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## **M E M O R A N D U M**

DATE: March 13, 2014

TO: Mayor and City Council

FROM: Darin Atteberry, City Manager  
Mike Beckstead, Chief Financial Officer

CC: Executive Lead Team

RE: 2013 City-initiated efficiencies, cost savings and process improvements

In addition to the required annual Keep Fort Collins Great (KFCG) report on how revenues from the 2010 2B ballot initiative tax were used the prior year, there is also a requirement to report on the overall City efficiencies, cost savings and process improvements that were undertaken during the same time period. Attachment 1 lists the most significant ones implemented in 2013. Each item is grouped into one of four categories, although many of them are aligned with more than one category.

These efforts are a part of the culture of the City organization to continuously improve our operations, as well as align with our performance excellence program.

They are grouped by:

- 1) Cost savings, partnerships and leveraging resources
- 2) Process and operational improvements
- 3) Technology and upgrades
- 4) Customer service

**1. COST SAVINGS, PARTNERSHIPS AND LEVERAGING RESOURCES**

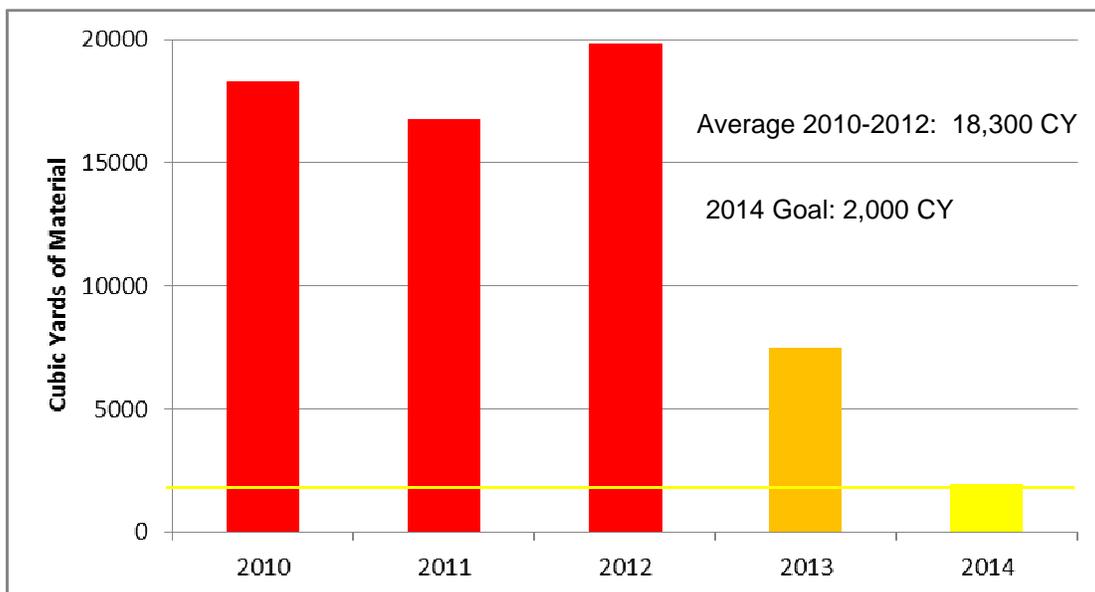
**a) Water Field Operations: Soils Recovery and Landfill Reduction**

**Description:**

In June 2013, Water Field Operations (WFO) went into a full-scale soils recovery and landfill reduction operation. Prior to 2013, WFO would send an average of 18,288 cubic yards of soil from excavations to the landfill as waste, which averaged more than \$96,000 annually in landfill fees. The landfill only receives 28 cents per cubic yard and the City’s Waste Innovation Fund (WIF) receives \$4.99 per cubic yard. WFO team members applied for a grant through the WIF to purchase some equipment and materials to begin the soils recovery operation and were granted \$173,694.38 in funding. The process brings excavated soils from utility projects to designated sites around the City to clean rocks, garbage and other debris from the soil. From there the soil is reused on other utility projects or sent to the landfill for daily cover at no charge. The leftover debris, which is significantly reduced from the original quantity, is sent to the landfill as waste.

**Benefits:**

- 2013 savings of approximately \$63,240
- 12,000 cubic yards of landfill reduction
- 10,835 cubic yards of soil reused on various WFO projects
- 195 cubic yards of recycled asphalt and concrete



**b) Poudre Fire Authority: Workers' Compensation Efficiency**

**Description:**

In December 2012, the Poudre Fire Authority (PFA) Board of Directors approved a change in insurance carriers from Pinnacle Assurance to The Colorado Special District Property and Liability Pool, which resulted in less of an increase to PFA's Worker Compensation insurance costs for 2013. The increase was projected at \$170,000 if coverage had been renewed with Pinnacle. Switching to the Pool resulted in an increase of approximately \$90,000. While this is a significant increase for Workers' Compensation insurance, staff anticipates it will control these costs in future years through effectively implementing new safety initiatives, such as the Fire Safety Officers program.

**Benefits:**

- \$80,000 reduced cost increase in 2013
- Opportunities to continue controlling future costs with new safety initiatives

**c) City Manager's Office: Office Supply Repurposing Project**

**Description:**

Office supplies and equipment are repurposed within the City and PSD before they are recycled or trashed.

**Benefits:**

- Estimate of decreased waste up to 75 percent

**d) Community Development & Neighborhood Services: Code Compliance Cost Savings & Efficiencies**

**Description:**

With the conversion to Accela, Code Compliance is able to send multiple violations in one letter, saving on postage and paper.

**Benefits:**

- Cost savings on paper and postage
- Increased efficiency by including all needed information in one notice

**e) Community Development & Neighborhood Services: Construction Waste Diversion**

**Description:**

With the introduction of a Construction Waste Management Plan policy in January 2012, contractors and developers building new buildings have had to recycle construction debris of concrete and masonry, wood, metal and cardboard. Although they have made progress in the area of construction debris, the 2012 International Codes raised the bar on recycling construction debris to now include additions and remodels. With the help of Environmental Services, staff is looking for ways to better monitor recycling progress in the field and be able to provide the contractor with guidance and assistance in helping make this program more successful.

**Benefits:**

- Diverting construction waste from the landfill
- Providing education and assistance to the contractors, helping achieve greater diversion rates
- Providing education to residents on the need to stop using construction recycling dumpsters for household trash

**f) Community Development & Neighborhood Services: Contractor Recertification**

**Description:**

In late 2012, The Municipal Code, Chapter 15, Article V, Contractors was amended to delete the section that required contractors to attend a City-sponsored class or test whenever new amendments were adopted, in order to maintain their City-issued contractor's license. Significant staff resources were needed to track contractors' continuing education, either by recording their attendance in class or recording their ongoing testing results. The 2012 International Codes were adopted in early 2014, and although the City will still offer the half-day training on the new amendments, contractors will need to be up-to-date in the new requirements, maintaining their own level of expertise or lose valuable construction time on the project for failed inspections.

