



CITY COUNCIL AND MANAGEMENT TEAM INITIATIVES FOR INNOVATION



Updated August 15, 2017

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City of Loveland

Mayor and City Council,

This document describes progress made on initiatives identified by the City Council and Staff to improve services to the Citizens and Community of Loveland. The format was designed to communicate the benefits of these priorities from the Council's perspective to the community. The development of this document also reflects a shift in reporting focus, with less emphasis on staff's tactical activities and more on strategic commitments to citizen services.

The previous format of lists has been and is the foundation for documenting items as they have been identified. This new document and format combines the items as identified into strategic action items. The development of priorities by category generates greater efficiency in coordinating projects and utilizing resources. The development of priority categories also sharpens the focus on the big picture desired outcomes for citizens. Also new items can be easily added to this document.

Each project has an identified staff champion and deadlines for progress. By creating a more detailed definition of the priority category and specific goals we can identify and measure progress towards the bigger improvements we are making for the community and the organization. As the City of Loveland, and the City as an organization, continues to grow it is important to support the internal changes required to provide external services at new levels.

This model will include quarterly reporting on progress in each priority. This is not a stagnant document. Recognizing that successful implementation will take time, most projects will include 90-day action items. As we make progress in each area, we will continuously make suggestions and improvements to maintain the standards as identified by the City Council for the community. Sustainable creativity should become the foundation for ongoing improvements and delivery of services to citizens.

Transition to this format starts immediately, with quarterly reviews following to update progress. Future versions of this document will include an appendix that shows progress made in each priority category for the past three months.

The Management Team has another step in this process that is also underway. Creation of prioritization methodology for these initiatives along with an assessment of workload capacity is vital to evaluating the impacts of new initiatives upon staff workload capacity.

Thank you for your support in this initiative for innovation and focus on strategy and culture. I have enjoyed working with my Management Team as we develop a process for incorporate these and future initiatives and making sure that everyone in the organization knows of this work and is on the same page.

Sincerely,

Steve Adams

City Manager and the Management Team

INTRODUCTION



Priority: **Citizen Engagement**

Definition: Encouragement of citizen participation in policy making and governance.

Champion: Brent Worthington



Priority: **Utilities and Transportation**

Definition: The components of our transportation system and delivery of utility services, including such things as streets, sidewalks, trails, pipes, pumps, poles, cables, etc.

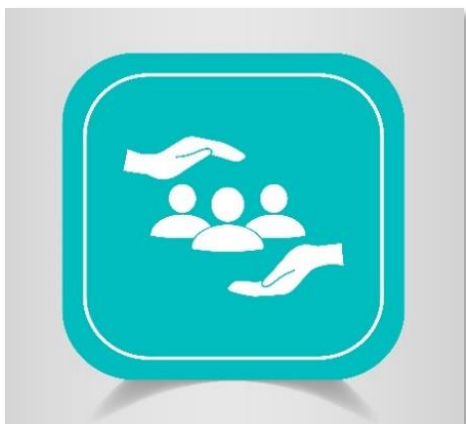
Champion: Leah Browder



Priority: **Economic Vitality**

Definition: The process of creating wealth through the mobilization of human, financial, capital, physical and natural resources to generate marketable goods and services.

Champion: Kelly Jones



Priority: **Public Safety**

Definition: Government's prime directive: Protect the public, provide safety from crime and other perils that threaten persons or property.

Champion: Bob Ticer



Priority: **Quality of Life**

Definition: The general well-being of our people and the livability of the community.

Champion: Rod Wensing



Priority: **Capacity and Organizational Health**

Definition: An organization's ability to develop strategies for efficient performance, a culture of innovation and valuing the development of our staff.

Champion: Julia Holland



Priority: **Efficiency and Improvement**

Definition: Producing the required outcome with the appropriate amount of resources, time and cost to enhance our mission, goals and service to our customers.

Champion: Beverly Walker

CITIZEN ENGAGEMENT

External Priority: Citizen Engagement

Definition: Encouragement of citizen participation in policy making and governance.

