



# CITY COUNCIL AND MANAGEMENT TEAM INITIATIVES FOR INNOVATION



Updated April 10, 2018

# 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:** Jeff Bailey

---

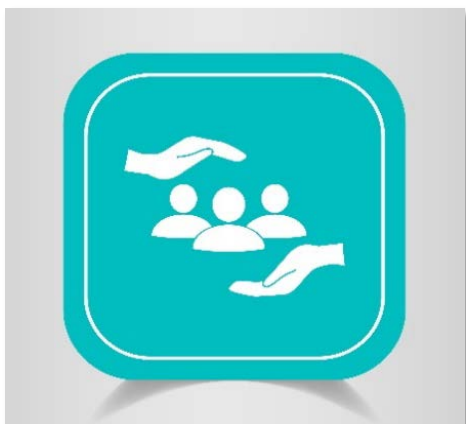


**Priority:** **Economic Vitality**

**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 Excellence**

**Definition:** The organization's ability to attain and promote behaviors, culture and capabilities needed to achieve organizational goals.

**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

**Relevant Boards and Commissions:** Citizen Finance Advisory Commission  
Loveland Utilities Commission



Active Projects		Champion	Start	End
CE1	Develop program for public ballot process	Brent Worthington	Sept 2016	Nov 2018
CE2	Deploy new City Website	Tom Hacker	Jul 2016	Jan 2017
CE3	Develop Broadband Program	Brieana 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	Jan 2017	Dec 2017
CE7	Work to enhance the community messaging process	Tom Hacker	Jan 2017	Dec 2018

- 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	<b>Complete</b> – Action Item Completed on schedule	<b>In Progress</b> – Action Item In Progress and on Schedule	<b>Delayed</b> – Action Item Delayed
---------------	---	--	--------------------------------------

Status Update		Team Lead	Project Status
CE1	<b>Develop program for public ballot process</b> Thirty-member Citizen Task Force met in February initially to consider a list of eight capital projects, candidates for financing through fractional sales tax increase. Task Force added a ninth, the Pulliam Building, in March. Two months of public outreach and opinion gathering upcoming in April-May, with task force recommendations to City Council scheduled for June. City Council will receive update on April 24.	Brent Worthington	<b>In Progress</b>
CE2	<b>Deploy new City Website</b> Design and relaunch completed Q4 2016, training for City web publisher group continued through Q1 2017.	Tom Hacker	<b>Complete</b>
CE3	<b>Develop Broadband Program</b> City Council approved three ordinances in January, concluding the City staff's broadband feasibility study. One created a broadband utility, another appropriated funds for network design leading to reliable cost estimate and the third established a communications commission to advise City Council on broadband policy. Design RFP will be issued in April, calling for a three- to four-month timetable. Recruitment of commission members will begin in April 2018.	Briana Reed-Harmel	<b>In Progress</b>
CE4	<b>Work on Channel 16 programming</b> HD signal now in operation, and sufficient HD programming is secured to guarantee broadcast on HD channel. Audio problems that have affected many residents appear to be resolved by Comcast. Programming improvements will result from hiring of digital media specialist in Q2 2018.	Tom Hacker	<b>In Progress</b>
CE5	<b>Provide staff assistance to LDP/DDA 2017 ballot language</b> New financial estimates provided and all the background numbers for TABOR spending limits. General fund balances and outstanding debt updated. Debt question is the only issue on the 2017 ballot, with authorization of mill levy for operations and maintenance contingent on future election.	Alan Krcmarik/City Attorney's Office	<b>Complete</b>
CE6	<b>Arrange community listening sessions for Ward meetings</b> Two City Council members have requested assistance with promoting informal gatherings with constituents. The Public Information Office will promote events through City's communication channels and through local media.	Tom Hacker	<b>In Progress</b>
CE7	<b>Work to enhance the community messaging process</b> City Council in February authorized appropriation for digital communication specialist as addition to PIO staff. Planned hire in May 2018 will add capacity to community information efforts. Expanded use of Open City Hall online public engagement platform is planned for spring and summer 2018.	Tom Hacker	<b>In Progress</b>

# 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:** Jeff Bailey

**Relevant Boards and Commissions:** Planning Commission  
Transportation Advisory Board  
Disabilities Advisory Board  
Senior Advisory Board  
Citizens Finance Advisory Committee  
Loveland Utilities Commission  
Outside boards: Downtown Development Authority, Loveland Downtown Partnership