**Benefits:**

- Decreased staff time needed to track attendance in class or record testing results
- Increased efficiency for contractors as they are able to review the filmed code class at home as time allows without delay in their projects due to not being recertified

**g) Community Development & Neighborhood Services: Community Mediation & Restorative Justice Merge**

**Description:**

The Community Mediation Program and Restorative Justice Services merged into a combined program within Neighborhood Services. This represents a philosophical and practical perspective that mediation and restorative justice are both part of a larger continuum of conflict resolution processes. By merging these two programs, the most appropriate conflict resolution process can be designed and offered to community members. The combined skills and training of staff members and volunteers support offering a wider range of services, thus increasing efficiency.

**Benefits:**

- Increased efficiencies by combining skills and training of staff and volunteers
- Increased efficiencies by being able to offer a larger range of conflict resolution services
- Cost and time savings by cross training and using volunteers in both programs

**h) Community Development & Neighborhood Services: Create Unified Planning Services**

**Description:**

Staff completed the merger of current and long-range planning functions previously housed in two separate departments. Overall staff levels for the planning function were reduced and work space was reconfigured to co-locate all planners into one location. The space also includes a large conference area with numerous technology upgrades that enables ad-hoc, collaborative planning efforts. This organizational change provides greater consistency and integration between broad community plans and implementation of such plans through private development and capital investment. By merging these two programs, the quality of planning services provided to internal and external customers has been greatly enhanced at a reduced cost.

**Benefits:**

- Decreased overall staffing by 1.5 FTE (compared to 2007) coupled with greater workload
- Decreased costs and increased time savings by completing a greater range of work internally without securing assistance from consultants
- Increased efficiencies by combining technical skills and training of staff
- Increased cost and time savings for our external customers seeking planning services
- Increased teamwork and cross-pollination of ideas within the community planning program

- Increased ability to balance workload

**i) Community Development & Neighborhood Services: Fall Cleanup Partnership**

**Description:**

The City of Fort Collins Neighborhood Services and Colorado State University (CSU) partner every year for Fall Cleanup. This program uses volunteers to assist neighbors in need with yard cleanup.

**Benefits:**

- Efficiency improvements in 2013 by partnering with United Way 211, Faith Evangelical Free Church and local gardens
- All bags of leaves were composted or recycled

**j) Community Development & Neighborhood Services: Internship with Associated Students of Colorado State University (ASCSU) Student**

**Description:**

In October, Neighborhood Services staff reached out to ASCSU and, for a fourth year, found a CSU student interested in government operations that would assist with the Adopt-a-Neighbor program. Due to the student's skills and great success of that match, staff asked the student to stay on and work with staff to administer the neighborhood grants program in the spring. Neighborhood Services and ASCSU staff will meet in May, after the conclusion of this pilot internship program, to formalize the partnership and solidify the internship opportunity for other students in the 2014-2015 school year.

**Benefits:**

- Saved approximately 20 hours of staff time that would have been spent on phone calls and printing/preparing letters
- Provided growth and development opportunity for student in communication skills and use of ArcGIS software
- Student streamlined outdated processes related to mapping and identifying contacts for requests

**k) Community Development & Neighborhood Services: Party Registration Cost Savings & Partnership**

**Description:**

In 2008, The City's Neighborhood Services Office and CSU's Off-Campus Life developed an innovative Party Registration program to support residents and address the noise complaints in the community.

**Benefits:**

- The City saves money associated with officer overtime, allowing excess funds to be redirected to other high priority police services. To be safe, each noise complaint requires a two-officer response when breaking up a party (30 minutes per officer, 60 minutes of total potential police response time). As a result of Party Registration, fewer officer contacts were needed for registered parties.
- In 2013, dispatch and police gave warnings to 74 hosts who then quieted their parties within the 20-minute limit. The warning system allowed Fort Collins Police to save 4,440 minutes (74 hours) of response time. The program has saved 17,400 minutes (290 hours) of police response time between April 2009 and December 2013.
- City continues to build goodwill with residents by providing a way to minimize police interaction.

**l) Engineering: Collaboration with other departments and agencies**

**Description:**

Contributed in-kind and financial resources toward Utilities' acquisition of comprehensive LIDAR and high-resolution aerial photography of City land.

**Benefits:**

- This data allows conceptual design to proceed on an accelerated path with significantly more data at hand earlier in time.
- Substantial cost and manpower savings, allow for greater use of department resources
- Allows more flexibility in design efforts

**m) Engineering: Interdepartmental Collaboration – Construction Staking**

**Description:**

Offer construction staking services to Streets, Stormwater, Parks and other departments within the City.

**Benefits:**

- Increase responsiveness to construction needs on bridge, road, and utility projects
- Creates efficiency by streamlining the process, and promotes stronger project collaboration
- Considerable cost savings for construction
- Ability to provide more thorough layout staking than would otherwise be available

**n) Engineering: Responsible Acceleration of Maintenance and Partnerships (RAMP) Funding Applications**

**Description:**

Engineering department collaborated with CDOT and Larimer County to submit funding applications for multiple projects.

**Benefits:**

- Secured additional funding for the North College Improvements (Conifer to Willox and Willox to State Highway 1)
- Offset previously identified local funding that can now be diverted to other capital projects
- Furthered the collaborative relationship with CDOT and Larimer County

**o) Engineering: Pedestrian Needs**

**Description:**

Completion of the pedestrian needs assessment and collaboration with the Street Maintenance Program (SMP).

**Benefits:**

- Provides a citywide sidewalk inventory, identifies sidewalk inadequacies, and identifies inadequate accessibility according to Americans with Disabilities Act (ADA) requirements.
- Ability to implement a methodology and analysis program used to prioritize pedestrian projects for safe, sustainable walking within City limits
- Coordination with SMP to complete improvements concurrently for cost savings to both departments and reduce the impacts to neighborhoods by eliminating multiple projects

**p) FC Moves: Leveraging Federal and Nonprofit Grant Awards**

**Description:**

In 2013, FC Moves took advantage of several opportunities leveraging staff and resources supported by KFCG funds to secure \$1.04 million in federal and nonprofit grants. FC Moves applied \$146,372 of KFCG funds allocated to the FC Bikes program as the local match to a Congestion Mitigation and Air Quality (CMAQ) grant, which will fund a full three years of bicycle planning and programming activities beginning in 2014. FC Bikes staff funded by KFCG also applied for and received a Walk and Wheel grant from Kaiser Permanente to support data collection, performance measures, and other activities associated with the 2014 update to the Bicycle Master Plan. The KFCG-funded Safe Routes to School program applied for and received a federal Safe Routes to School infrastructure grant to construct a multi-use path for safe access to Tavelli Elementary School.

