

## 2015 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
- E. Programs/Activities that have been eliminated

### A. COST SAVINGS, PARTNERSHIPS AND LEVERAGING RESOURCES

#### A1) Community Development & Neighborhood Services - Budget/Finance Activities pertaining to Restorative Justice Grants

**Description:** CDNS received a grant of \$56,192 from the Colorado Division of Criminal Justice to support the Restorative Justice Services program.

**Benefits:**

- Funds services for youth referred to our programs from the 8<sup>th</sup> Judicial District Attorney's Office.
- Grant-funding agency also provides technical and evaluation support for programming.

#### A2) Community Development & Neighborhood Services - Ongoing Programs (Party Registration Program)

**Description:** Since its inception in spring 2009, 3,292 CSU student and non-student households have registered parties with the program, with 97.5% (3,211) of registrations receiving no citation related to their party. In a recent survey, 94% of participants agreed that they would recommend this program to friends, as well as register their party again in the future.

**Benefits:**

- Improved neighborhood relations
- Responsibility and ownership by residents
- Fewer citations issued by police

#### A3) Community Development & Neighborhood Services - Banner and Forestry Inspections

**Description:** Code Compliance conducted 310 banner inspections for Zoning in 2015. Additionally, this staff group started inspecting sidewalk and forestry encroachment violations on a proactive basis instead of waiting for complaints to be received.

**Benefits:**

- Increased community safety
- Increased efficiency in getting these tasks accomplished

**A4) Community Development & Neighborhood Services - Large Item Pickup Program**

**Description:** Code Compliance staff formed a work group to address concerns over large item disposal during the late July/early August timeframe as residential rental leases turn over. Staff is working with outside agencies and non-profit organizations to find ways to collaboratively address the issue. The program will replace the Great Sofa Round Up effort that ended in 2009 due to concerns about bedbugs. Staff anticipates having a pilot program ready for July/August 2016.

**Benefits:**

- Increases safety of neighborhoods
- Enhances the quality of life within neighborhoods
- Supports sustainability efforts to decrease the amount of items that go to the landfill

**A5) Community Development & Neighborhood Services - Landscape and Habitat Inspections**

**Description:** Planning Services has hired a single field inspector with training as a biologist to ensure required landscape and natural habitat improvements/enhancements are completed. This proactive enforcement addresses complaints about the level of landscape improvements and long-term maintenance.

**Benefits:**

- More standardized process for habitat inspections to ensure compliance
- Increased consistency in that all properties, not just those that receive complaints, are inspected
- Increased responsiveness to questions and complaints
- Partnering between zoning and environmental planning divisions

**A6) Cable 14 - Acquisition of Four high-definition robotic cameras**

**Description:** Acquisition of four high-definition robotic cameras from Larimer County will be repurposed in the Community Room at 215 N. Mason St.

*Background* - In November the County upgraded their hearing room with all new A/V technology and had older cameras that, although still in great condition, did not fit the needs of the County. Cable 14 was able to acquire them at no cost to be used to upgrade the camera system in the Community Room to High-Definition.

**Benefits:**

- Cost savings of approximately \$40,000
- Increased the quality of programs and training televised from the Community Room to HD
- Leveraged a great partnership between Cable 14 and the County

#### **A7) Poudre Fire Authority –Succession Hiring**

**Description:** By hiring more firefighters than the budget allows PFA reduces the cost of overtime when position vacancies occur due to anticipated retirements.

**Benefits:**

- Reduces long-term overtime costs

#### **A8) Poudre Fire Authority –Timberline House**

**Description:** The Timberline House belongs to the City, and has been used by PFA crews for training purposes for several years.

**Benefits:**

- Lease partnership between the City of Fort Collins and PFA.

#### **A9) Poudre Fire Authority –ISO Rating**

**Description:** PFA was notified by the Insurance Services Office that its Public Protection Classification indicated a significant improvement over the last review conducted in 2009. This resulted in a classification reduction from a 4 to a 2 within the City of Fort Collins, Town of Timnath, and any address within PFA’s jurisdiction outside of City limits but within five road miles of a 24-hour staffed fire station and within 1,000 feet of a fire hydrant.

**Benefits:**

- A lower ISO rating is generally related to a higher level of fire service and may result in lower insurance rates for residents and businesses.

#### **A10) Police – Patrol Division Overtime Reduction**

**Description:** A new Patrol Division deployment plan and officer schedule was implemented at the end of 2014. This was in addition to improvements in overtime accounting and overall accountability throughout the agency.

**Benefits:**

- Police Services was within budget on overtime for the first time in many years.
- The schedule was improved to provide more officers during busy times of the day.
- The training schedule was changed to reduce the overtime associated with instructors providing training.
- Changes have been made to limit the overtime an employee can earn in one year.

#### **A11) Police – Information Services Division: Communications Unit**

**Description:** In 2015, a contract was awarded for 2016 ambulance service in the region. Fort Collins 911 (FC911) worked to include a contract provision for an awardee-funded dispatcher to assist with staffing FC911.

**Benefits:**

- The additional dispatcher will allow for appropriate staffing at no additional cost to the City and follows industry practices of shared expenses for centers that support multiple entities.
- Improved handling of ambulance service calls and response to emergencies.

### **A12) Recreation – Coaches Training Program for Youth Sports**

**Description:** The Youth Sports program engages approximately 700 volunteer coaches per year. This training program provides online educational videos to train the volunteer coaches as their time allows while minimizing staff time devoted to training. This approach has allowed for a consistent message regarding recreational youth sports philosophy and the City of Fort Collins in addition to the required aspects of coaching. A library of additional coaching videos is provided to further the coaches' knowledge beyond the required components.

**Benefits:**

- Ensures that all volunteer coaches receive required coaching material
- Reduction of printed materials
- More than 145 hours of coaching instruction provided without using staff resources
- Electronic verification of completed courses

### **A13) Transfort – Dial-A-Taxi**

**Description:** Beginning in April 2015 Transfort initiated a program (Dial-A-Taxi) that provides \$17.50 vouchers for taxi service to Dial-A-Ride clients. Limited vouchers were available seven days a week and offered on a first come, first serve basis. These vouchers saved on average \$14.50 per trip compared to the ADA regulated Dial-A-Ride service.

**Benefits:**

- Reduced Dial-A-Ride expenses by \$24,258.
- Increased travel options for Dial-A-Ride customers to include same-day scheduling, Sunday trips and trips extending beyond Dial-A-Ride boundaries.

### **A14) Traffic CSU On-Campus Stadium**

**Description:** The City Traffic Operations Department worked with CSU staff to evaluate traffic impacts from the planned on-campus stadium. Traffic Ops was instrumental in determining necessary improvements and helped draft language for an Intergovernmental Agreement between the City and CSU.