	Projects	Champion	Start	End
IT1	Evaluate traffic calming techniques along Cleveland Avenue	Jeff Bailey	Aug 2016	Continuing
IT2	Continue work on City of Loveland Transit (COLT) system	Jeff Bailey	Jan 2016	Dec 2018
IT3	Implementation of Public Works Strategic Plan	Jeff Bailey	Apr 2015	2020
IT4	Downtown temporary electrification evaluation	Joe Bernosky	Jun 2016	Oct 2018
IT5	Evaluate widening Highway 34 bridge over I-25 and improve intersection at Highway 402 and I-25	Jeff Bailey	Jan 2016	Aug 2017
IT6	Update Larimer County Urban Area Street Standards (LUCASS)	Jeff Bailey	Jan 2016	Jan 2018
IT7	Conduct City-wide (minus P&R) ADA compliance survey and develop plan for implementation of compliance recommendations	Julia Holland	Apr 2017	Jul 2018

- 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	<b>Complete</b> – Action Item Completed on schedule	<b>In Progress</b> – Action Item In Progress and on Schedule	<b>Delayed</b> – Action Item Delayed
---------------	---	--	--------------------------------------

Status Update		Team Lead	Project Status
IT1	<b>Evaluate traffic calming techniques along Cleveland Avenue</b> Foundry segment on schedule. Study portion of project on hold until funding is approved. Funding request will be submitted as part of 2019 Budget.	Dave Klockeman	<b>Delayed</b>
IT2	<b>Continue work on City Transit System</b> Paratransit contract with Yellow Cab executed, with service initiated April 2. Interviews for transit manager position conducted in late March through Fort Collins Transfort transit service, now a management partner for City of Loveland Transit.	Jeff Bailey & Jodi Lessman	<b>In Progress</b>
IT3	<b>Implementation of Public Works Strategic Plan</b> All of 22 initiatives underway and progressing ahead of schedule. Several additional projects have been added.	Jeff Bailey	<b>In Progress</b>
IT4	<b>Downtown temporary electrification evaluation</b> Preliminary scope and cost estimates complete. Next step: work with Public Works, Economic Development and the DDA among other stakeholders to develop solutions. Expected completion of project plan mid-to-late 2018.	Joe Bernosky	<b>In Progress</b>
IT5	<b>Evaluate widening Highway 34 bridge over I-25 and improve intersection at Highway 402 and I-25</b> Council approval and funding secured. IGA with CDOT executed. CDOT construction schedule being finalized.	Jeff Bailey & Dave Klockeman	<b>Complete</b>
IT6	<b>Update Larimer County Urban Area Street Standards (LUCASS)</b> Consultant selected and contract in place. Project will dovetail with completion of Development Services' Unified Development Code project, with updated code serving as basis for LUCASS changes.	Justin Stone	<b>In Progress</b>
IT7	<b>Conduct City-wide (minus P&amp;R) ADA compliance survey and develop plan for implementation of compliance recommendations</b> Request for qualifications and proposal has been reviewed by ADA liaison committee and formal RFQ will be distributed April 2018.	Julia Holland	<b>In Progress</b>

# 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

**Relevant Boards and Commissions:** Planning Commission  
Historic Preservation Commission  
Transportation Advisory Board



	Projects	Champion	Start	End
EV1	Implement Highway 287 Strategic Plan	Jeff Bailey	Jan 2017	Continuing
EV2	Rehabilitate Pulliam Building	Michael Hogan	Aug 2016	Dec 2020
EV3	Evaluate and update current Economic Development Policy and 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	April 2018
EV6	HIP Street Plan modernization	Brett Limbaugh	Sept 2016	Dec 2018
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	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.