**Benefits:**

- A full three years of grant funding support for bicycle planning and programming through CMAQ totaling \$704,128
- Targeted grant funding for data collection and performance measures associated with the Bicycle Master Plan update from Kaiser Permanente in the amount of \$94,100
- Grant funding for a Safe Routes to School infrastructure project to construct a multi-use path for \$244,903

**q) Parking Services: E-Ticket Book**

**Description:**

Parking Services partnered with Police Services to expedite citation data entry. Software and equipment were purchased for laptop computers in Police vehicles so that Police officers can write computer-generated parking citations rather than writing hand-written tickets.

**Benefits:**

- Automates the transfer of information that previously was manually entered into the Parking management database system saving significant staff time and increasing accuracy
- Helps ensure all necessary data fields are entered through drop-down arrows, making data entry easier
- The printed citations eliminate handwriting errors, and are clearer for customers and staff to read.

**r) Utilities: Advanced Meter Fort Collins – Reduction of Meter Reading Staff**

**Description:**

More than 97 percent of the meters on the system have been replaced by AMI meters. The meter reading staff was reduced from 12 to three individuals by the end of 2013. The number will decrease further when the water meters in LaPorte and surrounding rural area meters are replaced. Replacement is expected to be complete by the end of the second quarter.

**Benefits:**

- The staff reduction has resulted in more than \$292,000 in savings in 2012-2013. The savings in 2014 will be greater due to the fact that we had most of our meter reading staff on board during the early part of 2013. Meter readers continue to find jobs both inside and outside the City.

**s) Streets Department: City and Larimer County Collaboration on Street Maintenance Projects**

**Description:**

The City's Street Maintenance Program (SMP) collaborated with the Larimer County Road and Bridge Department on mutual street maintenance projects to maximize resources. Within the City limits there are many instances where ownership and maintenance of the roadways change with agencies (e.g., Laporte Avenue between Taft Hill Road and Overland Trail). To maximize efficiencies and cost savings, and to limit impact to the public, each agency explores the ability to blend projects.

**Benefits:**

- Collaboration increased cost efficiencies and economies of scale (i.e., the larger the scope of work, the lower cost experienced).
- Fort Collins residents and those directly affected by the construction can have one point of contact and experience one full project, instead of multiple processes in the same area by different agencies creating confusion and frustration
- Collaboration maximizes the use of construction manpower, equipment and resources.
- The administration of a project by one party equals cost savings.

**t) Streets Department: Street Maintenance Program and Utility Department Collaboration on Construction Projects**

**Description:**

The SMP and Utilities made a substantial effort to collaborate on construction projects (e.g., Mulberry Street between Shields and Whitcomb streets), maximizing City resources and allowing for large cost savings.

**Benefits:**

- Saved money by collaborating on all phases of construction; crews on site were able to use materials, equipment and labor on various items.
- Shared traffic control costs
- Less construction impact to residents
- Reduced traffic control, patching and excavation costs

**u) Streets Department: Street Maintenance Program and Engineering Department Collaboration on MAX Bus Rapid Transit (BRT) Project**

**Description:**

The SMP and the Engineering Department maximized resources and minimized project impacts to the public by working together to achieve their goals on multiple projects throughout the 2013 season. These projects (e.g., Mason Street between Laurel and Maple streets, and McClelland Drive between Drake and Horsetooth roads) were very large undertakings with significant impacts to businesses and the residents throughout the year. When it came to the final phase of paving the roadway, the Engineering Department and the Streets Department shared resources and costs to complete the projects in an efficient and timely fashion.

**Benefits:**

- By collaborating in the final paving phase of construction, residents had one point of contact and received notices that they recognized from previous phases of the MAX BRT efforts. This ensured that accurate information was going to the right businesses and residents at the right time, which increased efficiencies for the project and kept them up to date with closures.
- Crews were able to share materials, equipment and resources on site.

- Since both departments used the same traffic control company, the cost was shared in multiple aspects of the project, and there was no confusion to the public in switching companies mid-project.
- By working together, reduced traffic control, patching and utility adjustment costs.

**v) Transfort / Dial-A-Ride: Outsource Dial-A-Ride Paratransit Services**

**Description:**

Continued to outsource Dial-A-Ride paratransit service, scheduling and ride reservations to a third-party contractor.

**Benefits:**

- Saved \$403,000 in 2013 that would have funded in-house para-transit service
- Efficient use of existing resources
- Greater emphasis on customer service
- Adequate contingencies for increased demand

**w) Transfort / Dial-A-Ride: Federal/State Grants for Replacement Vehicles**

**Description:**

Received \$7.2 million in grant funding from federal and state sources for the purchase of 13 replacement vehicles for Transfort fixed-route service. All vehicles use Compressed Natural Gas.

**Benefits:**

- Grant funding provides 80 percent of capital purchase of 13 heavy duty buses
- \$146,000 per year in vehicle maintenance savings
- A stable and cost-predictable use of fuel
- Air Quality - Reduction in NOx, PM, HC, CO, and CO2 emissions

**x) Purchasing: Implemented DocuSign Electronic Document Routing**

**Description:**

Sustainable Purchasing routinely initiates more than 200 contracts/agreements and renewals annually. Each contract is typically at least 25 pages and multiple original contracts/agreements are routed for execution. Historically, hard copy contracts/agreements were routed manually or via USPS mail for signatures, requiring weeks to complete the process. This initiative has transformed the contract/agreement hard copy execution into an electronic routing and signature process. This enhanced process has significantly reduced signature cycle time, reduced paper use, reduced mailing expenses, and improved productivity of the Purchasing department.

**Benefits:**

- Reduced average signature cycle time for contracts/agreements by at least 50 percent
- Enhanced environmental sustainability by reducing paper and vehicle use
- Improved efficiency by eliminated the need to hand-carry hard copy contracts for signature
- Reduced USPS mail expenses
- DocuSign provides performance metrics to track cycle-time.

**y) Human Resources/Benefits Team: Open Enrollment**

**Description:**

Each October and November, the Benefits Team coordinates Open Enrollment and the changes for the new plan year. In 2013, we had significant cost savings in printing and preparation hours,

and increased customer service due to online and easily accessible materials, legal documents and forms. Using the website for online employee open enrollment, communication and documents allows a more sustainable open enrollment process.

**Benefits:**

- Printing and associated paper cost savings = \$4,435.72 during the 2013 Open Enrollment
- Reduced paper waste by eliminating printing process
- Reduced work hours for three benefit specialists (collating, distributing and filing)
- Improved customer service through availability of online services
- Improved customer service through 24/7 website access

## **2. PROCESS AND OPERATIONAL IMPROVEMENTS**

### **a) Golf: Collindale Golf Cart Replacements**

**Description:**

The Golf Division replaced 56 gas golf carts with electric carts in 2013.

**Benefits**

- Electric carts reduced fuel use by 3,300 gallons.
- Customers prefer using electric carts.
- Staff time was reduced on the O&M of cart repair.
- Electric carts are quieter than gas carts, thus creating less environmental noise.
- These new carts are estimated to reduce greenhouse gas emissions by 21 metric tons of carbon dioxide emissions annually.