**Benefits:**

- An adopted IGA that is beneficial to the City with items related to mitigation of impacts from the on-campus stadium
- Strengthened an already good partnership with CSU staff.
- Set the stage for transportation improvements and game day operations to minimize impacts to the traveling public.

### **A15) Parking Services – Work with Transfort**

**Description:** Since June 2015 Parking Services has been working within the Transfort management structure. This partnership has led to many cost savings and leveraging of resources.

**Benefits:**

- Cost savings from vacant Parking Services Manager position
- Utilizing customer service resources across both departments to assist with coverage without needing additional staff
- Transfort assists with parking enforcement at Harmony Transfer Center to reduce strain on Parking Enforcement Officers.

**A16) Streets Department – City Collaboration with Colorado Department of Transportation (CDOT) and Larimer County on Street Maintenance Projects**

**Description:** Collaboration is ongoing on mutual street maintenance projects among the City of Fort Collins Street Maintenance Program (SMP), CDOT and the Larimer County Road and Bridge Department to maximize resources. Within the City limits there are many instances where ownership and maintenance of the roadways change with agencies (e.g., Richards Lake Road and College Avenue). To maximize efficiencies, cost savings, and limit impact to the public, each agency explores the ability to combine projects.

**Benefits:**

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

**A17) Streets Department – Street Maintenance Program and Other City Departments Collaboration on Construction Projects**

**Description:** The Street Maintenance Program (SMP), Utilities, Engineering, and Parks made a substantial effort to collaborate on construction projects (e.g., Buckingham and 1st, 2nd and 3rd Streets) to maximize City resources resulting in efficiencies and cost savings.

**Benefits:**

- By collaborating in all phases of construction, the crews on-site were able to utilize materials, equipment, and labor on various items resulting in significant cost savings.
- Traffic control costs were shared among departments.
- The projects were looked at holistically; therefore, residents were able to experience one project instead of several and were impacted by the construction only once.
- By working together and completing these projects with one full closure until completion, traffic control costs, patching costs, excavation costs, etc. were significantly reduced.

## **A18) Streets Department – Street Maintenance Program and City Departments Collaboration on Construction Projects**

**Description:** The Street Maintenance Program, Traffic Department, Engineering, and FC Moves collaborated on construction projects with mutual interest in performing work (e.g., Remington Street, Laurel Street and Taft Hill Road), which maximized City resources and created protected bike lanes.

### **Benefits:**

- Traffic control costs were shared among departments.
- The projects were looked at holistically; therefore, residents were able to experience one project instead of several and were impacted by the construction only once.
- By working together and completing these projects with one full closure until completion, traffic control costs, project costs, patching costs, excavation costs, etc. were significantly reduced.

## **A19) FC Moves - Expansion of the Bicycle Ambassador Program**

**Description:** The City of Fort Collins Bicycle Ambassador Program is administered by FC Moves and recruits, trains, and directs community volunteers interested in making bicycling safer. Ambassadors act as representatives of good cycling practices in the community, teach safe cycling classes, and assist with community and City cycling activities. In 2015, FC Moves increased the number of Bicycle Ambassadors from 44 to 90.

### **Benefits:**

- More than doubled the pool of volunteers available for bicycle safety engagements, which leverages staff time to lead and teach more bicycle safety education classes.
- Bicycle Ambassadors have a reach into the community that extends beyond typical City networks. The additional ambassadors are able to reach family, friends, and neighbors who may not otherwise come in contact with City programs.
- Ambassadors serve as a ready-to-go pool of volunteers to help with larger projects and activities such as Open Streets, and save time and effort recruiting volunteers for each event.

## **A20) Engineering – Citywide Pedestrian Access Project**

**Description:** The Citywide Pedestrian Access Project provides a complete City sidewalk inventory, identifies sidewalk inadequacies, and identifies inadequate handicap accessibilities according to Americans with Disabilities Act (ADA) requirements. The ADA establishes federal sidewalk standards by which all local governments must abide.

### **Benefits:**

- City compliance with ADA transition plan
- Generated a proactive inspection, prioritization, and implementation program for sidewalk repairs.
- Improved connectivity and safer ADA-compliant sidewalk network for alternative modes of transportation.

- Collaboration and coordination with multiple City departments ensures continual installation and maintenance of sidewalks to remain safe for the public.
- Coordination efforts demonstrate that the City is performing and doing the most they can to repair sidewalks, which would provide some defense against any possible lawsuits.

## **B. PROCESS AND OPERATIONAL IMPROVEMENTS**

### **B1) Community Development & Neighborhood Services - Animal Control**

**Description:** A voter initiative for a new shelter was approved in November 2014 and construction is expected to start in the spring of 2016. The shelter will be located on CR32 near the Loveland/Fort Collins airport and should be completed mid-2017. Shelter health improvements such as an improved cat isolation room and a focus on animal enrichment have been goals of the Larimer Humane Society. Owner education also continues to be a priority. Ensuring contact with animal owners has proven to be effective in decreasing repeat violations. Officers are taking time to inform and educate pet owners about laws and about how to be a responsible pet owner. Neighborhood postcard mailings, website information updates, and training programs are other avenues used to accomplish this.

**Benefits:**

- Increased efficiency
- Improved customer service
- Increased education
- Improved animal care and health

### **B2) Community Development & Neighborhood Services - Code Updates related to Nuisance Codes**

**Description:** The City Council adopted expansions to the Smoking Ordinance in 2015, which established a Downtown Smoke-Free Zone, and expanded restrictions to City facilities and related grounds, parks, trails, natural areas, and public events.

**Benefits:**

- Supports the City's Strategic Plan by enhancing the health and wellness of the community.
- Enhances the quality of life for residents and visitors to.
- Results in cleaner air quality in public areas.

### **B3) Community Development & Neighborhood Services - Coordination and Collaboration Efforts with Other Departments**

**Description:** Partnerships have continued with Municipal Court and the City Attorney's Office to streamline and standardize procedures and update codes. Work has also continued with numerous other departments and/or service areas, including Police, Utilities, Parks & Recreation, Engineering, Transportation Planning, Streets, and numerous others, for things such as Development Review, Neighborhood Meetings, issue resolution, plan implementation efforts (i.e., the Lincoln Corridor Plan), and on special projects such as Smoking Restrictions and Social Host.

**Benefits:**

- Partnering will enhance project flow by identifying issues.
- Partnering will reduce errors, because each group will view a project through their own filter.
- Working relationships will be enhanced with continued communication.