Action Status	<b>Complete</b> – Action Item Completed on schedule	<b>In Progress</b> – Action Item In Progress and on Schedule	<b>Delayed</b> – Action Item Delayed
---------------	---	--	--------------------------------------

Status Update		Team Lead	Project Status
EV1	<b>Implement Highway 287 Strategic Plan</b> Project without source of funding, on hold indefinitely.	Jeff Bailey	<b>Delayed</b>
EV2	<b>Rehabilitate Pulliam Building</b> City, Pulliam foundation jointly funded \$2.3 million of initial improvements. Remaining \$5 million is without an identified funding source. Community Improvement Program's Citizen Task Force voted to add the Pulliam project as a candidate. Update on Pulliam project set for May 15 Study Session.	Michael Hogan	<b>In Progress</b>
EV3	<b>Evaluate and update current Economic Development Policy and Incentive Policy</b> Both policies approved by City Council in October 2017.	Kelly Jones	<b>Complete</b>
EV4	<b>Update Economic Development Strategic Plan</b> Update of five-year strategic plan approved and adopted by City Council Oct. 17, 2017.	Kelly Jones	<b>Complete</b>
EV5	<b>Rewrite Municipal Code Sections 16 (Subdivision of Land), 17 (Annexation) and 18 (Zoning)</b> Staff is completing revisions of second draft of Unified Development Code for Planning Commission review and consideration for approval by City Council in July.	Brett Limbaugh	<b>In Progress</b>
EV6	<b>HIP Street Plan modernization</b> City Council approved amendment to the plan on Dec. 5, 2017. The 2018 budget contains money for subsurface analysis of downtown infrastructure to be performed by the Public Works and Water and Power departments in advance of street reconstruction efforts in future years.	David Eisenbraun	<b>Complete</b>
EV7	<b>Develop policy for Metro Districts</b> Updated metro district policy drafted and reviewed following appearance of nine-member panel of experts at City Council in late 2017. Follow-up discussion with a smaller group is scheduled for April 10 Study Session. Staff plans to submit final policy for City Council adoption in June 2018.	Alan Krcmarik/City Attorney's Office	<b>In Progress</b>
EV8	<b>Highway 402 IGA with Larimer County</b> Adopted by City Council in September 2017 and by Larimer County Commission in October 2017. Project complete.	Brett Limbaugh	<b>Complete</b>
EV9	<b>Create a Highway 402 Strategic Plan</b> Staff interviewed consultants on March 22, 2018 and is working on a contract and revised scope of services with selected group.	Jennifer Hewett-Apperson	<b>In Progress</b>

## 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

**Relevant Boards and Commissions:** Police Citizens Advisory Board  
Construction Advisory Board



	Projects	Champion	Start	End
PS1	Evaluate, make recommendation and construct Police Training Facility	Bob Ticer & Michael Hogan	Aug 2016	Dec 2019
PS2	Study and make recommendation on an Nuisance Abatement Program	Brett Limbaugh	Aug 2016	Mar 2018
PS3	Evaluate purchase feasibility of property adjacent to LFRA Training Grounds	Michael Hogan	Sept 2016	Dec 2017
PS4	Develop Integrated Snow Removal Plan	Jeff Bailey	Oct 2016	Sept 2017
PS5	Rewrite Building/Municipal Codes to allow inspection of roofing, HVAC, water heaters and drinking fountains	Brett Limbaugh	Jan 2017	Mar 2018

- 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.

Action Status	<b>Complete</b> – Action Item Completed on schedule	<b>In Progress</b> – Action Item In Progress and on Schedule	<b>Delayed</b> – Action Item Delayed
---------------	---	--	--------------------------------------

Status Update		Team Lead	Project Status
PS1	<b>Evaluate, make recommendation and construct Police Training Facility</b> IGA between Fort Collins and Loveland for design process approved in October 2017. Design under way, project completion expected in late 2019.	Bob Ticer & Michael Hogan	<b>In Progress</b>
PS2	<b>Study and make recommendation on an Nuisance Abatement Program</b> City Council Study Sessions held on August 22, 2017 and April 3, 2018. Draft Ordinance changes projected for City Council consideration 2 <sup>nd</sup> quarter of 2018.	Elizabeth Allen	<b>In Progress</b>
PS3	<b>Evaluate purchase feasibility of property adjacent to LFRA Training Grounds</b> Project delayed and on hold.	Michael Hogan	<b>Delayed</b>
PS4	<b>Develop Integrated Snow Removal Plan</b> Plan in place, based upon previous 2017-2018 plan.	Dave Klockeman	<b>Complete</b>
PS5	<b>Rewrite Building/Municipal Codes to allow inspection of roofing, HVAC, water heaters and drinking fountains</b> City Council Study Session held on August 22, 2017. Joint City Council/Construction Advisory Board Study Session held on January 23, 2018. Draft Ordinance changes for each item to be presented to City Council 2 <sup>nd</sup> quarter of 2018.	John Schumacher	<b>In Progress</b>

## 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 community environment and opportunities for citizens of Loveland.

