



# CITY COUNCIL AND MANAGEMENT TEAM INITIATIVES FOR INNOVATION



Updated July 6, 2018

# INTRODUCTION



**Priority:** **Citizen Engagement**

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

**Champions:** Brent Worthington/Diane Lapierre

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**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.

**Champion:** Mark Jackson

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**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

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**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:** Patti Garcia

# 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.

**Champions:** Brent Worthington/Diane Lapierre

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



Active Projects		Champion	Start	End
CE1	Develop program for public ballot process	Diane Lapierre	Sept 2016	Nov 2019
CE2	Deploy new City Website	Tom Hacker	Jul 2016	Jan 2017
CE3	Develop Broadband Program	Briana Reed-Harmel	Jan 2015	Dec 2018
CE4	Work on Channel 16 programming	Tom Hacker	Jan 2017	Nov 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	July 2018
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
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Status Update		Team Lead	Project Status
CE1	<b>Develop program for public ballot process</b> City Council, with City staff in concurrence, in April 2018 suspended the 2018 Capital Improvement Program. A 30-member Citizen Task Force had been steering the project toward the 2018 General Election with a proposed sales tax increase to support funding of an array of capital projects. Success of that measure would have jeopardized important Thompson School District bond issues on the same ballot. Many task force members remain engaged in the process and are supportive of restarting the program in 2019, pending City Council approval.	Diane Lapierre	<b>Delayed</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's approval of three ordinances in February have led to formation of a broadband utility, establishment of a nine-member Loveland Communication Advisory Board (LCAB) to be constituted in July 2018 and a contract with Nokia of America to design a citywide broadband network and furnish a reliable estimate of building costs by Fall 2018. City Staff, with the advice of outside finance and legal experts, are also evaluating proposals from financial institutions proposing to finance building and operating a Loveland broadband network. A public education and outreach program is underway. City Council presentation on Aug. 28, 2018, will seek consideration of design documents, business plan, financing structure and other items.	Briana Reed-Harmel	<b>In Progress</b>
CE4	<b>Work on Channel 16 programming</b> Hiring of a digital media specialist in the Public Information Office will add significantly to Channel 16 programming and improvements to the City Council meeting live broadcasts, including viewer-friendly graphics and other enhancements. City Council/Planning Commission meeting broadcasts and archiving will be exclusively handled by the Public Information Office by August 2018, freeing staff time at Loveland Public Library that had been allocated for that purpose. HD signal now in operation, with sufficient HD programming secured to guarantee broadcast on HD channel. Audio problems that have affected many residents appear to be resolved by Comcast.	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>

Status Update		Team Lead	Project Status
CE6	<b>Arrange community listening sessions for Ward meetings</b> A structure for promoting Council Member meetings with citizen constituents has been provided to all members. The Public Information Office will use all available media to reach a broad audience, and will arrange the presence and participation of City staff if requested.	Tom Hacker	<b>In Progress</b>
CE7	<b>Work to enhance the community messaging process</b> Addition of digital media specialist in June 2018 adds value to community information efforts across all City departments, with video content delivered on a consistent basis through the City website, social media channels and Channel 16. A draft City of Loveland Communication Plan will be headed to City Council in Fall 2018. Expanded use of Open City Hall online public engagement platform is planned for Summer and Fall 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:** Mark Jackson

**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	Mark Jackson	Jan 2016	Dec 2018
IT3	Implementation of Public Works Strategic Plan	Mark Jackson	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)	Justin Stone	Jan 2016	Jan 2019
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.

