foundation of a reporting solution to provide multiple benefits, including the elimination of manual copying and pasting of data from multiple spreadsheets and manually creating reports for each year.

Benefits:
- Centralized and standardized data entry and eliminates the need to recreate reports year over year
- Centralized and automatic reporting through dashboarding, including the ability to provide statistics to the public with little effort
- Ability to upgrade/enhance/integrate quicker and easier through central forms management

Department: Police – Patrol, Information Services, and Special Operations Divisions

Description: Discussions between FCPS and PFA resulted in a philosophy of "Right Sizing Responses." We evaluated each of the call types in the computer aided dispatch system and compared the number of units responding to a typical call of that type with our desire for the number of units responding to a typical call. In some cases, we were able to decrease the number of units responding and in other cases we were able to eliminate an agency from that response completely.

Benefits
- Increased roadway safety by decreasing the number of units responding to the call for service.
- Increased public safety as more units are available for dispatch if fewer units are assigned to other calls.

Department: Police – Special Operations Division – School Resource Officer Unit

Description: Emergency response pre-plans were created for each of the high schools by our SRO team. The plans include access points, staging areas, treatment areas, and reunification information.

Benefits
- Consistent information is available to all officers for each specific site.
- This provides for continuity of nomenclature and placement of responding units, thereby, decreasing the opportunity for confusion during a critical incident.

Department: Police – Information Services – Fort Collins 911

Description: In 2020, the Corona Virus pandemic impacted many operations to include the 911 center. After the initial outbreak, Fort Collins 911 partnered with Larimer Emergency Telephone Authority (LETA) and Poudre Fire Authority to create a process for identifying potential COVID medical cases to streamline the process for patient care but also provide information to responding units so they could prepare for this potential contact. This partnership evolved to include specific steps needed for our law enforcement first responders to ensure their safety.

Benefits:
- Online tools such as the EIDS tool were updated to provide specific questioning to callers related to COVID, travel, contact with others, etc. This streamlined the process for Emergency Dispatch personnel in gathering pertinent information.
- Providing additional information to Fire/EMS responders related to potential COVID cases allowed first responders to prepare for calls to include having information about when they may suit up in different gear for protection.
- Screening of law enforcement calls for service to help identify individuals in households who may have symptoms. Responses were noted in call notes so officers could make additional decisions on how they may approach a situation.

Department: Police – Information Services – Technical Services Unit

Description: The entire Technical Services Unit was able to immediately transition to remote work in response to COVID-19 without decreasing the quality of service. We also improved our efficiencies and deployed several of our prototype processes, due to work we had been doing prior, to ensure operational processes could be accomplished both on-site and offsite.

Benefits:
- Remote and offsite flexibility was put into place for safety
- More streamlined self-service support model was put into place to reduce help ticket delays
- Developed a more automated phone rollout process as part of self-service model
- Developed a self-service accessories model to reduce help tickets

Department: Police – Information Services – PD Systems Unit

Description: Wireless Pilot – Cellular connectivity has been a struggle for FCPS officers in their patrol vehicles causing laptop outages. This pilot tested new routers and software to put into vehicles. It was determined that the new system would help with connectivity in the field.

Benefits:
- Officers can connect mobile data laptops in the field to do their work instead of going back to the PD.
- Officers having better connections can get real-time updates as crime scenes unfold.

- The efficiencies of working from their cars save time and have more time interacting with the public.

Department: Police – Criminal Investigations Division

Description: The Property and Evidence Unit returned to CID management after serving many years in the Information Services Division. Sex offender file management modernized and digitized.

Benefits:
- This move brought into alignment the evidence intake and storage functions which are significantly related to forensic and investigative services of the CID.
- Paper files for over 300 currently registered sexual offenders were converted to an easily searchable electronic format. Additional paperwork, which must be retained for a period of time, for deactivated offenders was included. This will save the department time, money, and paper.

Department: Police – Criminal Investigations Division

Description: In 2019, CID (the Criminal Investigations Division) applied the LEAN process to reorganize the division and address the increased demand for investigative services. One outcome was to repurpose three detectives to create the GIU (General Investigations Unit). Due to staffing shortages, the unit had no personnel until 2020.