### **B4) Community Development & Neighborhood Services - Coordination and Collaboration Efforts (Larimer County, Events, Trebuchet and CSU)**

**Description:** Partnership continues with Larimer County Department of Health & Environment to further look at smoking restriction expansion into the Old Town/Downtown area, as well as in parks, trails, Natural Areas, and at public events. Staff also partnered with other departments, event coordinators and concerned citizens for public events and other situations where noise was of concern. Code Compliance staff conducted noise readings during events and for neighbors of businesses or construction sites where noise violations were suspected. Finally, staff partnered with the Trebuchet Group and the CSU Center for Public Deliberation for multiple events that brought neighborhood leaders together in order to identify the direction they would like to go for neighborhood programs and neighborhood leadership development.

**Benefits:**

- More effective public event approval process
- Fewer complaints about public events
- Better community support for projects and events
- Improved working relationships within the community

### **B5) Community Development & Neighborhood Services - Neighborhood Services Program Structure Changes**

**Description:** Combined the Community Mediation Program with the Community Restorative Justice Program and changed reporting responsibilities to the Restorative Justice Program coordinator.

**Benefits:**

- Increased and more coherent collaboration among staff



- Collaboration on recruitment and training of new volunteers; more opportunities for cross-training and sharing of resources
- Added exploration and opportunity of new services for the community

### **B6) Community Development & Neighborhood Services – Expired permit activity follow-up**

**Description:** Using existing hourly staff, a program was developed and implemented for all expired permit applications, permits and Temporary Certificates of Occupancy that are then reviewed, closed, or discarded as appropriate.

**Benefits:**

- This time-consuming project will provide information to other City departments about specific projects that have yet to be cleared by those departments.
- Reduces available storage space by eliminating unneeded paper plans.
- Provides a review of structures that have not been approved through final inspections or still-needed documentation.
- Provides contractors with a list of their projects that still show as open.
- Ensures that expired projects are completed and approved to City standards and ordinances.
- Developed an on-going process that addresses and provides follow up to expired permits.

### **B7) Community Development & Neighborhood Services – Adoption of the 2015 International Building Codes**

**Description:** Establish a 2015 Building Code review committee, whose purpose is to review and evaluate local amendments to the latest building codes published by the International Code Council (ICC). Committee work is anticipated to be completed by third quarter 2016, with adoption by first quarter 2017

**Benefits:**

- Develops a set of local building code amendments supported by the construction industry, developers and various stakeholders across the City.
- Provides the latest national standards for use in all construction types.
- Keeps Fort Collins current with industry standards and provides consistency with other Front Range communities in enforcing the most current building codes.

### **B8) Communications & Public Involvement Office – Team meeting alignment**

**Description:** Revamped weekly meeting agendas and allotted time

**Benefits:**

- Reduced weekly communication time by 0.5-0.75 hours giving the team additional time to spend on project workload.
- Restructured meeting agenda to prioritize relevant information sharing, decisions and actionable support items.

- Meetings are now shorter, yet more productive, and participants are more engaged.

### **B9) Communications & Public Involvement Office – New process for communication requests**

**Description:** Developed and implemented new process for communication requests. The online request system automatically notifies the PR coordinator, CPIO director and customers when a new project is requested.

**Benefits:**

- Alerts PR coordinator and CPIO director of incoming work requests for quicker processing and assignment.
- Improves project initiation and clarity of requests and expectations.
- Data gathered from requests helps analyze customer trends, better prepare and align resources, and prepare for increased level of effort.

### **B10) Environmental Services – Municipal Innovation Fund**

**Description:** The Innovation Fund Team received multiple requests and awarded the total amount available (\$50,000) to 10 recipients based on evaluation of nine TBL criteria (simple payback, innovation, financial return, leveraged funds, cost effectiveness, environmental impacts, social impacts, alignment with sustainability goals and ease of implementation).

**Benefits:**

- Supported two projects: a Local Food Reward Program and CSA Share Project that increased the amount of local food used at City events, programs (i.e., Free and Reduced Lunch) and facilities.
- Installed a new system that allows online entries for Lincoln Center Gallery applications. This system will save money, reduce paper use, increase accuracy in recording and dealing with multiple applicants, streamline the process for artists and staff, and provide better customer service.
- Purchased and planted trees in conjunction with local nurseries, non-profits, CSU student groups and City staff to pilot a neighborhood tree canopy improvement project in the West Central Area.
- Partially supported an electric vehicle and charging station at the NIX Natural Areas facility, thereby reducing City fleet emissions.
- Held the first FC Innovates event to assist City staff with the process of implementing and funding innovation within their service areas.
- The estimated benefits for the electric vehicle and tree projects are \$194,000 in financial savings and a carbon reduction of 2,330 metric tons over the next 10 years.

### **B11) Operations Services and Environmental Services – Municipal Energy Efficiency Fund**

**Description:** \$100,000 was made available in 2015 to implement additional City energy retrofits that have a high return on investment.

**Benefits:**

- Humidification system at the Museum of Discovery is estimated to save \$4,000 per year with an \$8,000 one-time investment, and a two-year simple payback. As a result, utility bills will be lower and items at the Museum will be better protected.
- An exterior lighting retrofit at Fossil Creek Park is estimated to save \$ 3,500 per year with a one-time net investment of \$27,812, for a 7.8-year simple payback. Lighting quality and efficiency was improved.
- In addition, three projects were dedicated as follows for the 2015 MEEF funds:

<b>Project</b>	<b>Cost</b>	<b>ROI</b>
Museum of Discovery humidification fans	\$7,731	50.0%
Fossil Creek exterior LED lighting retrofit	\$35,475	10.8%
Park Shop BAS installation and RTU retrofit	\$41,475	12.8%
<b>Total</b>	<b>\$84,668</b>	

**B12) Municipal Court - New Retention Schedule and Document Scanning Process**

**Description:** In order to reduce the Court’s dependence on paper products, the Court requested funds in its 2015 budget to purchase a document scanner. At the same time, the Court submitted a request to revise its policy relating to retention of records from seven years to four years for most records. The new record retention schedule was approved by the State of Colorado Archivist and Attorney General’s Office in January 2015.

**Benefits:**

- The revised retention schedule allows the Court to keep electronic case records instead of paper, which is a cost and physical space savings.
- The process of completing criminal records requests has been simplified due to increased availability of electronic records.
- The changes also allow for faster responses to customer requests.
- The new process reduces the amount of staff time spent organizing and managing the caseload.

**B13) Poudre Fire Authority - Accreditation**

**Description:** In August 2015, PFA was approved for accredited status by the Commission on Fire Accreditation International.