Goal: Raise the City organization's public profile and maximize ways for citizens to respond.

Champion: Brent Worthington



| Active Projects | | Champion | Start | End |
|-----------------|--|--------------------------------------|-----------|-----------|
| CE1 | Develop program for public ballot process | Brent Worthington | Sept 2016 | Nov 2018 |
| CE3 | Develop Broadband Program | Brianna Reed-Harmel | Jan 2015 | Jan 2018 |
| CE4 | Work on Channel 16 programming | Tom Hacker | Jan 2017 | June 2018 |
| CE5 | Provide staff assistance to LDP/DDA 2017 ballot language | Alan Krcmarik/City Attorney's Office | Jan 2017 | Nov 2017 |
| CE6 | Arrange community listening sessions for Ward meetings | Tom Hacker & Rod Wensing | Jan 2017 | Dec 2017 |
| CE7 | Work to enhance the community messaging process | Tom Hacker & Rod Wensing | Jan 2017 | Dec 2017 |

- Strategies:**
1. Pursue marketing opportunities that match citizen desires.
 2. Listen to our citizens and provide opportunities for response.
 3. Find and use the best tools for communication, including listening, learning and distributing valid and accurate information.
 4. Continuously improve the transparency and accountability of City processes.

| Action Status | Complete – Action Item Completed on schedule | Delayed – Action Item Delayed Project on Schedule | Delayed – Action Item Delayed Project Delayed |
|---------------|--|---|---|
|---------------|--|---|---|

| 90 Day Action Items – 4 th Quarter 2017 | | Team Lead | Project Status |
|--|--|-----------|----------------|
| CE1 | | | |
| CE3 | | | |
| CE4 | | | |
| CE5 | | | |
| CE6 | | | |
| CE7 | | | |

| Status Update Prior Quarter Action Items | | Team Lead | Action Status |
|--|-------------------------|------------|---------------|
| CE2 | Deploy new City Website | Tom Hacker | Complete |
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INFRASTRUCTURE AND TRANSPORTATION

External Priority: Infrastructure and Transportation

Definition: The components of our transportation system and delivery of utility services, including such things as streets, sidewalks, trails, pipes, pumps, poles, cables, etc.

Goal: Make physical delivery of City services, and mobility in Loveland, as efficient and easy as possible.

Champion: Leah Browder



| | Projects | Champion | Start | End |
|-----|--|---------------|----------|----------|
| IT1 | Evaluate traffic calming techniques along Cleveland Avenue | Leah Browder | Aug 2016 | TBD |
| IT2 | Continue work on City Transit System | Leah Browder | Jan 2016 | Dec 2017 |
| IT3 | Implementation of Public Works Strategic Plan | Leah Browder | Apr 2015 | 2020 |
| IT4 | Downtown temporary electrification evaluation | Joe Bernosky | Jun 2016 | TBD |
| IT5 | Evaluate widening Highway 34 bridge over I-25 and improve intersection at Highway 402 and I-25 | Leah Browder | Jan 2016 | TBD |
| IT6 | Update LUCASS Standards | Leah Browder | Jan 2016 | TBD |
| IT7 | Conduct City-wide (minus P&R) ADA compliance survey and implement compliance recommendations | Julia Holland | Apr 2017 | TBD |

- Strategies:**
1. Identify transportation projects that offer the greatest benefit to the most people.
 2. Make getting around Loveland easier for people who either do not have or do not want cars by investing in public transportation.
 3. Continue to upgrade aging infrastructure, such as half-century-old water lines that make neighborhoods vulnerable to outages.
 4. Think regionally while acting locally on City transportation improvements.

| Action Status | Complete – Action Item Completed on schedule | Delayed – Action Item Delayed Project on Schedule | Delayed – Action Item Delayed Project Delayed |
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| 90 Day Action Items – 4 th Quarter 2017 | | Team Lead | Project Status |
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| IT1 | | | |
| IT2 | | | |

| 90 Day Action Items – 4 th Quarter 2017 | | Team Lead | Project Status |
|--|--|-----------|----------------|
| IT3 | | | |
| IT4 | | | |
| IT5 | | | |
| IT6 | | | |
| IT7 | | | |

| Status Update Prior Quarter Action Items | | Team Lead | Action Status |
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ECONOMIC VITALITY

External Priority: Economic Vitality

Definition: The process of creating wealth through the mobilization of human, financial, capital, physical and natural resources to generate marketable goods and services.