Benefits:
- Allows these detectives to conduct basic criminal investigations while allowing more experienced detectives to focus on cases requiring higher levels of expertise.
- Allows officers to serve a shorter rotation time focused on criminal investigations before returning to the Patrol Division with increased skills.
- Reduces back-log of cases waiting to be investigated
- Provides on-the-job mentoring and training, succession planning, and a clear path for career diversification.
- GIU was created with no increase in FTE's

Department: Municipal Court Electronic Documentation

Description: To support the Court's Vision of providing "World Class Municipal Court Services", support environmental sustainability, and to address concerns related to the COVID-19 pandemic, the Court completed its transformation to a "paper only on-demand" caseload.

Benefits:
- Cases from creation to completion are filed, motions/orders created, documents electronically signed, communication emailed directly from the case, and archived all electronically. This final step has eliminated paper case files.

- The Court electronically handled approx. 8400 case in 2020 reducing its environmental footprint.
- Touch screen monitors added to customer service windows which allowed defendants to electronic sign documents.
- Paperwork copies of documents only provided when requested.

Department: Recreation - Centralization of Vehicle Management

Description: Recreation vehicle management is now centrally managed. Prior to this change all vehicles were managed by individual areas. There are 16 vehicles managed by the Recreation Department. Most vehicles are 15 passenger vans and require driver safety trainings.

Benefits:
- This change allows more efficient inventory management to increase utilization throughout the department.
- Drivers trainings and inspections have now been standardized.
- Maintenance is now streamlined through one point of contact.

Department: Streets - Integrated Mapping Program

Description: The Streets Department collaborated with ARCGIS to design a mapping program that integrates current Sweeper AVL data with the ARCGIS program to map sweeper locations

Benefits:
- Eliminates redundancy in sweeping.
- Eliminates missed areas, ensuring all streets within a Sweeping Zone are swept.
- Eliminates the need for sweepers to go back and sweep any missed areas in a Sweeping Zone.

Department: Streets - Concrete Barrier installations

Description: Collaborated with the State of Colorado, Engineering, and Downtown Businesses to install concrete barriers in the Downtown District to increase seating capacity.

Benefits: Allow downtown businesses to serve more customers due to COVID-19 restrictions.

Department: Transfort Operations - COVID Service Streamlining

Description: Transfort streamlined services in response to the Covid-19 pandemic. Multiple routes were suspended and replaced with an on-demand transportation service provided by

our contractor Z-Trip. Additional vehicles were assigned to remaining routes to increase frequency and provide additional social distancing capability.

Benefits:
- Greater safety for passengers through social distancing.
- Greater safety for employees through smaller capacity and greater social distance.
- Significant cost savings during low ridership.

C. TECHNOLOGY AND UPGRADES

Department: CDNS - Neighborhood Services - Sustainable Neighborhood, Mini-Grant and Neighborhood Night Out Mini-Grant Applications

Description: The process for applying for Neighborhood and Neighborhood Night Out mini-grants, and Sustainable Neighborhood Designation was simplified by leveraging the existing Eproval software program to provide a user-friendly, on-line application.

Benefits:
- Utilized existing software technology and support systems to improve customer service.
- Reduced barriers to applying for neighborhood grants.
- Reduced the number of staff hours required to review and approve program applications.
- Created a new, simple access for residents to apply for these neighborhood enhancement programs.

Department: CDNS - Planning & Development Services - MS Teams and Zoom for Development Review Coordination

Description: Use of MS Teams and Zoom for interdepartmental coordination and customer meetings has reduced the need for staff in multiple departments/buildings to travel back and forth to 281 N College for project meetings.

Benefits:
- Time savings for staff who previously traveled to other buildings for meetings many times per week.
- Allows more staff and customers to participate in development review meetings.
- Increased the speed and efficiency of collaboration with internal and external partners, which in turn improves customer service.