**Benefits:**

- Reduced call processing reduces total response time. In 2015, Poudre Fire Authority crews arrived approximately one minute faster to emergencies than in 2014.
- Alternate response model for automatic alarms that resulted in more system reliability for units no longer dispatched to these low-risk calls.
- Documentation of Authority-wide process for succession planning.

#### **B14) Police – Information Services Division: Communications Unit**

**Description:** When KFCG funds were approved, the communications section (FC911) used these four positions to start a new program of having dedicated 911 call-takers. These positions are responsible for handling the majority of incoming telephone calls that come into FC911.

**Benefits:**

- Utilization of call-taker positions allows radio dispatchers to focus on their primary responsibilities of monitoring radio traffic and channel management.
- The dedicated call-taking positions also provide assistance to radio dispatchers in calling back citizens, making arrangements for vehicle tows, and calling other resources as needed.
- This position acts as an initial step toward full dispatchers, which allows for succession planning and individual advancement.
- More call-taker positions will be sought in the next budget cycle due to two critical incident after-action reports that recommended eliminating call-taking burdens for dispatchers handling radio traffic.

#### **B15) Police - Information Services Division: Records Unit**

**Description:** In 2015, the Records Unit again restructured assignments and schedules of personnel while beginning a pilot project of out-sourcing typing functions.

**Benefits:**

- Eliminated a backlog of more than 500 un-typed reports with a reduction in the use of overtime. By utilizing salary savings, the unit hired a typing service that completes all reports (priority and otherwise) within 24 hours. Ongoing funding will be sought during BFO.
- Repurposed personnel are now categorizing and finalizing the typed narratives so that complete reports can be more quickly released or archived as appropriate.

#### **B16) Police – Patrol Division**

**Description:** Police Services made several safety improvements to reduce officer injuries.

**Benefits:**

- After a number of employee injuries, Police Services has made improvements to the drainage in the employee parking lot, which reduced the winter ice buildup.
- Patrol Division implemented an increase in the use of less-lethal technology. Tasers have been issued to 60 patrol officers. This technology has been shown to reduce citizen and officer injuries.
- Patrol Division implemented a load-carrying uniform vest option that removes some of the weight from the officers' duty belts and has been shown to reduce long-term officer injury.
- Police Officers were issued new helmets that have ballistic protection and improved riot control properties.

## **B17) Recreation – Recreator Publication Content Review Process**

**Description:** The Recreator is Recreation’s program guide and main marketing piece for programming, and is published four times each year. With more than 110 pages and hundreds of programs, creating the Recreator is a large undertaking. In 2015, Recreation piloted a new process for collecting, editing and publishing program information in the Recreator. Following the new process, programmers edit and manage their own content and submit an almost-final product to design for final review. Programmers have learned new processes and policies around formatting and publishing.

### **Benefits:**

- Programmers have more ownership of their program information in the Recreator.
- Streamlined process for content submission
- Programmers have more time to gather and submit content.
- Supervisors review and approve final content, adding another level to ensure that information is published correctly.
- Holistic understanding of the editing and publishing process for all parties.

## **B18) Recreation – Recreation Facility Recycling Efforts**

**Description:** In January 2015, Recreation created a committee to increase recycling efforts in Recreational Facilities, both interior and exterior areas. A core group met to prioritize waste reduction and recycling improvements at centers. The first phase of the project was to align with the City of Fort Collins initiative to provide a 1:1 ratio of trash to recycling bins. The second phase of the project is to audit the facilities’ waste-streams and determine what additional items could be recycled (e.g., compost, ink cartridges, shredded paper, plastic film, shrink wrap, etc.). The main focus has been to repurpose existing trash cans into new recycling cans to minimize the cost of this process. Recreation teamed up with the Parks Department to achieve the following low cost, high impact improvements of recycling and trash reduction thus far:

- Expansion of recycling of shredded paper, plastic film, ink cartridges and batteries at 215 N. Mason, EPIC, & NACC.
- Implementation of Waste Watchers (connected plastic trash and recycling bins that display signage of what items are accepted in each bin). These were installed at the administrative offices of: 215 N. Mason, EPIC, Senior Center, Mulberry Pool, and NACC.
- NACC, Senior Center, 215 N. Mason, and EPIC received an overhaul of their exterior bins so each location now has a trash and recycling bin placed side by side to achieve the 1:1 ratio. Each recycling bin is clearly marked with the City’s Recycling Guideline Poster and recycling symbols. Each set of bins was consistently placed so the recycling bin is on the left and the trash bin is on the right (when facing the bins).
- To help comply with the City’s new Smoking Ordinance, the ash trays on the lids of the recycling bins at the Senior Center were filled in with Rockite and a recycling symbol. This was done as a pilot idea to see how ash trays could be repurposed without having to purchase new lids. Interior bins at NACC, Senior Center, EPIC, and City Park Pool were placed in 1:1 ratio arrangement, clearly marked with universal recycling symbol, blue color when possible, and consistent placement: recycling on left, trash on right (when facing bins) at all facilities. All desks and office spaces received a “starve your

trash” bin and a blue deskside recycling bin, which aligns with the City’s office BMPs for trash and recycling.

**Benefits:**

- Reduces recyclable materials from ending up in landfills and contributes to meeting City’s Municipal Sustainability Goal “Solid Waste Reduction.”
- Reduces contamination in trash and recycling bins by providing clear and consistent signage.
- Side-by-side bins for increasing proper bin usage (blue – universal recycling color, and black - universal trash color)
- Overhead costs kept low by repurposing trash bins into recycling bins

**B19) Transfort – “Move Over for Bikes” Policy**

**Description:** After receiving feedback from the cycling community that three feet was not enough room when buses pass cyclists, Transfort quickly analyzed the situation and developed a new policy for passing cyclists. Transfort bus operators are now required to move over one-half lane width or reduce speed by half when passing a cyclist.

**Benefits:**

- Cyclists feel more comfortable when buses pass by.
- Encourages other motorists to provide more than the minimum three feet by our example.

**B20) Transfort – Performance Metrics**

**Description:** Transfort experienced record level ridership in 2015, exceeding 2014 ridership by 25% with 3,266,194 passenger trips.

**Benefits:**

- Total Fixed Route Ridership increased by 25%
- Operating Expense per Passenger decreased by 8%
- Passengers per Revenue Mile increased by 8.5%
- Passengers per Revenue Hour increased by 9%
- Passenger Revenue Recovery increased by 13%
- Revenue per Passenger increased by 4%
- Net Expense per Passenger decreased by 10%

**B21) Streets Department – Alleys**

**Description:** Alley maintenance was reinstated in 2015 after being eliminated in 2009. This allowed all alleys to be evaluated and all alleys received maintenance at least twice this year.