Goal: To make Loveland a better place to live and work.

Champion: Kelly Jones



| | Projects | Champion | Start | End |
|-----|--|------------------------------|-----------|----------|
| EV1 | Implement Highway 287 Strategic Plan | Leah Browder | Jan 2017 | TBD |
| EV2 | Rehabilitate Pulliam Building | Michael Hogan | Aug 2016 | Dec 2020 |
| EV3 | Evaluate current Economic Development Policy and update including the Incentive Policy | Kelly Jones | Apr 2017 | Dec 2017 |
| EV4 | Update Economic Development Strategic Plan | Kelly Jones | Apr 2017 | Dec 2017 |
| EV5 | Rewrite Municipal Code Sections 16 (Subdivision of Land), 17 (Annexation) and 18 (Zoning) | Brett Limbaugh | Aug 2016 | Nov 2017 |
| EV6 | HIP Street Plan modernization | Brett Limbaugh | Sept 2016 | Nov 2017 |
| EV7 | Develop policy for Metro Districts | Clay Douglas | Jan 2016 | Dec 2017 |
| EV8 | Highway 402 IGA with Larimer County | Brett Limbaugh | Oct 2016 | Nov 2017 |
| EV9 | Create a Highway 402 Strategic Plan | Brett Limbaugh & Rod Wensing | Jan 2018 | Dec 2018 |

- Strategies:**
1. Enact the goals and action of the Highway 287 and 402 Strategic Plans for safer and more attractive corridors for business and residential projects
 2. Evaluate the 2012 Strategic Plan for Economic Development and update the goals, tactics and metrics with stakeholder group.
 3. Review the historic incentive projects by studying their ROIs and outcomes for business.
 4. Revise the current Incentive Policy to add efficiencies in the process and stricter requirements.
 5. Enact the goals of the HIP Street Plan to make the downtown safe and attractive for citizens and businesses.
 6. Redevelop the Pulliam Building with citizen support to bring it up to code and the standards of a respected community event center.
 7. Enact a Metro District Policy that sets a standard for this financing tool.

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| 90 Day Action Items – 4 th Quarter 2017 | | Team Lead | Project Status |
|--|--|-----------|----------------|
| EV1 | | | |
| EV2 | | | |
| EV3 | | | |
| EV4 | | | |
| EV5 | | | |
| EV6 | | | |
| EV7 | | | |
| EV8 | | | |
| EV9 | | | |

| Status Update Prior Quarter Action Items | | Team Lead | Action Status |
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PUBLIC SAFETY

External Priority: Public Safety

Definition: Government's prime directive: Protect the public, provide safety from crime and other perils that threaten persons or property.

Goal: Make Loveland a community in which all residents can freely say, "I feel safe."

Champion: Bob Ticer



| | Projects | Champion | Start | End |
|-----|---|----------------|-----------|-----------|
| PS1 | Evaluate, make recommendation and construct Police Training Facility | Bob Ticer | Aug 2016 | June 2019 |
| PS2 | Study and make recommendation on an Abatement Program | Brett Limbaugh | Aug 2016 | Dec 2017 |
| PS3 | Evaluate purchase feasibility of property adjacent to LFRA Training Grounds | Michael Hogan | Sept 2016 | Dec 2017 |
| PS4 | Develop Integrated Snow Removal Plan | Leah Browder | Oct 2016 | TBD |
| PS5 | Rewrite Building/Municipal Codes to allow inspection of roofing, HVAC, water heaters and drinking fountains | Brett Limbaugh | Jan 2017 | Nov 2017 |