Department: Information Technology: Implementation of Citrix Virtual Apps and Desktop

Description: Implemented Citrix Virtual Apps and Desktops to solve performance issues while working remotely for any application. This solution provides a full Windows 10 desktop

allowing for applications to function at datacenter speeds. Citrix also provides support for high end graphic applications like AutoCAD.

Benefits:
- Provides a Windows 10 desktop on hardware that was within the City network.
- Significantly increased the speed when accessing applications remotely.
- Support for high end graphic applications.

Department: Information Technology: Implementation of Hub Monitors

Description: City IT introduced hub monitors to replace standard monitors into its ongoing infrastructure to support City staff. Hub monitors integrate docking stations with monitors in an easy to manage 2-in-1 solution for both computers and peripherals.

Benefits:
- Enable more efficient work from home environments
- Reduced support for setup since this is one piece of equipment instead of requiring two pieces of equipment
- Warranty extended from 1 year for docking station and 30 days for monitors to 3 years for the combined hub monitor which combines the two into one warranty
- Saved the City approximately $50,0000 in 2020 at a savings of $130 per setup

Department: Information Technology: Implementation of Remote Desktop Service (RDS)

Description: Implemented Remote Desktop Service to solve speed and connectivity issues when the city started the work-from-home model. This was a quick solution that was implemented within a couple of weeks and resolved immediate needs and increased performance to support City employees in their remote work environments.

Benefits:
- Provided a remote desktop on server hardware that was within the City network.
- This significantly increased the speed when working with Oracle and access databases.
- Worked with ArcFM product, a GIS software add-on to manage their utility infrastructure, where this was previously almost non-functional under the work-from-home model.

Department: Information Technology: Expansion of the Geographic Information System (GIS)

Description: Expanded the usage and number of services on the ArcGIS Portal environment while also implementing self-provisioning on the Portal. This allowed staff another solution for working with GIS data from a remote work environment.

Benefits:
- Ability to work on the portal creating web maps apps and services without the need for a VPN connection
- Increased performance on accessing Oracle Database GIS Data
- Saved hours of research needed for creating an account in the Portal thus more efficient account creation capabilities

Department: Information Technology and Police Services: CAD/RMS Upgrade

Description: The new Computer Aided Dispatch (CAD)/Records Management System (RMS) system now connects all public safety entities in Larimer County to one system. Installing this new system also moved the operation away from hardware that was either end of support or close to it.

Benefits:
- All public safety entities in Larimer County have one system to share data and communicate through.
- Having a more modern system allows our system to be more secure and better supported.

Department: Information Technology & Utilities Water Distribution: Computerized Maintenance Management for Utilities Assets

Description: Over the past years, Utilities' Maximo system (computerized maintenance management) has been deployed in phases which, in 2020, integrated Water Distribution operations. This greatly enhances the planning and scheduling of routine asset maintenance to improve overall reliability of the water mains, valves, storage tanks, hydrants and other water components. The mobile solution, Data Splice was also deployed for field crews.

Benefits:
- Enhanced asset maintenance processes with central system used by all water departments
- Three legacy systems were retired due to the implementation of this modern system
- Field crews carry their work orders and ESRI maps into the field using mobile tools
- Enhanced ability to establish typical work-order costs for use in rate analysis

- Standardized work order and maintenance management and processes between all five water departments which has tremendous benefits using one standard enterprise system

Department: Information Technology: Deployment of Microsoft System Center Configuration Manager

Description: As the City transitioned to a Work From Home operating model, IT implemented Microsoft's System Center Configuration Manager to keep all computers updated, patched, and provisioned with new software regardless of whether a user was connected via a Virtual Private Network.

Benefits:
- Security updates and patches are deployed to computers no matter where they connect to the internet without the reliance of having to wait for computers to be connected on site
- City IT can deploy new software to a computer quickly and without relying on Virtual Private Networking
- This lays the foundation for City staff to be able to install approved software on demand remotely

Department: Parks - Hand-held lawn and garden equipment conversion

Description: The Parks Department continues to work toward Climate Action Plan goals through converting gasoline powered small equipment (backpack blowers, trimmers, chainsaws) with electric and compressed natural gas (CNG) and smaller, more efficient gas engines. The Parks Department has currently reached the 50% conversion rate for hand-held equipment. The City of Fort Collins was awarded the Clean Air Champions Award by the Regional Air Quality Council for the City's efforts to reduce emissions through the Municipal Lawn and Garden Equipment Replacement program and Fleet's Municipal Fleet Electrification program.