**Benefits:**

- By grading and shaping the alleys, drainage is improved in residential neighborhoods and business areas, and citizen feedback has been positive.

**B22) Streets Department – Safety**

**Description:** There has been a concerted effort to emphasize a strong culture of safety through incident/accident reviews, researching root causes, employee coaching, and providing training opportunities for employees.

**Benefits:**

- Higher awareness of safety in the workplace
- Reduce number of incidents and accidents

**B23) Streets Department – Asset Manager**

**Description:** This position coordinates with Streets and Engineering on the street infrastructure assets, bridge assets, and the Safe Routes to Everywhere Program. The Asset Manager also coordinates with other City departments to maximize the City's infrastructure assets and ensure minimal impact to the traveling public.

**Benefits:**

- A single point person for Planning, Development & Transportation (PDT) to manage street network infrastructure, bridges and sidewalk assets.
- Manages the Deighton software (specialized asset management software) that helps establish street maintenance schedules and treatments, as well as assists with budget forecasting.
- Ensures City meets goal to maintain the street network at a Level of Service (LOS) B.

**B24) Streets Department – Protected Bike Lanes**

**Description:** A new process was developed to sweep and remove snow from the new protected bike lanes on Laurel Street in 2015.

**Benefits:**

- Bike lanes are kept clear of debris.
- Bike lanes are efficiently cleared of snow and ice.

**B25) Streets Department – Refining the process of the 2016-2017 Street Maintenance Program (SMP) Utility Coordination**

**Description:** SMP continues to issue 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, which was sent out only once in the early months of the project year. This year, SMP has provided those who receive the notification an entire package of maps along with the list indicating the project limits, and has started to issue the notification twice starting in August of the year prior. 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 others to review as well. SMP also changed the response method, changing it from returning written notes to an electronic interaction creating efficiencies and reducing paper waste. Each year staff has been able to issue these project lists earlier than previously.

**Benefits:**

- Providing this information to the 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.

**B26) Parking Services – Residential Permit Parking Program (RP3)**

**Description:** In 2015 the RP3 program made many process improvements that provided improved program structure and operations.

**Benefits:**

- Defined process for program implementation
- Defined process for initiating program request by neighborhoods
- Defined program goals and outcomes
- Defined program policies and procedures to accommodate diverse neighborhood types

**B27) Utilities– Water Field Operations**

**Description:** Changed On-Call Response personnel to have only one responder being paid each week. Scheduled all personnel based on skill sets and expertise as ‘call out’ to assist when needed.

**Benefits:**

- Eliminate duplication of responders
- Cut base level of ‘on-call’ pay by 50%
- Created a defined structure of who to call to assist on any emergency.
- Staff who are not on the call back list are able to relax more knowing they don’t have to worry about emergency call outs.

**C. TECHNOLOGY AND UPGRADES**

**C1) Community Development & Neighborhood Services - Mediation & Restorative Justice Program Changes**

**Description:** Upgraded the cabling and network connections at 112 N. Howes to meet City standards. Installed a shared network printer/copier/scanner. Upgraded telephones to City standards.



**Benefits:**

- All staff can use the same printer/scanner/copier. Eliminates the need for additional equipment and also meets the new City policy for efficiency.
- Site now has WiFi for the first time, which allows many new technological capabilities.
- Has enabled conference calls to ensure that participants can join in mediations, meetings and RJ Conferences, when they can't physically attend.
- Has increased capacity for trainings, hosting meetings, mediations and RJ Conferences.

**C2) Community Development & Neighborhood Services - Coordination and Collaboration Efforts (Nextdoor)**

**Description:** In 2015, staff continued participating in the neighborhood-based social networking website, Nextdoor, a tool for residents to communicate online with verified members of their neighborhoods. After some neighborhoods created their own neighborhood groups on Nextdoor, the City began participating as an “agency member” in 2012. This allows the City to post information to specific neighborhoods or areas within the community, while not allowing the City to see other conversations underway within a neighborhood’s Nextdoor feed.

Neighborhood Services staff posts items such as invitations to neighborhood meetings and development projects, information about the neighborhood grants program, and information about the Adopt-A-Neighbor program that helps elderly or disabled residents find a neighbor to assist with snow shoveling. Staff also uses Nextdoor to inform and educate residents on various nuisance code requirements and on special projects, such as the Neighborhood Connections project. As of December 31, 2015, there were 11,379 Nextdoor members within Fort Collins. The number of local members continues to grow rapidly.

**Benefits:**

- Provides an opportunity for the City to post timely information relevant to a neighborhood or group of neighborhoods.
- Allows the City to participate in a platform that can help neighborhoods to:
  - Promote healthy community connections
  - Share interesting or useful information
  - Enable neighbors to meet via a positive forum

**C3) Community Development & Neighborhood Services - Technology Enhancements and Improvements**

**Description:** CDNS staff worked in conjunction with IT staff to:

- 1) Continue efforts with the Steering Committee for the Accela Development Management System to provide increased oversight and accountability, to increase collaboration and build understanding among users, and to identify and prioritize new activities and modifications that have been requested. Moving toward iPads for all Code Enforcement staff to help increase functionality and efficiency.

- 2) Continue the use of newer technologies during neighborhood meetings and public outreach associated with special projects, including Turning Point electronic polling.

**Benefits:**

- New technologies ensure streamlining of project resources in alignment with the entire organization and ensure public engagement opportunities are maximized.
- Collaboration creates “best practices” for all groups.
- Flexibility and functionality with equipment and information

#### **C4) Community Development & Neighborhood Services – Electronic Plan Review**

**Description:** With initial testing completed, CDNS is leading a wider use of Electronic Plan Review, bringing Development Review departments into hardware choices and software training and testing. Council has asked for a project cost estimate and timeline to be presented in the first quarter of 2016. Progress is being made to address this request. Testing of all Development Review departments anticipated for the first quarter of 2017 with full implementation in the fourth quarter of 2017.

**Benefits:**

- Increased efficiencies in plan review timeline
- Reduced paper usage
- Alignment with industry processes and standards

#### **C5) Poudre Fire Authority - New Video Conferencing System**

**Description:** A combined and interactive communication system that delivers video and/or audio to internal and external customer/users provides easy access, is adaptable to current and changing technology, records content management capability, and is used as a reliable public communication tool.

**Benefits:**

- Improved IT security, which includes implementing items such as stronger password guidelines.
- Implemented a single, fully functional website.
- Implemented the Spiceworks helpdesk system to streamline IT support requests.