**Champion:** Rod Wensing

**Relevant Boards and Commissions:** Planning Commission  
Affordable Housing Commission  
Community Marketing Commission



	Projects	Champion	Start	End
QL1	<b>Evaluate homelessness situation in Loveland and recommend programs</b>	Alison Hade	Aug 2016	Continuing
QL2	<b>City sponsorship of community events</b>	Cindy Mackin	Jan 2017	Continuing

- Strategies:**
1. Study the effects of homelessness on the citizens and economy of Loveland through data collection and current programming.
  2. Continue to contribute to the quality of life for Loveland residents through City sponsorship of community events.

Action Status	<b>Complete</b> – Action Item Completed on schedule	<b>In Progress</b> – Action Item In Progress and on Schedule	<b>Delayed</b> – Action Item Delayed
---------------	---	--	--------------------------------------

	Status Update	Team Lead	Project Status
QL1	<b>Evaluate homelessness situation in Loveland and recommend programs</b> <ol style="list-style-type: none"> <li>1. At City Council Study Session, April 24, 2018: Coordinated Entry discussion, final decision about acceptance of nine additional housing vouchers for homeless youth and building housing for chronically homeless.</li> <li>2. Community Development Block Grant (CDBG) public service dollars may be allocated to the City's first dedicated funding source for Housing First.</li> </ol>	Alison Hade	<b>In Progress</b>
QL2	<b>City sponsorship of community events</b> Secure and retain City sponsorship of 11 Loveland events including the Sweetheart City Classic, Governors Art Show, Tour De Pants, Peoples Market, Front Range Rally, Cherry Pie Celebration, Loveland Loves BBQ Bands and Brews, Sculpture Show Weekend, Old Fashion Corn Roast Festival, Pastels on Fifth and Loveland Oktoberfest.	Cindy Mackin	<b>In Progress</b>

# CAPACITY AND ORGANIZATIONAL EXCELLENCE

**Internal Priority:** Capacity and Organizational Excellence

**Definition:** The organization's ability to attain and promote behaviors, culture and capabilities needed to achieve organizational goals.

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

**Champion:** Julia Holland

**Relevant Boards and Commissions:** None



Projects		Champion	Start	End
CO1	Continued succession planning	Julia Holland	Jan 2015	Continuing
CO2	Update Employee Wellness Incentive Program	Julia Holland	Jan 2016	Sept 2017
CO3	Evaluate existing staff workload capacity to accomplish City Council-desired work plans	Steve Adams	Jan 2016	Continuing
CO4	Complete City-wide safety assessment and implement phased recommendations	Jason Smitherman	Jul 2017	Dec 2018
CO5	Complete City-wide Engagement Survey in 3 <sup>rd</sup> quarter 2017 and implement survey results in 2018	Julia Holland	Sept 2017	June 2018
CO6	Pursue Human Resource Management System to integrate processes	Julia Holland	Apr 2017	June 2018

**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.
4. Provide competitive total rewards program to attract and retain high performing employees
5. Empower and engage employees to support the organization and community's mission and values



Action Status	<b>Complete</b> – Action Item Completed on schedule	<b>In Progress</b> – Action Item In Progress and on Schedule	<b>Delayed</b> – Action Item Delayed
---------------	---	--	--------------------------------------

Status Update		Team Lead	Project Status
CO1	<b>Continued Succession Planning</b> Planning, guidelines and templates provided and incorporated in several Management Team quarterly off-site meetings. Directors will identify key positions for focus, with initial and immediate succession planning efforts directed at high-impact and highly vulnerable positions.	Julia Holland	<b>In Progress</b>
CO2	<b>Update Employee Wellness Incentive Program</b> Completed in 2017. Outcomes communicated to employees in Q4 2017 for 2018 premium incentive eligibility.	Julia Holland	<b>Completed</b>
CO3	<b>Evaluate existing staff workload capacity to accomplish City Council-desired work plans</b> Current work plans match available staff capacity for 2018.	Steve Adams	<b>In Progress</b>
CO4	<b>Complete City-wide safety assessment and implement phased recommendations</b> Citywide Safety Committee has reviewed recommendations from completed assessment. Recommended Actions have been provided to City Manager and Executive Leadership Team for both Citywide action items and department specific items. Follow up on items conducted regularly through respective department safety committee meetings.	Jason Smitherman	<b>In Progress</b>
CO5	<b>Complete City-wide Engagement Survey in 3rd quarter 2017 and implement survey results in 2018</b> Engagement survey administered in Q4 of 2017. Citywide results were provided to ELT, and department results to directors, division managers. Employee feedback session will begin second quarter, 2018.	Julia Holland	<b>In Progress</b>
CO6	<b>Pursue Human Resource Management System to integrate processes</b> Project kick-off was in Q1 2018. Project team is configuring Time Management and CORE HR/Payroll modules in preparation for go-live date in mid-2018.	Julia Holland	<b>In Progress</b>