Benefits:
- Quieter, more enjoyable experience for the public
- Employees are working in a healthier environment – no longer breathing exhaust or transporting gasoline
- Using energy very efficiently while reducing our carbon footprint

Department: Parks – GIS maps

Description: Park irrigation systems and snow removal routes were mapped in GIS and made available to crews on their phones through a mobile app. Maps can be accessed in the field for locating routes and irrigation system components.

Benefits:
- Cost savings from labor efficiencies
- Fuel savings
- Better understanding of irrigation assets

Department: Police – Patrol and Information Services Divisions

Description: Contact Form reporting. In response to SB20-217 (passed into law as the *Law Enforcement Integrity and Accountability Act*), officers are now required to document certain additional information for every contact they have with a person.

Benefits:
- Rather than documenting these matters on paper or in disparate systems, the PD Systems team created an electronic form (available on mobile devices) which allows for immediate entry and later retrieval in a simplified format.

Department: Police – Special Operations Division

Description: Purchased a mechanical arm for the SWAT robot to increase safety during high-risk incidents.

Benefits:
- Can now remotely move items in a room (e.g. clothing, blankets) to uncover a suspect hiding under them while keeping officers safely at a distance
- The camera for the robot is now mounted on the arm, which allows operators to look on top of tables or beds and inside confined spaces; again, this is useful in finding hidden suspects.
- The arm is equipped with a remote initiator which allows SWAT to utilize distraction and breaching devices without being in the same room.

Department: Police – Criminal Investigations Division

Description: Purchased and deployed several new investigative technologies such as: 360-degree view camera, alternate light source, body-worn cameras, and a multi-media computer workstation.

Benefits:
- Reduced personnel hours committed to investigative tasks
- Allowed employees to successfully secure digital evidence for investigations and prosecution of serious felony crimes
- Technologies created a force multiplier, allowed prompt attention to other investigative tasks.
- Enhanced accuracies, lowered evidence processing times, and integrated processes
- Body-worn cameras provide safety, accountability, and more robust evidence

Department: Recreation: Virtual Programs

Description: The COVID-19 Pandemic caused program staff to learn new ways to deliver programs and services. Many programs are now offered simultaneously in-person and remote. This offers patrons a choice of how to participate in programming based on the patrons needs.

Benefits:
- These programs were created to minimize additional costs for a significant return on investment.
- Fitness programs, adaptive recreation, education, and early learning programs are now offered virtually.

Department: Streets - Efficiencies for Street Sweeping

Description: Identify obstacles in the street using leading edge technology.

Benefits:
- Capturing data quantifying street sweeping inefficiencies.
- GIS Mapping for operators.
- Prior to leaving a zone after sweeping this mapping system will let them check all streets have been attended to, no return trips are needed.
- Improves air quality by reducing potential for airborne particulates.
- Improves neighborhood livability and aesthetics.
- Increases cost savings.

Department: Streets - MD-30 Portable Weather Station mounted on snowplows

Description: The Streets Department mounted a Vaisala MD-30 on one plow truck per plow route.

Benefits:
- Gives real time location, road and weather conditions in each route which greatly aids in snow removal efficiency.
- Gives a photographic breadcrumb trail for snow managers to directly observe the effectiveness of our snow removal processes.
- Aids in incident investigations.

Department: Streets - New Railcar Mobile Conveyor

Description: Purchased new railcar mobile conveyor for offloading salt from railcars.

Benefits:
- Decreases time offloading railcars by 50-60%.

- Decreased overtime needed to offload salt and allows crews to work their assigned duties.
- Significantly decreases spilled and wasted salt from the offloading process, saving Snow Budget money

Department: Traffic Operations - Upgraded sign printer

Description: Purchased an upgraded sign printer that prints directly on reflective sign material which allows staff to print 80% of the warning and regulatory signs.