#### **C6) Recreation – Incident Reporting Procedure**

**Description:** In October 2015, Recreation management introduced a policy regarding incident reporting to increase compliance to the City’s existing procedures. Recreation has extended hours and many patrons utilizing multiple facilities, so increasing communication was key. The new policy asks the employee on duty during the time of incident or near miss to complete the report electronically the same day in its entirety, and to copy the facility’s Customer Service Representative, Area Supervisor, Area Manager, and the Administrative Support Supervisor to ensure that all parties are aware of the incident and debriefed further if needed. If emergency services are called, the Recreation Director is also copied on the incident report. The incident report is then saved by the Area

Supervisor in a shared drive that all staff have access to in order to cross reference patron occurrences.

**Benefits:**

- Electronic completion ensures accuracy and clear communication of incident.
- Supervisors and management are acutely aware of activities in the facilities and are able to address issues immediately.
- Gives Recreation the opportunity to create a safe environment for patrons and staff.

**C7) Transfort – Automatic Passenger Counters**

**Description:** Transfort deployed system-wide Automatic Passenger Counters to replace fare box ridership counting.

**Benefits:**

- More accurate ridership counts
- Provides ridership data by location and whether they were boardings or alightings.

**C8) Traffic Operations – Arterial Travel Time Measurement**

**Description:** In 2015 Traffic Operations utilized a travel monitoring system on arterial streets throughout the City to provide near real-time and historical travel time data. The data was used to develop a new travel time performance measure for the Community Dashboard to be reported on a quarterly basis. Traffic Operations also began using the data to make low cost improvements, such as signal timing adjustments at identified congestion hot spots and to evaluate the benefits from capital projects completed in 2015. Traffic congestion continues to be an issue in Fort Collins. This tool provides a means to measure and quantify the impacts of congestion throughout the City.

**Benefits:**

- Quarterly Citywide travel time metrics reported on Community Dashboard
- Identify recurring congestion issues and measure the benefit of improvements
- Identify non-recurring congestion issues related to trains, incidents, weather, construction and special events; measure the benefit of mitigation efforts
- Track changes in congestion levels over time
- Identify congestion problems in near-real time to improve response in the Traffic Operations Center

**C9) Parking Services – Mobile Enforcement Application**

**Description:** Parking Services replaced their dated hand-held enforcement devices with new mobile applications for chalking and issuance of citations.

**Benefits:**

- Reduced the need to carry a separate camera.
- Provides real-time data uploads of citations so customer service can better respond to customers.

## C10) Streets Department – Technology Advances

**Description:** In 2015, the Street Maintenance Program purchased Ground Penetrating Radar (GPR) technology, which allows staff to analyze existing pavement thicknesses in a non-destructive way that will enable the program to plan and design appropriate street treatments and repairs. This helps save money based on the thickness readings and enables staff to plan accordingly.

**Benefits:**

- The data collected will enable the Street Maintenance Program to save money and create project efficiencies by eliminating unknown project elements.
- By eliminating the unknown elements, staff will be able to minimize delays in the project schedule.

## C11) Utilities – Water Field Operations

**Description:** Purchased a ‘side dump’ trailer to haul aggregate on projects.

**Benefits:**

- Side dump trailers can haul 22 cubic yard of material as compared to Utilities’ standard tandem dump trucks, which only carry 10 cubic yards on average.
- The fuel burn for hauling the greater load only increased by 10-20%.
- Reduced the number of haul trips by 50% - less heavy traffic on the roads.
- Corresponding 40-50% reduction in Green House Gas emissions from hauling.

## D. CUSTOMER SERVICE

### D1) Community Development & Neighborhood Services - Neighborhood Grants

**Description:** In 2015, 81 neighborhood grants were awarded, which provided applicants funding (ranging from \$36 to \$500 and totaling just over \$16,000) for various neighborhood projects, including multiple Neighborhood Night Out events, block parties, neighborhood clean-ups, community gardens and holiday events.

**Benefits:**

- Promoting healthy community connections
- Improving neighborhood quality
- Fostering good neighbor relationships

### D2) Community Development & Neighborhood Services - Citizen Training Programs

**Description:** The Landlord Education: Brown Bag Series continued in 2015. The class is designed to allow landlords to converse in an informal manner about topics that are challenging to them. The focus at this year’s training centered on service animals. In addition, the October Landlord Training class had 43 landlords in attendance, bringing the total since inception to more than 543 landlords who have attended.

There were six Homeowners Association trainings offered this year, covering topics designed to assist neighborhood governance: annual meetings, budget development, covenant enforcement, manager/board responsibilities, case law, and more. Other educational programs included Eviction Training, Fair Housing training, and monthly Party Partners Noise Workshops.

**Benefits:**

- 100% of attendees report that the class was satisfactory, and they felt better informed of responsibilities and requirements as landlords.
- Better communication within the community.
- Networking promotes “best practices” and encourages interactive and innovative problem-solving.
- Sharing of ideas helps landlords and tenants understand issues from other sides.

**D3) Community Development & Neighborhood Services - Coordination and Collaboration Efforts (Neighborhood Development Review Liaison)**

**Description:** During 2015, staff continued weekly publication of an e-newsletter and webpage to help residents track development proposals and learn more about how to participate in the review process. As of Dec. 31, 2015, this newsletter has 551 active subscribers (up 20% in the past year, from 460 on Dec. 31, 2014). The Neighborhood Development Review Liaison responds to citizen questions regarding development proposals, coordinating with Planners as needed; facilitates neighborhood meetings; and participates in a variety in planning projects.

**Benefits:**

- Improved staff resources for residents prior to the start of Planning & Zoning Board meetings.
- Added facilitation resources for a variety of public meetings.
- Increased coordination efforts with Planning and other City staff.

**D4) Community Development & Neighborhood Services - Community Welcome, Fall Cleanup, Neighborhood Night Out, and Get the Scoop Program**

**Description:**

- 1) Community Welcome: The 15th annual Community Welcome event saw 202 Fort Collins/CSU Police, City/CSU Staff, community members, and student volunteers. A total of 111 student volunteers participated, including student athletes and members of the Associated Students of Colorado State University student government. Approximately 1,711 homes (more than 1,400 residents) were visited the night of Aug. 26, 2015 with an additional 5,145 Community Welcome and Art of Neighboring brochures distributed to various student-focused apartment complexes. This year, Mayor Wade Troxell and CSU President Dr. Tony Frank kicked the event off by welcoming the volunteers and sharing their thoughts on the importance of the event in connecting the city with the University. Of the volunteers surveyed, 86% feel more aware of neighborhood issues around campus by participating in this event. For residents who had teams visit, 92% believe that student/police/staff should continue to

educate the community about local codes and ordinances through this event and 90% believe the event would have a positive impact in the neighborhoods.