<b>Action Status</b>	<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
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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 submitted as part of 2019 Budget.	Dave Klockeman	<b>Delayed</b>
IT2	<b>Continue work on City of Loveland Transit System</b> Paratransit contract with Yellow Cab executed, with service initiated April 2. Candace Folkers hired in May as City of Loveland Transit (COLT) manager, under intergovernmental agreement with Fort Collins Transfort transit service, now a management partner for COLT.	Mark Jackson	<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.	Mark Jackson	<b>In Progress</b>
IT4	<b>Downtown temporary electrification evaluation</b> Preliminary scope and cost estimates complete. Working with Public Works, Economic Development and the DDA among other stakeholders to develop solutions with expected completion of project plan in 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 finalized.	Jeff Bailey & Dave Klockeman	<b>Complete</b>
IT6	<b>Update Larimer County Urban Area Street Standards (LUCASS)</b> Project dovetails with the completion of Development Services' Unified Development Code project, with updated code serving as a basis for LUCASS changes. Update will be in place in 2019.	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> ADA Liaison Committee conducted initial interviews with RFP respondents, with goal of consultant contract by mid-July 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 2017
EV7	Develop policy for Metro Districts	Moses Garcia	Jan 2016	Dec 2018
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
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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> Most recent RFP for Pulliam rehabilitation project netted 14 responses. Selection committee will narrow field to four who will be asked for full proposals. Plans call for contract award in time to begin renovation in November.	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) – Unified Development Code</b> Staff is completing revisions of third draft of Unified Development Code for Planning Commission review and consideration for approval by City Council in Fall 2018.	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> Based on information provided by experts in the use of metropolitan districts, City staff developed a 12-point check list of criteria to evaluate proposed metro districts. City staff will use the matrix checklist on two upcoming metro district proposals. Based on Council direction, staff may make some additional adjustments and then finalize the City's Metro District Policy.	Alan Kremarik/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> Contract in place with Loveland-based engineering consultant Olsson & Associates. Project kick-off meeting for technical committee set for July 10, 2018.	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	<b>Evaluate, make recommendation and construct Police Training Facility</b>	Bob Ticer & Michael Hogan	Aug 2016	Dec 2019
PS2	<b>Study and make recommendation on an Nuisance Abatement Program</b>	Brett Limbaugh	Aug 2016	Dec 2018
PS3	<b>Evaluate purchase feasibility of property adjacent to LFRA Training Grounds</b>	Michael Hogan	Sept 2016	Pending
PS4	<b>Develop Integrated Snow Removal Plan</b>	Jeff Bailey	Oct 2016	Sept 2017
PS5	<b>Rewrite Building/Municipal Codes to allow inspection of roofing, HVAC, water heaters and drinking fountains</b>	Brett Limbaugh	Jan 2017	Sept 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
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Status Update		Team Lead	Project Status
PS1	<b>Evaluate, make recommendation and construct Police Training Facility</b> Design drawings expected by August 2018. Second operational Loveland-Fort Collins IGA under review and expected by October 2018. Final design presentations scheduled for both city councils in November 2018. Project bidding anticipated in December 2018, and construction through 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 3 <sup>rd</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. No current interest.	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 ordinances for simple changes including drinking fountains, Colorado wind gust map, air exchange test for townhouses and miscellaneous code revisions to City Council on July 17 and Aug. 7, 2018. Draft ordinances for pergolas, roofing, water heaters, furnaces and air conditioners to City Council on Aug. 21 and Sept. 4, 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
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	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. Request for proposals for Strategic Plan on Homelessness will be released in July to develop a local plan to address growing homeless population. Timetable calls for City Council consideration of plan in early 2019.</li> <li>2. Loveland's first affordable housing neighborhood is underway, employing both the draft Unified Development Code and new Affordable Housing Code.</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	Sept 2018
CO6	Pursue Human Resource Management System to integrate processes	Julia Holland	Apr 2017	Oct 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
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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> Recommended Actions have been provided to City Manager and Executive Leadership Team for both Citywide and department-specific action items. Follow up on items conducted regularly through respective department safety committee meetings. Update on action items provided to City Manager quarterly for discussion of pending items with department directors.	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 Executive Leadership Team, and department results distributed to directors and division managers. Employee feedback sessions are in progress, and several departments are engaged in development of action plans to address priorities.	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 nearing completion of system configuration, will begin testing in July. Employees will use online time reporting for first time on Aug. 17, with a citywide go-live date for full payroll system transition set for the pay date of Oct. 9, 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:** Patti Garcia

**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	Sept 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	Sep 2018
EI7	Evaluate Financial Internal Control Policies throughout City Departments	Brent Worthington	Aug 2015	Nov 2018
EI8	Develop and implement Communication Plan with City Council	Steve Adams	Aug 2016	Feb 2018
EI9	Update Records Retention Schedule including email policy	Beverly Walker & City Attorney's Office	Jul 2017	Nov 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	Dec 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	Pending
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
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	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 completed, with implementation planned in Q3 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	Complete
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	Complete
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 updated on Jan. 9, and joint meeting of City Council and Citizens Finance Advisory Council held Feb. 13. City Manager working with remaining boards and commissions on securing completed survey forms.	Steve Adams	In Progress
EI7	<b>Evaluate financial internal control policies throughout City departments</b> Field work with individual departments completed, policy drafts completed in Spring 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. Project has been expanded to include physical record storage and retention policy.	Beverly Walker	In Progress



Status Update		Team Lead	Action Status
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
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 2003, determining impact of each. Report will be scheduled for City Council review in Q4 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

Status Update		Team Lead	Action Status
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. Initial IGAs being developed with Downtown Development Authority (DDA). Review by new DDA Executive Director and DDA Board is pending.	Jeff Bailey	<b>In Progress</b>