Benefits:
- 100 % faster printing
- Less down time
- Turns a two-person job into a one-person job.
- Less material waste
- Decreases repetitive hand motions.

Department: Traffic Operations - Adaptive Signals

Description:
Implemented state of the art traffic signal controls at the following arterial intersections:
- College & Prospect
- College & Trilby
- College & Mulberry
- Riverside & Mulberry

Adaptive signal control modifies intersection signal timing and the time relationships between signals to minimize stops, fuel consumption and air pollution.

Benefits:
- Improves traffic flow.
- Reduces emissions and fuel consumption.
- May reduce rear end crashes.

D. CUSTOMER SERVICE

Department: CDNS - Historic Preservation - Website Enhancements

Description: The division is continually enhancing the Historic Preservation website and content to streamline and improve navigation for users. Significant website reorganization in 2020 included a "soft" launch of incentives and best practices information under the "Rehab Right" heading. Rehab Right serves as a clearinghouse for financial incentive information for historic property owners. Additional improvements being added provide guidance on preservation best practices specific to Fort Collins' climate and code requirements on key topics (weatherization, energy efficiency, adding dwelling units, etc.).

Benefits:
- Rehab Right rebranding provides a "one stop shop" for best practices and for financial incentives that the city's historic property owners can leverage for maintenance and repair work.
- Provides up-to-date planning information to the public, including developers, property owners, and community residents.

Department: CDNS - Neighborhood Services - Adopt a Neighbor (COVID Expansion)

Description: With the onset of COVID-19, the existing Adopt A Neighbor volunteer matching program (historically assisting lower income and disabled neighbors in need with snow shoveling) was expanded to assist neighbors with accessing supplies, resources, and services. COVID-19 put residents not typically identifying as "in need" into high-risk categories based on age, other health conditions, and caregiving responsibilities. For the first time, the Adopt A Neighbor program was able to create safe, physically distanced access for grocery pickup, pharmacy deliveries, Food Bank connections, and social connections. Using the existing Engage system for volunteer matching and repurposing the structure of the existing Adopt A Neighbor program allowed Volunteer Services and Neighborhood Services to meet the rapidly changing needs of the community in just a 48-hour timeframe.

Benefits:
- Strengthening neighborhood connections.
- Increasing credibility in underserved neighborhoods.
- Improving customer service for a wider demographic of participants.
- Decrease staff time for volunteer matching.
- Improving health and safety for families, seniors, and caregivers.

Department: CDNS - Neighborhood Services - Mobile Home Park Mini-Grant Funds

Description: Neighborhood Services had a one-time Mobile Home Park Mini-Grant funding appropriated by City Council. These MHP funds were awarded to neighborhoods in two grant rounds per year, utilizing the streamlined process developed for other neighborhood mini-grants. Assistance with outreach and implementation of this project came from community partners with established, trusting relationships with mobile home park residents. Mini-grants were awarded for projects to improve health, safety, and neighborhood livability as well as projects to assist property owners and managers with compliance with new Municipal Code changes.

Benefits:
- Increased equity in neighborhood programs for mobile home park residents.
- Increased application numbers for mini-grant funds and increased the number of new neighborhoods applying for mini-grant funding.
- Improved the ability of property owners and managers to comply with new local and state mobile home park livability laws.

Department: CDNS - Neighborhood Services – Online Neighborhood Meetings and Working from Home: MS Teams, One Drive, & SharePoint

Description: Utilizing a variety of remote work technology to allow Neighborhood Services Program Staff to work from home during the pandemic has created more avenues to collaborative work, file sharing, and accessibility. With travel time no longer required to/from worksites and meeting locations, more time is devoted to projects, tasks, and direct interactions with customers. The flexibility of work hours are possible because of non-mandatory office hours allowing us to better meet customer needs. Neighbors are rarely available to discuss issues or attend neighborhood meetings during the 8-5 Monday-Friday work week. Allowing Neighborhood Services Program Staff to shift work times more easily to accommodate the needs of customers also translates to fewer overtime hours required to carry out our work and attend meetings. Our Staff is now available on bad weather days, in the evenings, and via video conferencing so neighbors can meet with us from the comfort of their own homes without delays or cancelations due to travel or timing factors.