- 2) **Fall Clean-Up:** This collaboration between the City of Fort Collins Neighborhood Services and CSU's Off-Campus Life office had a record number of resident projects in the fall of 2015, matching more than 1,200 CSU student/staff with 231 neighborhood projects. One hundred percent of volunteers reported that they would like to participate again in the future and 98% said that the program made them feel like they are a part of the Fort Collins community. Of those residents who received assistance, 99% were satisfied with the level of service they received, 97% felt more connected to CSU students as a result of the program, 96% have a greater appreciation of students as neighbors in their community, and 95% shared they would not be able to get their home ready for the fall/winter season without the assistance they received from the program.
- 3) **National Night Out:** In 2015, Neighborhood Services continued the annual, nationally-recognized event, known as National Night Out. The intent of this event is to build a strong community, help neighbors get to know one another, and promote safety in neighborhoods. There were more than 100 registered events in 2015.
- 4) **Get the Scoop Program:** The partnership program among the City's Neighborhood Services, Off-Campus Life at CSU, and local business Divine Ice Cream, took place Aug. 1-2. The program reached out to a total of 287 residents who were provided with a free frozen treat and The Art of Neighboring brochures encouraging good neighboring practices. Ninety-two percent of respondents agreed that the Get the Scoop program would have a positive impact in their neighborhood; an increase of 12% from the previous year. Additionally, 83% of respondents agreed that they were more likely to communicate with their neighbors as a result of the event; an increase of 3% since 2014.

**Benefits:**

- Greater awareness of neighborhood issues around campus
- Improving community education of local codes and ordinances
- Overall positive impact on neighborhoods
- Better communication between CSU students and FC residents
- Stronger, more connected communities
- Higher degree of safety in neighborhoods

**D5) Community Development & Neighborhood Services - Added Staffing for Mediation and Restorative Justice Programs**

**Description:** An hourly Administrative Assistant was added to support these now-combined programs.

**Benefits:**

- Provides enhanced customer service for program participants, volunteers and internal customers.
- Allows other program staff to work on improvements and expansion of services.

- Assists program staff in developing tools for volunteer/community outreach and communication.

## **D6) Community Development & Neighborhood Services - National Presentations**

**Description:** The Community Liaison presented to various city/university/community members, as follows:

- 1) March 2015: Presented to the University Community Relations committee consisting of city/university/community and county officials in Laramie, Wyoming regarding the outreach and communication taking place in Fort Collins between the University and City.
- 2) April 2015: Presented as part of a webinar for Innovative Educators on “Collaborative Partnerships: Models & Best Practices in Building Strong Town-Gown Relationships.”
- 3) June 2015: Presented “Make Room! Student Housing for the Future” at the International Town Gown Association conference in Washington, D.C. Fort Collins Mayor Pro Tem, North American Properties Partner, and the Community Liaison discussed student-focused apartment complexes and working with national companies.
- 4) Sept 2015: City of Grand Forks, North Dakota visited Fort Collins. “A Town/Gown Collaboration” presentation was provided by the Community Liaison to share with the 20 visiting business leaders how Fort Collins and CSU work together to strengthen the community.
- 5) October 2015: The City’s Planning Manager, a City Planner, CSU’s Campus Master Planner, and the Community Liaison presented at the American Planning Association Colorado Conference on “Town & Gown: Partnerships for Success” in Laramie, Wyoming, the efforts taking place in Fort Collins to connect student and non-student residents.
- 6) Additionally, the Liaison presented on “Off Campus Student Life: Model Programs & Best Practices” in a national Paperclip webinar.

**Benefits:**

- Best practices are shared state-wide and nationally.
- Excellent publicity for Fort Collins as a state-of-the-art city.

## **D7) Community Development & Neighborhood Services - Ongoing Programs (Adopt-A-Neighbor, Neighborhood Newsletter, Sophomore Transition Programming, and Keys to Fort Collins Workshop)**

**Description:**

- 1) Adopt-A-Neighbor: Approximately 37 elderly or disabled residents receive snow shoveling assistance from volunteers. Partnerships with the local faith-based community continue to be explored to help match more residents in need with volunteers, particularly in neighborhoods that have not responded in the past.
- 2) Neighborhood Newsletter: Bi-monthly publication of the Neighborhood Newsletter electronically distributed to 919 subscribers.
- 3) Sophomore Transition Programming: Produced the 10th edition of the Sophomore Transitions handbook titled, “Off-Campus Life Student Handbook: Cruisin’ Into Living

Off Campus.” The office distributed more than 8,000 copies to all residential freshmen, incoming transfer students, and various offices across campus for distribution. In addition to the handbook, more than 3,500 educational decks of cards containing information on City ordinances, etc. were distributed to CSU students within the residence halls and at various office presentations/events.

- 4) Keys to Fort Collins Workshop: Starting in the fall of 2014, a workshop called “Keys to Fort Collins” was created to educate first-year students early on in their academic career on how to be successful students both on and off campus. Thus far, 827 students – in 23 classes – have been educated on everything from good neighboring to understanding specific ordinances that are unique to Fort Collins. A pre and post survey is provided to gauge classroom learning. Prior to receiving the in-classroom education, 15% of students knew that the noise ordinance was enforced 24 hours a day; post-class 97% knew the correct information. Fifty-two percent of students understood the occupancy ordinance before class; after receiving education around the ordinance 99% accurately understood the ordinance. After the class, 97% of students said they understood the importance of being a good community member, in getting to know their neighbor, and how to abide by Fort Collins City codes and ordinances. In 2016, the class will be expanded to include Fort Collins Police Services presenters.

**Benefits:**

- Quality of life is enhanced for students and Fort Collins residents.
- Communication is improved among residents.
- Students may be less likely to drop out of college; they have information avenues.

**D8) Community Development & Neighborhood Services - Operational Activities**

**Description:** CDNS had a variety of operational activities in 2015, including:

- 1) Access Fort Collins and Service Area Requests (SARs): CDNS staff was assigned to 2,505 Access Fort Collins cases (1,098 were reassigned to other departments because they did not fall within the purview of CDNS). 1,087 responses were provided, and 1,003 cases were closed by CDNS staff. Average response time was 3.02 days. Average close time was 11.15 days.
- 2) Code Compliance: 8,903 Code Compliance cases initiated, with 94% voluntary compliance. 138 Occupancy cases initiated, 67 investigation notices issued, 58 violation notices issued and 28 citations issued. 133 locations with signs in the right-of-way violations - Code Compliance either removed the signs or contacted the responsible party to remove them. 370 Public Nuisance Ordinance cases initiated.
- 3) Community Mediation: Provided conflict resolution assistance in approximately 369 cases. Roughly 40% of those required advanced assistance, such as conflict coaching, brainstorming, providing information regarding other community resources, shuttle diplomacy via phone/email, and mediation. Mediation Program staff had approximately 856 contacts with parties involved in these cases and conducted 12 mediations.
- 4) Restorative Justice: Services were provided to 168 young people (age 10-22) who committed chargeable offenses in Fort Collins, including the 147 young people who



enrolled in the programs in 2015. The programs include the families of the young people, the victims of their crimes, or victim representatives and community members affected by the crimes. The two RJS programs are: The RESTORE program for shoplifting offenses and the Restorative Justice Conferencing Program (RJCP) for all other offenses. In addition, RJ staff provided restorative justice services for two victim-requested cases.