- Strategies:**
1. Speed implementation of the Loveland Police Department's "Data-Driven Approach to Crime and Traffic Safety" (DDACTS).
 2. Ensure the highest-quality training for Loveland Police by building and maintaining the cooperative Police Training Facility.
 3. Support the Loveland Fire Rescue Authority's continuous improvement philosophy by encouraging innovative technology investment.
 4. Pursue a Property Abatement Program that strikes a sensible balance between public health and safety and rights of owners.

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| 90 Day Action Items – 4 th Quarter 2017 | | Team Lead | Project Status |
|--|--|-----------|----------------|
| PS1 | | | |
| PS2 | | | |
| PS3 | | | |
| PS4 | | | |

| 90 Day Action Items – 4 th Quarter 2017 | | Team Lead | Project Status |
|--|--|-----------|----------------|
| PS5 | | | |

| Status Update Prior Quarter Action Items | | Team Lead | Action Status |
|--|-------------------------------|-----------|------------------|
| PS6 | Hazard Mitigation Plan | Pat Mialy | Completed |
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QUALITY OF LIFE

External Priority: Quality of Life

Definition: The general well-being of our people and the livability of the community.

Goal: To improve the citizens of Loveland environment, employment

Champion: Rod Wensing



| | Projects | Champion | Start | End |
|-----|--|---------------------------|----------|----------|
| QL1 | Evaluate homelessness situation in Loveland and recommend programs | Alison Hade & Rod Wensing | Aug 2016 | TBD |
| QL2 | City sponsorship of community events | Steve Adams | Jan 2017 | Dec 2017 |

- Strategies:**
1. Study the effects of homelessness on the citizens and economy of Loveland through data collection and current programming.
 2. Continue to contribute via sponsorships to community events that boost the quality of lives of our Loveland citizens.

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|---------------|---|--|--|
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| 90 Day Action Items – 4 th Quarter 2017 | | Team Lead | Project Status |
|--|--|-----------|----------------|
| QL1 | | | |
| QL2 | | | |

| Status Update Prior Quarter Action Items | | Team Lead | Action Status |
|--|--|-----------|---------------|
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CAPACITY AND ORGANIZATIONAL HEALTH

Internal Priority: Capacity and Organizational Health

Definition: An organization's ability to develop strategies for efficient performance, a culture of innovation and valuing the development of our people.

Goal: To retain employees and provide adequate resources to meet work load and customer demands. Benchmarking safety, employee engagement and wellness programs against national and regional statistics. Increase employee engagement in City programs.

Champion: Julia Holland



| | Projects | Champion | Start | End |
|-----|---|------------------|-----------|------------|
| CO1 | Continued Succession Planning | Julia Holland | Jan 2016 | Continuing |
| CO3 | Evaluate existing staff workload capacity to accomplish City Council desired work plans | Steve Adams | TBD | TBD |
| CO4 | Complete City-wide safety assessment and implement phased recommendations | Jason Smitherman | Jul 2017 | Oct 2017 |
| CO5 | Complete City-wide Engagement Survey in 3 rd quarter 2017 and implement survey results in 2018 | Julia Holland | Sept 2017 | Nov 2017 |

- Strategies:**
1. Increase education, marketing and communication for the benefits of employee programs.
 2. Standardize a Succession Planning Model for the organization.
 3. Perform a gap analysis for safety standards and assessments.

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| 90 Day Action Items – 4 th Quarter 2017 | | Team Lead | Project Status |
|--|--|-----------|----------------|
| CO1 | | | |
| CO3 | | | |
| CO4 | | | |
| CO5 | | | |

| Status Update Prior Quarter Action Items | | Team Lead | Action Status |
|--|--|---------------|---------------|
| CO2 | Update Employee Wellness Incentive Program | Julia Holland | Completed |
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EFFICIENCY AND IMPROVEMENT

Internal Priority: Efficiency and Improvement

Definition: Producing the required outcome with the appropriate amount of resources, time and cost to enhance our mission, goals and service to our customers.