### **b) Parks: Hiring the Inaugural Park Ranger**

**Description:**

The Park Ranger program began in the spring of 2013; the first Ranger was commissioned in July.

**Benefits:**

- Building relationships with the public for education and ambassadorship
- Reducing graffiti and vandalism in parks
- Collaboration with Natural Area Rangers, School Resource Officers and District 1 Police
- Conducting directed patrols and interacting daily with pet owners
- Reducing dog-related issues

### **c) Parks: Drought Plan Update**

**Description:**

In the spring of 2013, Utilities implemented the Water Supply Shortage Plan, impacting all irrigation in parks, golf courses and cemeteries. We implemented a new and updated drought plan for the various divisions to meet targeted conservation measures.

**Benefits:**

- Trained all employees on new water conservation opportunities
- The Parks plan followed closely the Integrated Pest Management model that is familiar to employees.
- Identified target water savings
- A greater opportunity for sharing ideas and information with the Water Utilities

**d) Municipal Court: Civil Infraction Caseload**

**Description:**

With the decriminalization of most animal violations in May 2013, Municipal Court took over the administration of all civil infraction cases, including those previously handled by Neighborhood Services.

**Benefits:**

- Enhanced customer service and minimized staff time by consolidating court administration functions with the Municipal Court
- Processes and court software systems already available for use to process cases
- Uses filing and archiving processes already approved by the State Archivist

**e) Municipal Court: CitePay On-line Payment Interface**

**Description:**

In February 2013, the Court began to use an online citation payment system, CitePay.

**Benefits:**

- Enhanced customer service by allowing early assessment citation payments 24/7
- Gives customers an option to pay monthly installment plans online
- The new process interfaces with the Court's software system, which automatically completes the case disposition and closes the case, saving staffing time.

**f) City Clerk: Centralization of Large and Cross-Departmental Open Records Requests**

**Description:**

The City Clerk centralized and documented the process for voluminous and cross-departmental open records requests.

**Benefits:**

- Coordinating this effort means that the customer is working with one contact and ensures that the request is completed in a manner consistent with Statute.

**g) Parks - Forestry: Solar Power Variable Message Board**

**Description:**

The Forestry Division received a partial grant from the Innovation Fund to purchase a unique power system that uses small, eco-friendly batteries with a solar charging system. The grant provided \$7,500 and forestry contributed \$7,000 toward the purchase.

**Benefits:**

- Message system is trailer mounted, allowing Forestry to reduce the number of fuel-burning vehicles in our fleet by one pickup.
- Reduced fuel usage and vehicle operating costs
- Reduce GHG emissions through fuel reduction
- Due to size and functionality, this unit improved public and employee safety by high-output amber LED lights, providing superior visibility.

#### **h) Poudre Fire Authority: Division Chief Span of Control Efficiency**

**Description:**

The Operations Division split into two divisions (Operations and Support) in order to reduce the span of control for one chief officer who supervised all operations programs prior to 2013. Beginning in 2013, the Operations Division Chief supervises the six shift battalion chiefs and their emergency response, including day-to-day supervision, staffing and crew development throughout the Authority. In addition, the Operations Division Chief supervises the specialties of hazardous materials response, wildland response and technical rescue. Beginning in 2013, the Support Division Chief supervises the programs of training, systems information technology, equipment maintenance, facilities maintenance, SCBA maintenance, warehouse, recruitment/hiring/captain and battalion chief development and occupational health.

**Benefits:**

- Reduced span of control for Operations Division, providing time to build relationships with crews and Battalion Chiefs
- Provides time for innovation and promotion of PFA's values, mission and vision

#### **i) Recreation: Pass Types Restructuring**

**Description:**

The Pass Structure within RecTrac (Recreation's software application) had become overgrown and outdated creating two significant issues for efficient operation: 1) Volume and sequence of pass types created difficulties for front desk staff to find and select the correct pass for patrons and 2) Inadequate structure for assigning pass code names, creating difficulties in data reporting and locating pertinent information.

**Benefits:**

- Greatly improves data reporting and integrity
- Pass naming scheme is intuitive, improving customer service by allowing easier identification of pass types.
- Provides a standard basis for management analysis
- Allowed automated discounts for certain activities for pass holders

#### **j) Recreation: City Wellness Recreation Pass**

**Description:**

For several years employees have had the opportunity to purchase a reduced-cost punch pass for Recreation facilities through the Wellness Program. This was a cumbersome process where the employee had to first visit the Human Resources office, pay for their pass, and receive a form that the employee then took to one of the Recreation facilities to receive a pass. After discussions between Recreation staff and the Wellness Team, process changes were implemented to enable employees to purchase a reduced-cost pass at any facility by showing their employee ID badge.

**Benefits:**

- An employee visits a Recreation facility convenient to their location without having to make a separate trip to 215 N. Mason St.
- HR no longer needs to handle and track cash.
- Reporting for employee participation is provided to the Wellness Team on a periodic basis through the RecTrac software.

**k) Cultural Services: New accounting procedure for Art in Public Places**

**Description:**

A new accounting procedure was established for the Art in Public Places program to better track ongoing capital expenses for art projects.

**Benefits:**

- Improved tracking and transparency of project revenue and expenses
- Decreased the amount of staff time required to maintain accounting records
- Streamlined the overall financial processes

**l) Police Services: Investigative Services, Technical Services Specialist**

**Description:**

Police Services uses a significant amount of technology throughout its criminal investigations, including surveillance and digital evidence. The Technical Services Specialist (TSS) researches, maintains and deploys this equipment for Police Services.

**Benefits:**

- The addition of the civilian TSS immediately negated the need to hire a police sergeant on overtime to complete technical investigative duties for Fort Collins Police Services (FCPS). The TSS works a 40-hour week, which led to a significant improvement in response time for assistance requests related to special events, active criminal investigations, the Super Bowl response plan and others
- The TSS repaired old items, and researched then obtained new devices to assist FCPS and its law enforcement partners. One example is the successful investigation of a large Larimer County methamphetamine distribution organization and the subsequent arrests of more than 30 suspects.

**m) Community Development & Neighborhood Services (CDNS): Appeals**

**Description:**

In 2013, CDNS staff participated in cross-departmental efforts to improve processes related to hearing appeals going to City Council. This resulted in the creation and implementation of new policies, as well as documentation of detailed instructions to guide staff in related quasi-judicial processes and activities.

**Benefits:**

- Standardized process for dealing with appeals and related records
- Increased training and understanding for staff
- Decreased errors

**n) Community Development & Neighborhood Services: Animal Control Changes and Contract Oversight by Neighborhood Services**

**Description:**

In 2013, some Animal Control codes were decriminalized and the barking dog protocol changed in an effort to better meet residents' needs and improve responses to complaints. Oversight of the City's Contract with Larimer Humane Society (LHS) outlining animal control and sheltering services moved from Police Services to Neighborhood Services. These changes increased the ability of Neighborhood Services and LHS to work collaboratively, offering increased responsiveness to concerns regarding animal nuisances.