**Benefits:**

- Problem-solving methods have been improved through inter-departmental collaboration.
- Young people took advantage of more Restorative Justice Services.
- Conflict resolution continues to be successful overall.

**D9) Community Development & Neighborhood Services – Rental Housing**

**Description:** Improve proactive enforcement of rental housing standards. Creating an environment where renters feel safe to reach out to the City for assistance with defects in housing standards. Provide greater enforcement with a higher degree of penalties to owners/landlords who fail to make required corrections. Review possible ordinances that would prohibit landlord evictions of tenants who make a legitimate request to the City for assistance. Complete computer program designed to better track all rental housing cases.

**Benefits:**

- Provides safer housing for renters.
- Establishes a mechanism where renter concerns can be addressed quickly by the City.
- Reduces the renters' fears of being evicted.
- Establishes a level playing field for all rental housing.
- Establishes an accurate tracking program.

**D10) Poudre Fire Authority – EMS Contract**

**Description:** PFA secured an Intergovernmental Agreement with Poudre Valley Hospital Ambulance to provide services to PFA's jurisdiction and the Northern Larimer County Emergency Response Area (NLCERA).

**Benefits:**

- Partnership among PFA, NLCERA, and PVH ambulance services.
- Ambulance fee structure made available to the general public.
- Performance metrics and provisions to maintain compliance with required response times by PVH.

**D11) Police - Information Services Division: Technical Project Unit and Records Unit**

**Description:** In 2015, the Technical Projects Unit and the Records Unit combined disparate hourly and part-time positions to create a full-time Technical Support Specialist.

**Benefits:**

- Allows for a dedicated civilian employee who will support the Technical Projects Manager with the purchase, deployment, and service for the growing number of body-worn cameras, smart phones, tablets, radios, and many other personal technology devices utilized by police personnel.

**D12) Police - Patrol Division: District One**

**Description:** Increased staffing in the Downtown area during the day has improved officer presence, relationships with businesses and individuals Downtown.

**Benefits:**

- The consistent approach to people who are repeatedly in violation of minor offenses and nuisance issues has improved the service to these individuals and the Downtown area.
- This change in staffing has reduced calls for service on frequent violators, allowing patrol officers to spend time on other issues.

**D13) Transfort – Ride Assist Program**

**Description:** Transfort increased the number of passes distributed to participating Ride Assist agencies in 2015 by 64% over 2014. The Ride Assist program works with 501(c)(3) non-profits that are assisting low-income and disabled populations with transportation needs. Transfort distributes free and discounted passes to Ride Assist agencies to assist with low-income and disabled population transportation needs.

**Benefits:**

- Increased mobility for low-income and disabled populations.
- Allows non-profits to reallocate limited funding to other areas of need in serving low-income and disabled populations.

**D14) Parking Services – Increased Coverage**

**Description:** Through the partnership with Transfort, both departments have been able to provide more reliable coverage for “front counter” customer services through increased depth available by combining resources.

**Benefits:**

- Increased customer service availability
- Less wait time for customers
- More timely responses back to customers

**D15) Streets Department – Public Viewer**

**Description:** In 2015, Streets continued using Snow Plow Public Viewer, a new technology that allows citizens to track the last four hours of the City’s snow plows during snow storms via the Streets Snow & Ice Control webpage.

**Benefits**

- Gives citizens access to information about when city streets have been plowed/de-iced so they can better plan their routes to their destinations.
- This technology also helps citizens know when the last time a street in question was plowed/de-iced.

**D16) Streets Department – Citizen Outreach**

**Description:** In 2015, in response to concerns expressed about the lack of lead time in our notification process on SMP projects, notification handouts were distributed five days in advance of the work. In the past, the lead time was only two days in advance. These notifications are distributed for each phase of work and include project contact information, description and nature of the work, any special instructions, dates and times of the work, and parking and access restrictions. Additionally, citizens are also notified in advance of the project via a “Word on the Street” mailing in the spring. Signs with document holders containing project information (such as “Word on the Street” and project notifications) are also posted in strategic locations in neighborhoods with the intent to provide information to residents who may have misplaced their notices or those traveling through the area.

**Benefits**

- Allows more time for citizens and businesses to prepare for construction impacts.
- Minimizes impacts and increases communication.

**E. PROGRAMS/ACTIVITIES THAT HAVE BEEN ELIMINATED****E1) Poudre Fire Authority – Interior attack of structure fires by volunteer companies**

**Description:** PFA volunteer companies no longer engage in interior attack of structure fires. The impact of this change is mitigated by the fact that Station 8 has converted from volunteer to career, and Station 11 has never engaged in interior structure attack. This renders the program change moot for two of the three volunteer stations. Stations 9 and 11 have specific guidance on what tasks they may perform on a structure fire, which improves the safety and efficacy of tactical engagement by the first arriving career company and to the overall incident.

**Benefits:**

- Improved safety for volunteer firefighters. The training requirements to maintain competency for interior structure attack were becoming unduly onerous for the volunteer ranks. This was due in part to the low frequency of volunteer response to structure fires.
- Reduced program costs. The reduction in required PPE, apparatus, and training creates a cost savings of tens of thousands of dollars per annum.
- Improved competency in higher occurrence call types. Eliminating the need to train and equip volunteers for interior structure attack has allowed for increased focus on higher frequency calls such as EMS and wildland fires.

- Minimal impact to structure fire outcomes. The practical impact of this change is minimal due to the following factors:
  - Only directly affects Station 9's area.
  - Station 9 arriving first on-scene to working structure fires was an extremely rare occurrence.
  - Per Operational Directives, a standard Station 9 crew could not engage in interior attack until the establishment of a two-out line, which typically required a career crew to arrive on scene in any event.
  - Volunteer crews have been trained to engage in structure fire assignments other than interior attack that improve scene safety and incident stabilization (on-scene report, establishing command, providing EMS, conducting limited exterior attack under strict parameters when appropriate, providing exterior assistance to career crews upon their arrival).