## EFFICIENCY AND IMPROVEMENT

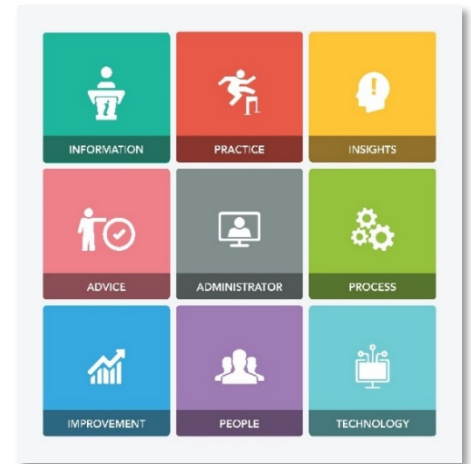
**Internal Priority:** Efficiency and Improvement

**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

**Relevant Boards and Commissions:** All Boards and Commissions



	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
EI2	Develop revised performance and feedback process for City Attorney, Municipal Court Judge and City Manager	Julia Holland	Jul 2016	Nov 2016
EI3	Develop revised budget process for 2018 including how Priority-Based Budgeting will incorporate 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
EI5	Develop and implement economic development communication process providing timely flow of information, balancing confidentiality with transparency to minimize executive session time.	Rod Wensing	Aug 2016	Dec 2016
EI6	Review roles and mission statement of all City boards and commissions along with role of City Council	Steve Adams	May 2017	Dec 2017
EI7	Evaluate Financial Internal Control Policies throughout City Departments	Brent Worthington	Aug 2015	Mar 2018
EI8	Develop and implement Communication Plan with City Council	Steve Adams	Aug 2016	Continuing
EI9	Update Records Retention Schedule including email policy	Beverly Walker & City Attorney's Office	Jul 2017	Mar 2018

	Projects	Champion	Start	End
EI10	Rollout employee benefits portal	Julia Holland	Jan 2016	Nov 2016
EI11	Transition to iCompass City Council online agenda system	Beverly Walker	Jan 2016	Aug 2017
EI12	Implement Raw Water Management Plan between Water and Power and Parks & Recreation	Joe Bernosky & Elizabeth Kayl	Jan 2016	Sept 2016
EI13	Develop a Capital Improvement Plan 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, Information Technology, Human Resources and Development Services	Bill Westbrook	Jan 2017	Dec 2017
EI15	Modify City Council Rules of Procedure	Beverly Walker	Jan 2017	Apr 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	June 2018
EI17	Enhance City Council's ability to download, review and view City Council meeting agenda packets	Bill Westbrook	Apr 2017	Jul 2017
EI18	Evaluate Land Records Management Approach	Brett Limbaugh	Mar 2017	Aug 2017
EI19	Downtown City services overview	Jeff Bailey	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.

Action Status	<b>Complete</b> – Action Item Completed on schedule	<b>In Progress</b> – Action Item In Progress and on Schedule	<b>Delayed</b> – Action Item Delayed
---------------	---	--	--------------------------------------

	Status Update	Team Lead	Action Status
EI1	City Municipal Code system acquisition for electronically maintaining and updating City's Municipal Code Agreement with vender EnCode in progress, with implementation planned in Q1 2018.	Beverly Walker	<b>In Progress</b>
EI2	Develop revised performance and feedback process for City Attorney, Municipal Court Judge and City Manager	Julia Holland	<b>Complete</b>