**Benefits:**

- Increased problem solving for neighborhood-based animal nuisances
- Improved response process for complaints by allowing anonymous complaints
- Improved information/materials for residents (barking dog brochure)

**o) Community Development & Neighborhood Services: Conceptual/Preliminary Design Review Changes**

**Description:**

Staff streamlined and improved these processes in 2013. Fewer staff members are now used in the Conceptual Review process while the same high level of customer service is provided. The preliminary design review process also changed so applicants paying for this service receive a more in-depth review than the complimentary conceptual review.

**Benefits:**

- Reduced staff and developer time and expense related to conceptual reviews
- Increased differentiation in the level of service for the fee-based preliminary design review

**p) Community Development & Neighborhood Services: Development Review Project Transparency and Improvement**

**Description:**

In 2013, staff made continued improvements to current processes ensuring that new development review project information is available via the project table within one week of the date submitted, generally sooner. Staff also developed a report giving customers the ability to print items shown in the project table in both pdf and spreadsheet format. Staff also revised the neighborhood meeting “notice” by extending an “invitation,” making it world class in both the information provided and the format.

**Benefits:**

- Increased timeliness and transparency to the community
- Increased clarity of information provided
- Standardized and improved format for conveying information to public
- Increased usability of the project table data

**q) Community Development & Neighborhood Services: Expedited Review Process for Development Applications of Communitywide Importance**

**Description:**

In 2013 we developed an expedited development review process for major proposals having communitywide importance. Using a combination of compressed conventional review cycles, design charrettes and weekly meetings, staff worked collaboratively with applicants to improve the quality of site, architecture and landscape design elements, while lessening the amount of time spent in the review process.

**Benefits:**

- Compressed review timeframe
- Greater opportunity for collaboration among staff, applicants and project designers
- Ability to identify fatal flaws early in the design process

**r) Community Development & Neighborhood Services: Neighborhood Development Review Liaison Process Improvements**

**Description:**

In 2013, the Neighborhood Development Review Liaison worked with Information Technology staff to improve the process used to update a weekly webpage and subscription email regarding development review activities.

**Benefits:**

- Faster and easier publishing to the internet as well as creation of the broadcast email
- Eliminated need for routine Communications and Information Technology staff time for this weekly service

**s) Community Development & Neighborhood Services: Neighborhood Development Review Liaison Process Improvements**

**Description:**

In 2013, the Neighborhood Development Review Liaison improved the City's availability of information regarding the development review process.

**Benefits:**

- Improved availability of information (online hub with links to information about development review projects, print materials)
- Improved process transparency (weekly updates with a subscription email)
- Improved assistance to citizens who are interested in a project or the process

**t) Engineering: City Bridge Program Efficiencies**

**Description:**

Designing, bidding and constructing multiple bridges together.

**Benefits:**

- Cost savings on design fees and unit prices in construction contracts
- Time savings with Request for Proposals and length of construction schedules

**u) Engineering: Arterial Intersection Prioritization Study**

**Description:**

Data-driven priority study of arterial streets and intersections.

**Benefits:**

- Identified projects in order to be grant ready
- Received four major grant awards for various intersections throughout the City, thus leveraging the City-funded portion to be spent in other locations

**v) Parking Services: Financial/Accounting Process Improvements**

**Description:**

In 2013, we conducted a complete review and rework of Parking Services' financial processes. New forms, policies, and procedures were adopted.

**Benefits:**

- The new processes are more efficient. Old processes that had evolved in a piecemeal fashion over many years were replaced by integrated procedures that eliminated unnecessary steps and increased accuracy.
- The new processes are more auditable, increasing accountability in the money-handling area.
- The new processes provide step-by-step instructions for employees, which reduce errors and assist in training new employees.

**w) Streets Department: Hot Applied Chip Overlay (HACO) Maintenance Treatment**

**Description:**

The SMP chose to replace the proposed HACO maintenance treatment of Overland Trail between Mulberry Street and Cottonwood Glen Park with a chip-overlay performed by local contractors. The decision was an attempt to avoid the expensive top coat of the HACO treatment, which is imported from the Denver area and typically inflexible to schedule changes. With the new process, the initial chip-seal sealed the roadway from water intrusion and filled in the existing cracks of the roadway, which reduced asphalt patching quantities. This allowed for a thinner overlay (1.5 inches) of asphalt material following the chip seal to add structure, saving significant cost when comparing it to a typical overlay thickness of 2.75 inches on more than two miles of roadway.

**Benefits:**

- The chip seal process provided a seal to the existing defects and created a new interlayer of material, increasing the life of the roadway.
- Using the “Chip-Overlay” process allows for the use of less asphalt material to achieve the same longevity of the pavement life as a typical overlay, thus decreasing our carbon footprint.
- The use of the chip seal prior to the overlay eliminates the need for “tack” oil to be laid in front of the paving process, allowing access points to be available to the traveling public up until it is directly impacted by the equipment. This is a significant improvement for the residents and businesses impacted by the road construction,

**x) Streets Department: Change in process of the 2014-2015 SMP Utility Coordination**

**Description:**

SMP issued a full two-year project list to other City departments, agencies and the general public. In the past, this encompassed only a list of project names and locations written on an excel spreadsheet and was sent out once in the early months of the project year. This year, SMP provided those who receive the notification an entire package of maps, along with the list indicating the project limits, and has also issued the notification three times starting in August of the previous year. Additionally, each time the Utility Notification was sent out it included the notes of conflicts sent back by the agencies in the previous notifications for the others to review as well. SMP also changed the response method from returning written notes to an electronic interaction, creating efficiencies and reducing paper waste.

**Benefits:**

- Providing this information to public agencies, contractors, etc., creates opportunities to collaborate on projects, thus reducing costs and increasing efficiencies. Proper planning can also significantly reduce the impact to the traveling public.
- The coordination increases communication, which results in a reduction of utility cuts in new pavement.
- These coordination efforts significantly improved our ability to budget further in advance, thus creating efficiencies.

**y) Transfort / Dial-A-Ride: Reorganization to Increase Efficiency and Effectiveness**

**Description:**

Transfort implemented a reorganization of the Department into four distinct Divisions – Bus Operations; Safety, Security & Training; Service Development; and Communications & Administration.

**Benefits:**

- Provides clarity of work expectations and appropriate personnel grouping
- Identification of organizational efficiencies
- Recognition of supervisory needs
- Recognition of evolving job duties and business needs

**z) Transfort / Dial-A-Ride: Improved Ridership Performance**

**Description:**

Improved ridership performance in 2013 as measured across all major operating statistics.