Neighborhood Development Liaison also offered weekly Zoom training session "office hours" to allow neighbors a safe, guided space to try out the software features to prepare for participation in neighborhood meetings, Planning & Zoning Board hearings, and City Council meetings.

Benefits:
- Increased access to Neighborhood Services Staff by community members at times most convenient to them.
- Increased participation numbers for neighborhood and development review meetings.
- Improved collaboration with multiple authors working on a single document simultaneously.
- Improved communication within the department and across the City through use of the Teams chat functions or instant video conferencing availability.
- Contributes to Climate Action and Transportation goals by reducing single-driver vehicle trips.

Department: CDNS - Planning & Development Services - Customer Experience Survey

Description: Launched a new "post-process" customer survey to evaluate the experience of development review applicants after key points in the process. A long-form survey is sent to all applicants after they complete a hearing or final approval/recording for their project.

Benefits:
- Increased data collection on the customer experience over the course of the development review process.
- Aids with identification of areas of focus for future process, code, and customer service improvements.
- Creates a feedback loop that allows for quicker follow-up with customers in response to concerns or negative experiences.

Department: CDNS - Planning & Development Services - Self-Service Enhancements for Customers

Description: Prior to COVID-19 building shutdowns, the front lobby was enhanced to facilitate more "self-service" opportunities, as well as a more welcoming environment for customers. A kiosk computer was added to allow for customers to conduct research, apply for permits, or provide additional application information. As a result of the pandemic shutdowns, an external dropbox was added outside the building to allow customers to submit payments, plans and other items to the City without needing to enter the building. Both Development Review and Building Services have also implemented new processes for accepting digital plan submittals and payments over the phone, saving customers a trip to the building in many cases.

Benefits:
- Reduced the need for trips to a City building, or multiple trips if items are missing from an application.
- Improved the overall customer-friendliness of the Development Review Center.
- Reduced the number of front counter interactions, which increased the capacity of staff to address emails, phone calls, or other customer service tasks.

Department: Engineering - Development Review

Description: Development Engineering Review has been able to adapt and update our procedures to maintain our standard level of service while experiencing an increase in submittal volumes.

Benefits:
- Maintain targeted level of service while still meeting targeted metrics and deadlines.
- Revisions to the review process for electronic submittals were implemented that can be utilized after lockdown restrictions are lifted.

Department: Environmental Services: Healthy Homes Phone assessments and virtual training

Description: As a result of COVID-19, the Healthy Homes program has made indoor air quality assessments available over the phone and online. Additionally, the program has shifted its volunteer training program to a virtual, online-learning platform.

Benefits:
- Allows for access to program resources at different levels
- Upon completion of an assessment, program materials, that are normally provided during in-home assessments, are delivered to participants' homes.
- Assessment process was streamlined to focus on community member's needs, and now, participants in the program receive a printed copy (with pictures) of their assessment report.

- Volunteers are able to complete assessments from anywhere as long as they have a phone connection.
- The new online training allows prospective volunteers to go through training content at their own pace. The training is flexible to the prospective volunteers' schedule.

Department: Information Technology: Accela Online Permit System

Description: Accela is a software product used by the City for to manage and issue building permits through online permit application and payments.

Benefits:
- Self-service online building permits for the majority of over-the-counter permits
- Self-service online payments allow customers to pay fees using a secure portal
- These improvements make it so the City's customers do not necessarily need to come into the office to obtain a permit or pay fees in person

Department: Information Technology: Text Message Alerts for Utilities Conservation Events

Description: This enhancement allows Utilities commercial customers to receive text alerts whenever a load-shedding conservation event is scheduled, started, and ended. Conservation events are scheduled whenever the power grid is experiencing high loads, which results in premium energy prices.