Status Update		Team Lead	Action Status
	Completed in fourth quarter of 2016. Committee including City Council members recommended quarterly process to replace annual reviews. Approved by resolution in November 2016.		
EI3	<b>Develop revised budget process for 2018 including how Priority-Based Budgeting will incorporate into the budgeting process</b> Based on discussions with the City Manager, Management Team and City Council, City will no longer use the proprietary system offered through the Priority-Based Budgeting Center. 2018 budget changes are being implemented.	Theresa Wilson	In Progress
EI4	<b>Develop new City Council Agenda format that features use of pros/cons, alternatives analysis with cost and decision impacts along with remaining fund balance</b> Agenda format changed to include tables for budget impact, Council action options and analysis. Other changes include addition of defined summary items, previous Council, board or commission reviews and public outreach/notification efforts. Final step, refinement of PowerPoint presentations to Council, will be completed June 2018.	Beverly Walker	In Progress
EI5	<b>Develop and implement economic development communication process providing timely flow of information, balancing confidentiality with transparency to minimize executive session time.</b> Executive sessions shortened, with more information provided in open session.	Rod Wensing	Complete
EI6	<b>Review roles and mission statement of all City boards and commissions along with role of City Council</b> Survey tool developed for all boards and commissions. City Council update scheduled for Jan. 9, and joint meeting of City Council and Citizens Finance Advisory Council set for Feb. 13.	Steve Adams	In Progress
EI7	<b>Evaluate financial internal control policies throughout City departments</b> Field work with individual departments completed, policy drafts in progress, targeting completion March 31, 2018.	Brent Worthington	In Progress
EI8	<b>Develop and implement Communication Plan with City Council</b> City Manager initiated weekly City Council memo and one-on-one meetings with council members.	Steve Adams	Complete
EI9	<b>Update Records Retention Schedule including email policy</b> The City Clerk's Office and City Attorney's Office have been working together on this project. It is expected to be completed in 2018.	Beverly Walker	In Progress
EI10	<b>Rollout employee benefits portal</b> Completed in fourth quarter of 2016 with temporary solution for online, self-service portal for enrollment in benefit programs. System provides for open enrollment and on-going updates to benefit program elections. Temporary system will be in use until funding is secured for Human Resource Information System.	Julia Holland	Complete

Status Update		Team Lead	Action Status
EI11	<b>Transition to iCompass City Council online agenda system</b> The Clerk's office started using iCompass/CivicWeb for agenda formatting in May 2016. CivicWeb went live in August 2016 with instructions Council members on system use and agenda access.	Beverly Walker	Complete
EI12	<b>Implement Raw Water Management Plan between W&amp;P and P&amp;R</b> This project developed an operating plan between the Department of Water and Power and the Parks and Recreation Department that consolidated raw water acquisition, water rights management, and reporting under a bilateral Staff Advisory Group.	Joe Bernosky & Elizabeth Kayl	Complete
EI13	<b>Develop a CIP prioritization process for CIP projects that addresses previous City Council commitments, grant matches, public safety, utilities and transportation</b> Budget Office staff, City Manager and Management Team developed prioritization worksheet used in the 2018 budget process. Based on that outcome, the worksheet will be used in the 2019 process.	Theresa Wilson	Complete
EI14	<b>Schedule City Council Study Session to discuss information management system for utility billing, Information Technology, Human Resources and Development Services</b> Joint study session presentation delivered July 2017.	Bill Westbrook	Complete
EI15	<b>Modify City Council Rules of Procedure</b> Council approved the addition of "Rule of Four" provision to the Rules of Procedure Resolution.	Beverly Walker	Complete
EI16	<b>Staff identification of all current Resolutions that shape City Council decision-making with policy or fiscal obligations</b> Former City Clerk Terry Andrews completed review of all Council Resolutions since 2007, determining impact of each. Report will be scheduled for City Council review in Q2 2018.	Steve Adams	In Progress
EI17	<b>Enhance City Council ability to download, review and view City Council agenda packets</b> A combination of solutions were implemented to ensure City Councilors could get the most recent agenda packet. Changes in process ensure that Councilors have access to the most recent version when needed.	Bill Westbrook	Complete
EI18	<b>Evaluate Land Records Management Approach</b> Staff recommendations formulated in 2017 to include three additional positions to be pursued in future budget cycles.	Brett Limbaugh	Delayed
EI19	<b>Downtown City services overview</b> 2018 budget contains funding for downtown aesthetic amenities such as benches, litter cans, bike racks, plantings and additional public art.	Jeff Bailey	In Progress