**Benefits:**

- 1 percent increase in total ridership – 2,296,511 vs. 2,271,732
- 1.4 percent increase in average daily ridership – 7,481 vs. 7,376
- 1 percent increase in passengers per hour – 29.17 vs. 28.90
- .5 percent increase in passengers per mile – 2.22 vs. 2.21

**aa) Utilities: Water Production Division: Fire Related Treatment Process Improvements**

**Description:**

The devastating wildfires of 2012 left the Poudre River water quality highly variable for the Water Treatment Facility to address the correct treatment processes. The water supply issue, as a result of the drought, contributed to using the Poudre River as much as possible. We needed to rely on the Poudre River, even given uncertain water quality scenarios. In early 2013, several projects were developed, using an approved 4 percent increase to water rates, to ensure the City could maximize use of its water supplies. We designed and built a presedimentation basin in 4.5 months to help remove sediment from the raw water before entering the City's plant. A chemical added to the Poudre River raw water at the plant helped with conditioning the raw water. More monitoring was installed upstream of the Poudre intake so that operators could react to the change in water quality quickly and efficiently.

**Benefits:**

- Allowed for use of the Poudre River during the spring and summer months
- Staff was diligent returning to the Poudre water as soon as possible.
- Monitoring systems also aided other water districts in watching the river water quality.

**bb) Utilities: Water Production Division: Lighting Replacement and Upgrades**

**Description:**

The Water Treatment Facility is a large facility that has many different types of lighting throughout the buildings and tank areas. Several 600-amp metal halide lights were replaced with LED lighting, with a rebate from Xcel Energy. Also, eight-500 watt quartz lights were replaced with twelve-39 watt LED lights. All outdoor lighting is now LED.

**Benefits:**

- Low maintenance, as LED lights burn longer than other types
- Lower electricity requirements, by reducing the wattage on the lights and receiving the same visual benefit
- Staff installed the lighting replacements without an outside contractor.

**cc) Purchasing: Contract Enhancements and Negotiated Cost Reduction****Description:**

The agreement/contract template used by Purchasing includes a price escalator provision for annual price changes at the time of renewal. Sustainable Purchasing eliminated this price escalator clause from numerous Requests for Proposals (RFPs), bids and contracts. In addition, Sustainable Purchasing negotiated firm-fixed pricing for a five-year period on numerous significant contracts.

**Benefits:**

- Reduced year-over-year cost escalation to support a 2-5 percent cost avoidance where implemented

**dd) Human Resources: Burst Reports****Description:**

In cooperation with IT and Payroll, we automated leave balance, comp time, overtime, service recognition and policy acknowledgment reports.

**Benefits:**

- Easier to administer once set up
- Provides better customer service/self-service to managers/designates
- Addition of warnings on leave and comp time reports helps to catch errors that may go unnoticed otherwise
- This could be seen as a cost saving measure since we catch people who may have comp time needing to be paid out before pay rate increases
- Brings awareness to the organization

**ee) Human Resources: JD Edwards (JDE) Security Changes****Description:**

Combined roles for high-end users and redesigned Department Designate security.

**Benefits:**

- Eliminates the need for admins to sign in and out of JDE multiple times to do their work
- New Designate security allows more flexibility in the number of designates we can have. This makes it easier for departments to distribute/share their workload

**ff) Human Resources: JDE Category Code Changes****Description:**

- Re-configured Employee/Job Category Codes in JDE. This now allows data to default from the Job Table, eliminating the need for Payroll Specialists to have to update this field.

**Benefits:**

- Saves admins time in having to update/check these fields

- Employee records are updated in a timely manner
- Data is more accurate

#### **gg) Human Resources: Scheduled Reports**

**Description:**

Automated frequently used reports for Human Resources admins/users.

**Benefits:**

- Streamlines processes by emailing report to the user; eliminates the need for them to have to sign in and run the report manually
- Reports are delivered in a timely manner
- Helps remind/bring awareness of data that needs auditing

#### **hh) Human Resources: Outlook Distribution List & Data Feed**

**Description:**

In cooperation with the Information Technology department, created a data feed to Outlook to maintain distribution lists for all Supervisors, Department Heads and Division Heads.

**Benefits:**

- Eliminates the need for staff to manually maintain, saving time
- Lists are updated frequently and therefore are more accurate and in line with payroll data entry.
- Reduces the chances that someone won't receive an email that was intended for them.
- Reduces phone calls to HR because people were not receiving email communications.

#### **ii) Human Resources: Recruitment Process Mapping**

**Description:**

Developed a detailed recruitment process map from position vacancy through new hire onboarding. Process improvements are being incorporated into new recruitment software configuration.

**Benefits:**

- Designing process to improve candidate experience, enhance City employment brand and improve efficiency.

### **3. TECHNOLOGY AND UPGRADES**

#### **a) Parks: Public Trails Wayfinding improvements**

**Description:**

The Parks Department, working with many other stakeholders, implemented a new wayfinding system along the trails.

**Benefits**

- Trail users have a better understanding of where they are within the system.
- Emergency response to injuries and accidents is accelerated.
- Helps with user health so they can track mileage, as all ¼-mile markers are correct.
- Public buildings and major thoroughfares are identified by distance from location.

## **b) Cemeteries: Stone Orchard Software**

### **Description:**

The Cemetery Division maintains and stores interment data for more than 28,000 burials. A 1997 Access system maintained this information, which was upgraded to a 2003 Access database. This was a custom-written program that no longer had a support system in place. After 18 months of research and interviews, we selected the Stone Orchard software for its functionality and enhanced customer service attributes.

### **Benefits:**

- All interment data will now be located in one repository, which has redundant backups.
- Eliminated double data entry for customer information, which has saved customer and staff time
- Plans going forward allow the program to pair with a remote kiosk to serve as an after-hours guide to the cemeteries.

## **c) City Clerk: Implementation of Agenda Management Software**

### **Description:**

The City Clerk purchased MinuteTraq software for submission and distribution of City Council agenda items.

### **Benefits:**

- Streamlined, consistent process with all users building from a common template. Emails are automatically generated to supervisors who need to review the materials before they are finalized.

## **d) Poudre Fire Authority (PFA): Response Performance Analysis Software**

### **Description:**

PFA is currently in the process of obtaining accreditation through the Commission on Fire Accreditation International (CFAI). This rigorous process involves an in-depth analysis of response data. In order to perform this analysis, PFA has invested in software tools. The first tool allows any user in the organization to view data through a browser that allows for rapid research and trend analysis. This user-friendly package requires no specific expertise to operate and will allow PFA personnel to monitor their own performance in real time. The second tool is a GIS-based software package currently being installed that allows for an in-depth view of response performance, patterns and multi-year trends in a GIS-based environment. It will be used to develop a comprehensive response performance document known as the Standards of Cover.