Benefits:
- Provides commercial customers advance warning of high demand on the power grid
- Allows customers to reduce energy bills by lowering consumption during peak times
- Provides transparency into load-shedding conservation events

Department: Municipal Court Zoom Hearings

Description: To support the Court's Vision of providing "World Class Municipal Court Services" and to address concerns related to the COVID-19 pandemic, the Court implemented Zoom hearings. The newly created Zoom hearings include 1st appearance arraignments, prisoner arraignments, Pre-trial Readiness hearings, and Attorney Pre-trial Conferences

Benefits:
- Zoom hearings allow additional flexibility for defendants who need to appear in Court by allowing them to appear remotely which helps mitigate possible transportation and childcare needs, and additional health and safety concerns related to the pandemic.
- Zoom hearings help keep in-person staffing to a minimum in order to comply with City and County Health District pandemic directives.
- Many positive comments received from customers who have participated in Zoom hearings.

Department: Parks - Cemeteries Digital Documentation Upgrades for Customer Service

Description: Cemeteries staff improved virtual and digital communication due to the Covid-19 restrictions. Transactions can now be completed either virtually or in-person. Additionally, some grave sales were completed via mobile video conferencing applications. These process improvements significantly benefited the community during the pandemic.

Benefits:
- Customers could maintain social distance
- Customers could still complete needed documentation for interment services
- Customers could view and purchase a grave space remotely

Department: Parks - Forestry Division

Description: In 2020, the Forestry Division was able to utilize emerald ash borer funding to hire a 12-month contractual Sr Coordinator position. This position supported the implementation of the Emerald Ash Borer Management & Response Plan as well as assist other Forestry Staff meet the demands of development review, expansion of inventory, and Small Cell Facilities and Connexion - providing better customer service to developers and other City Departments.

Benefits:
- Emerald ash borer was detected in Fort Collins in May 2020 and this position was integral in implementing the post-detection phase of the EAB Management & Response Plan.
- Given staffing challenges and overtime restrictions in 2020, this contractual position provided the expected level of service and turnaround time on projects and development review.
- This position has allowed the capacity to focus on other priority work such as Land Use Code and Muni code updates, strategic planning, and continue to meet weekly development review deadlines.

Department: Parks - Forestry Division

Description: Developed rotational street tree pruning in Old Town, and mass mailings of pre-notification information related to structural pruning in newly developed neighborhoods. This is an efficiency for both process and operational Improvements, as well as customer service.

Benefits:
- Old town has a mix of trees covering all diameter sizes. Selecting and prioritizing blocks allows for proficient and efficient tree management.
- With the collaboration of the communications department, Forestry moved from physically delivering post cards to residents to mass mailings and social media for pre-notification information related to structural pruning and scheduling.

- A set pruning rotation allows the urban forest management efforts to be more predictable for community members, improves public safety, decreases storm damage, and reduces service requests coming into the Division.

Department: Police – Administration Division

Description: Created a transparency page filled with information about the agency's training and performance outcomes. The page is continually updated with pertinent information for community members and decision-makers.

Benefits:
- Accurate and timely information for inquiring community and media members
- One-stop source for data when events occur
- Provides local perspective and information rather than relying on national comparisons or data

Department: Police – All Divisions

Description: Members from all five divisions coordinated community engagement events throughout the year. These events included celebrations for birthdays, anniversaries, graduations, and other events throughout the community. With the limited ability to gather and recognize individuals, personnel drove by houses in caravans with their lights activated to acknowledge milestones in the lives of community members. Other physically-distanced gatherings were held at homes and facilities to acknowledge community members.

Benefits:
- Opportunities for officers and residents to interact in a non-traditional manner
- Increased communication and reduced barriers typically present in a law enforcement-residents encounter
- Trust and good-will are fostered as we engage members of our community in their neighborhoods.

Department: Police – Criminal Investigations Division

Description: The Victim Services Unit (VSU) continues to expand top-tier service to our most vulnerable residents. The unit utilizes city-funded, grant-funded, and volunteer advocates.

Benefits:
- Nearly 2,000 victims and family members were served by the VSU team. There were over 8,800 different types of services offered to the victims and family members.
- With only two city-paid employees, the VSU provides exceptional service primarily through 18 trained volunteers.