Goal: Be proactive to identify, analyze and improve upon existing business processes within the organization for optimization and to meet standards of quality.

Champion: Beverly Walker



| | Projects | Champion | Start | End |
|------|--|---|----------|----------|
| EI1 | City Municipal Code system acquisition for electronically maintaining and updating City's Municipal Code | Beverly Walker | Jan 2017 | Mar 2018 |
| EI3 | Develop revised Budget Process for 2018 including how PBB will be incorporated into the budgeting process | Brent Worthington | Jan 2017 | Dec 2017 |
| EI4 | Develop new City Council Agenda format that features use of pros/cons, alternatives analysis with cost and decision impacts along with remaining fund balance | Beverly Walker | Jan 2017 | Dec 2017 |
| EI6 | Review roles and mission statement of all City boards and commissions along with role of City Council | Steve Adams | May 2017 | Dec 2017 |
| EI9 | Update Records Retention Schedule including email policy | Beverly Walker & CAO | TBD | TBD |
| EI11 | Transition to iCompass City Council online Agenda System | Beverly Walker | Jan 2016 | Aug 2017 |
| EI13 | Develop a CIP prioritization process for CIP projects that addresses previous City Council commitments, grant matches, public safety, utilities and transportation | Brent Worthington, Steve Adams, Rod Wensing | Jan 2017 | Nov 2017 |
| EI14 | Schedule City Council Study Session to discuss information management system for Utility Billing, IT, HR and Development Services | Bill Westbrook & Rod Wensing | Jan 2017 | Dec 2017 |
| EI16 | Staff identification of all current Resolutions that guide or shape City Council decision making with policy or fiscal obligations | Steve Adams | Jan 2017 | Dec 2017 |
| EI18 | Evaluate Land Records Management Approach | Brett Limbaugh | Mar 2017 | Aug 2017 |
| EI19 | Downtown City services overview | Leah Browder | Aug 2016 | Dec 2018 |

- Strategies:**
1. Budget for technology enhancements.
 2. Engage all stakeholders in technology implementations.
 3. Update the IT Strategic Plan.
 4. Continually update processes to achieve efficiencies and current standards.
 5. Utilize existing technology and consider future technology for process improvement.

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| 90 Day Action Items – 4th Quarter 2017 | | Team Lead | Project Status |
|--|--|------------------|-----------------------|
| EI1 | | | |
| EI3 | | | |
| EI4 | | | |
| EI6 | | | |
| EI9 | | | |
| EI11 | | | |
| EI13 | | | |
| EI14 | | | |
| EI16 | | | |
| EI18 | | | |
| EI19 | | | |

| Status Update Prior Quarter Action Items | | Team Lead | Action Status |
|---|---|-------------------------------|----------------------|
| EI2 | Develop revised Performance and Feedback Process for City Attorney, Municipal Court Judge and City Manager | Julia Holland | Complete |
| EI5 | Develop and implement Economic Development Communication Process that provides timely flow of information, balances confidentiality with transparency while minimizing Executive Session durations | Rod Wensing | Complete |
| EI7 | Evaluate Financial Internal Control Policies throughout City Departments | Brent Worthington | Complete |
| EI8 | Develop and implement Communication Plan with City Council | Steve Adams | Complete |
| EI10 | Rollout Employee Benefits portal | Julia Holland | Complete |
| EI12 | Implement Raw Water Management Plan between W&P and P&R | Joe Bernosky & Elizabeth Kayl | Complete |
| EI15 | Modify City Council Rules of Procedure | Beverly Walker | Complete |

| Status Update Prior Quarter Action Items | | Team Lead | Action Status |
|--|---|----------------|---------------|
| EI17 | Enhance City Council connectivity to download, review and view City Council Agenda packets for their meetings | Bill Westbrook | Complete |