### **Benefits:**

- In-depth data analysis allows the ability to improve response times system-wide. This ultimately improves customer service and has an impact on life safety.
- Aids as a significant decision-making tool for the appropriate deployment of resources to maximize cost-effectiveness and public and firefighter safety
- Allows for more precise reporting of response data and aligns this reporting with fire-service trends nationally for more accurate benchmarking

## **e) Cultural Services: Lincoln Center Gift Card System**

### **Description:**

Lincoln Center implemented a new gift card system that replaced antiquated paper gift certificates.

**Benefits:**

- Increased value to customers as the cards can be used online
- Automated the gift card process making it more efficient and accurate
- The plastic cards are reusable and reloadable.

**f) Cultural Services: Fort Fund Grant Program**

**Description:**

The Fort Fund grant program moved from a paper application process to a fully online process.

**Benefits:**

- Significantly reduced the amount of paper required to copy applications for Board members to review
- Eliminated the need for Board members to travel to pick up the applications
- Increased efficiency as all communication and scoring is done online
- The system produced reports that had been created manually, saving staff time.

**g) Community Development & Neighborhood Services: Accela Steering Committee**

**Description:**

Staff implemented a cross-departmental steering committee to guide the efforts related to the Accela Automation Land Management System.

**Benefits:**

- Increased oversight and accountability
- Increased collaboration among departments and vendors
- Increased understanding among users
- Prioritized approach for implementing new activities and requested modifications

**h) Community Development & Neighborhood Services: Conference Room Upgrades**

**Description:**

In 2013, two of the shared building conference rooms at 281 N. College Ave. were upgraded allowing for increased viewing capability, functionality and usability. Large screens were added that are linked to computers integrated with the City's network. Wireless mouse and keyboard equipment allow any user in the meeting to present information. Skype equipment was also added. City employees can access any of their files from the conference room using remote desktop. Additionally, other laptops or information carried on flash drives can be accessed and presented.

**Benefits:**

- Increased usability of existing conference rooms
- Increased staff efficiency by having access to needed work files
- Increased sustainability through reducing printed presentations

**i) Community Development & Neighborhood Services: Electronic Document Review**

**Description:**

In 2013, staff started efforts to migrate toward electronic document review. Staff received a City Innovation Award to begin these efforts and has started a pilot program with certain building permit types. Necessary equipment and software have been purchased and testing and training is underway. Implementation into the Accela Automation Land Management System will begin in earnest once the version upgrade that is currently underway is complete. It is anticipated that the

pilot program will be expanded in 2014 to include all building permits, as well as development review submittals.

**Benefits:**

- Increased alignment with industry best practices
- Increased sustainability through reduced paper and office visits
- Decreased review time by eliminating manual collection and routing processes
- Increased collaboration and transparency by reviewing agencies and participants

**j) Community Development & Neighborhood Services: Migration of Code Compliance Activities to Accela**

**Description:**

In 2013, all remaining code compliance activities were transitioned to the Accela Automation Land Management system. Staff converted all tracking and nuisance code violation processing to the new system.

**Benefits:**

- Increased efficiency through reducing the number of disparate systems used
- Increased transparency to customers through access to case information online
- Increased collaboration as more staff has access to the data and can assist customers
- Reduced costs (supplies and postage) by consolidating notices

**k) Engineering: Surveying Technology**

**Description:**

Purchased a new Trimble GPS Rover for field surveying, taking advantage of significant advances in GPS Technology.

**Benefits:**

- Crews have found increased efficiencies of 10-20 percent when using GPS, along with an increase in reliability of data.
- Expanded ability to respond to rising needs of City departments for survey-related services

**l) Utilities: Advanced Meter Fort Collins – Installation of a Meter Reading System & Meter Data Management System**

**Description:**

In 2013, Utilities completed the majority of meter installations. In addition to the meters, the back office support systems, such as the Meter Head-end System, which manages the meter reads, and the Meter Data Management System (MDMS), which organizes the data into the proper format for our billing system, were both successfully installed. Once the meter is changed the entire process from read to bill is automated.

**Benefits:**

- The system provides the foundation for future customer services. One example of that future is the soon-to-be-deployed web portal, which will allow customers to review their electric and water use in order to make informed decisions. Additional programs, such as demand response, which will use the system, will also be deployed near the end of 2014

**m) Parking Services: Go-4 Vehicles/AutoVu**

**Description:**

Parking purchased two new Go-4 vehicles for Parking Enforcement with upgraded AutoVu Systems (license plate recognition system).

**Benefits:**

- Increases productivity of Parking Officers by increasing the geographic enforcement area, rather than walking all routes
- Allows for enforcement of the Residential Parking Permit Program
- Cost-effective way to increase enforcement without hiring additional officers

**n) Streets Department: Technology Advances in Planning**

**Description:**

Streets staff adapted GIS mapping efforts to Google Earth, creating a method for inspection notes and project issues to be tracked by GPS and viewed in Google Earth as points on a map using iPads.

**Benefits:**

- Able to share our program and any inspection issues that our inspectors note with the contractors in an interface they can understand and use; positive feedback from contractors to date
- Provides the ability to offer the Google Map files we develop to the public in a format they can understand and are familiar with
- Staff is currently using the ability to take GPS points of areas where snow removal efforts were deficient and supply them to our contractors with a Google Map that shows a location, description and picture of the hazard for them to remedy.

**o) Traffic Operations: New Traffic Signal Controllers**

**Description:**

In 2013, Traffic Operations replaced 10-year-old controllers with state-of-the-art controllers intended to reduce controller failures and provide new operational features to reduce congestion and improve safety. With these upgrades, the City's traffic signal system is positioned with modern hardware and software to carry us forward into the foreseeable future.

**Benefits:**

- Reduced response maintenance for controller malfunctions
- Reduced delay at Timberline/Harmony, Timberline/Drake
- MAX BRT Operational Capabilities at signalized crossings on Drake and Horsetooth
- Enhanced safety at rail-highway grade crossings along the BNSF line
- Positioned for additional safety/congestion improvements at other locations using advanced controller features

**p) Traffic Operations: Video Detection**

**Description:**

Traffic Operations continues work replacing traditional in-pavement wire loop detectors with non-intrusive detection technologies, including video-based and radar-based detection. We installed video detection at 18 locations in 2013, and radar detection, with the capability to detect vehicles 900 feet in advance of an intersection, at one location (College/Trilby).

**Benefits:**

- Ability to detect bicyclists and motorcyclists more effectively
- Ability to automate traffic data collection
- No need to cut pavement
- Adjustable detection zones
- Radar provides advance detection on high-speed approaches, improving safety.

**q) Human Resources: JDEdwards (JDE) Upgrade**

**Description:**

In 2013, the JDE Core Team successfully completed the JDE system upgrade.

**Benefits:**

- New E1 Pages help organize frequently used applications by user role/type of work making it easier and less time consuming for users to access programs and do their work.
- New search feature helps admins locate various codes and lists within the system, saving time.
- iPad compatible

**r) Human Resources: Real-time, Dynamic Workforce Metric Reporting**

**Description:**

Monthly statistical data reports showing workforce trends (hires, separations, demographics, retirement age, etc.). Live data can be sorted by Service Area and Department.

**Benefits:**

- Enhanced transparency internally; data available online
- Guides managers in making more effective personnel business decision
- Eliminates some HR data requests

## **4. CUSTOMER SERVICE**

**a) City Clerk: Web-feature allowing voters to check the status of their mail-in ballot**

**Description:**

The City Clerk created a web-feature allowing voters to check the status of their mail-in ballot.

**Benefits:**

- Voters can quickly learn if their mail ballot was received by the City Clerk's Office

**b) PFA: Inspection Frequency**

**Description:**

Continued biannual inspections of businesses in 2013 for occupancies considered target life hazards, including: institutional, educational, residential and assembly occupancies. All other occupancies, such as storage, mercantile and business, dropped to annual inspections.

**Benefits:**

- Increased customer safety by inspecting more buildings annually
- Reduced cost to customers not in target life hazard occupancies due to fewer inspections

**c) Recreation: Customer Service Improvement Plan**

**Description:**

The Recreation Department implemented a customer service improvement plan to address the front desk service at each facility. Actions implemented in 2013 included:

- Relocated the Administrative Support Supervisor position to 215 N. Mason St. and scheduled specific hands-on training times at each facility with the front-line staff
- Clearly identified Customer Service Representatives' (CSR's) primary responsibility of 100 percent focus on customer service, and hiring, training and scheduling front desk staff
- CSR's work stations relocated to the front desk of each facility
- CSR's and hourly front desk staff rotate to all recreation facilities
- Implemented consistent training program that all front desk employees must successfully complete prior to being scheduled independently at the front desk
- Implemented dress code/uniform policy for all front desk staff including name tags
- Employed a secret shopper program to assess the success of implemented changes
- Measured customer service satisfaction through our quarterly surveys to benchmark data
- Invested in a new web server to improve customer access and enrollment experience on Mass Registration day

**Benefits:**

- Improved customer service consistency
- Allows professional growth and flexibility of staff to work at various locations
- Improved communication and implementation of new procedures

**d) Environmental Services: Environmental Web Portal****Description:**

A new environmental web portal ([fcgov.com/enviro](http://fcgov.com/enviro)) offers one-stop-shop information for the public about the City's environmental resources and services. The new web portal features eight general categories: Air Quality, Climate Protection, Energy, Green Building, Land, Transportation, Recycling and Water.

**Benefits:**

- The portal increases convenience for residents and businesses by featuring City environmental programs through one portal without having to navigate the entire City website, and is logically organized into eight category areas.
- The portal features current environmental programs, news, videos, calendar events and general resources.
- The Sustainable Purchasing web page ([fcgov.com/purchasing/environment](http://fcgov.com/purchasing/environment)) offers the public easy access to the City's Green Purchasing Checklist and the comprehensive Sustainable Certifications list that explains sustainable products/services certifications. This site is linked through the environmental web portal.

**e) Police Services: Criminal Investigations Services****Description:**

The Police Services Criminal Investigations Division (CID) hired one sergeant, seven detectives and four civilian investigative aides with KFCG funds.

**Benefits:**

- Creation of a Forensic Services Unit. Detectives have conducted crime scene processing of nearly all major crime scenes in 2013, resulting in more thorough and consistent evidentiary searches, gathering, documentation and preservation of evidence.

- Added detectives to the Crimes Against Persons and Property Crimes Units, improving case clearance rates and turnaround times for crime victims
- Added detectives to the Criminal Impact Unit allowing for better enforcement in the areas of gang enforcement, sex offender management and repeat offenders
- Added Civilian Investigative Aides to each investigative team, freeing up detective time from administrative tasks, allowing them to focus on case investigations
- Developed a web-based sex offender management program (SOTAR)

**f) Police Services: Police Information Services**

**Description:**

KFCG funding provided five additional dispatch positions, as well as one Police Report Specialist for the Police Information Services division.

**Benefits:**

- Increased staffing in Dispatch has contributed to a 60 percent decrease in overtime expenditures
- Additional personnel in the Records Unit have led to greater customer service, and assisted in meeting the increased workload created by the additional officers hired
- The additional Dispatch Personnel led to a change in the model of how 911 calls were answered and handled. The additional personnel are being used for primary 911 call answering, which frees up the radio dispatchers to handle police/fire/EMS dispatching, and the caller receives faster emergency and non-emergency service.

**g) Police Services: Police Information Services**

**Description:**

In 2013, KFCG funding provided one additional FTE to augment the Property and Evidence Unit.

**Benefits:**

- This position was not filled until Sept. 3, 2013.
- Increased staffing in Dispatch has contributed to a slight decrease in overtime expenditures
- Additional personnel in the Property and Evidence Unit have led to greater customer service, and assisted in meeting the increased workload created by the additional officers hired.
- Additional personnel assisted in larger number of disposed items from the Property/Evidence Room. This is important in maintaining a smooth operation for the Unit.

**h) Community Development & Neighborhood Services: Boards & Commissions**

**Description:**

In 2013, staff made several improvements to Landmark Preservation Commission (LPC), Planning & Zoning (P&Z) Board and Zoning Board of Appeals processes. LPC and P&Z board meetings are now televised and the meetings are held in Council Chambers. Packets for each board are now posted on the website, similar to Council packets, allowing the public access to all of the information being considered. A guide for public participation was created for the P&Z board to assist citizens interested in speaking to the Board on various issues. A related slideshow was created and runs on screens prior to each meeting explaining how to participate. We provided iPads to all board members, eliminating the need for paper packets.

**Benefits:**

- Increased transparency to the community
- Increased access to meetings and information

- Increased sustainability and lower costs through paper reduction
- Increased understanding for how citizens can participate in meetings

**i) Community Development & Neighborhood Services: Diversity Training**

**Description:**

In 2013, Restorative Justice hosted a diversity training (conducted by CSU) for Neighborhood Services staff and Restorative Justice/Mediation Program volunteers.

**Benefits:**

- Increases customer service by better understanding cultural diversity and how to best serve all customers

**j) Parking Services: E-mail Notification for Permit Holders**

**Description:**

There are many situations where Parking Services needs to communicate with our permit holders about topics such as construction dates, special events and expiration dates for permits. Parking Customer Service worked with our database system provider (T2 Systems) to automate a system to send email communications to our permit holders.

**Benefits:**

- Provides a timely, direct system of communication with our permit holders
- Increases the number of permits renewed on time by informing customers of their permit expiration date, saving the customer about 17 percent on the cost of their permit

**k) Human Resources: HR Website**

**Description:**

HR launched a new and improved internal website.

**Benefits:**

- More information and better communication
- More self-service: more forms, automated organization charts, workforce metrics
- Saves time: employees can get answers/forms right from their desktop instead of having to come in
- New design makes it easier to administer/maintain