



CITY COUNCIL AND MANAGEMENT TEAM INITIATIVES FOR INNOVATION



Updated April 17, 2019

INTRODUCTION



Priority: **Citizen Engagement**

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

Champion: Diane Lapierre



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



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: 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.

Champion: 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	Brieana Reed-Harmel	Jan 2015	Jan 2019
CE4	Work on Channel 16 programming	Tom Hacker	Jan 2017	Dec 2019
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 2019
CE7	Work to enhance the community messaging process	Tom Hacker	Jan 2017	Dec 2019

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	In Progress – Action Item In Progress and on Schedule	Delayed – Action Item Delayed
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Status Update		Team Lead	Project Status
CE1	Develop program for public ballot process City Council approved moving forward with public outreach and polling to gauge community interest in pursuing a sales tax increase ballot initiative for the November 2019 election, to fill gaps in funding community capital projects. Informational mailers, questionnaires, public outreach, and direct mail and phone polling is occurring Spring 2019. Results will be analyzed and brought back to City Council for further discussion and direction in late spring/early summer. The Citizen Task Force has reconvened and met in February to restart planning, and members continue a program of community outreach. The Task Force is scheduled to meet again in May to review opinion research results.	Diane Lapierre, Mark Jackson	In Progress
CE2	Deploy new City Website Design and relaunch completed Q4 2016, training for City web publisher group continued through Q1 2017.	Tom Hacker	Complete
CE3	Develop Broadband Program City Council in February 2019 approved a series of measures to authorize sale of bonds to finance the construction and operation of a high-speed, fiber-optic broadband network throughout Loveland. A bond offering on April 10, 2019, netted \$84 million on gross proceeds of \$95.4 million. City Council approved the Municipal Fiber Enterprise 2019 budget on April 16, 2019. Construction will lead to service delivery in two-to-three years.	Brieana Reed-Harmel	Complete
CE4	Work on Channel 16 programming The Public Information Office's Digital Media Specialist, hired in June 2018, made significant improvements to content and technology for Loveland's community-access Channel 16. City Council/Planning Commission meeting broadcasts and archiving are now handled by the Public Information Office, freeing staff time at Loveland Public Library that had been allocated for that purpose. Expanded high-definition programming from a variety of sources further secures cable operator's guarantee to broadcast on HD channel.	Tom Hacker	In Progress
CE5	Provide staff assistance to LDP/DDA 2017 ballot language 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	Complete
CE6	Arrange community listening sessions for Ward meetings Meetings bringing together City Council members and residents in Ward 4 and Ward 2 were arranged during Summer and Fall 2018, with meetings promoted through a variety media by the	Tom Hacker	In Progress

Status Update		Team Lead	Project Status
	<p>Public Information Office under a process developed earlier in the year. The Public Information Office and Development Services Department in Q2 2019 will explore ways that neighborhood-level communication and community engagement programs can be developed further.</p>		
CE7	<p>Work to enhance the community messaging process</p> <p>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 developed for City Council review in Q2 2019. Expanded use of Open City Hall online public engagement platform, and revisions to the PIO's community survey process, will be 2019 priorities.</p>	Tom Hacker	In Progress

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 2019
IT3	Implementation of Public Works Strategic Plan	Mark Jackson	Apr 2015	2020
IT4	Downtown temporary electrification evaluation	Joe Bernosky	Jun 2016	Jan 2019
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 2019	Sep 2020
IT7	Conduct City-wide (minus P&R) ADA compliance survey and develop plan for implementation of compliance recommendations	Julia Holland	Apr 2017	Spring 2019

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	In Progress – Action Item In Progress and on Schedule	Delayed – Action Item Delayed
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Status Update		Team Lead	Project Status
IT1	Evaluate traffic calming techniques along Cleveland Avenue Foundry segment on schedule. Expanded study portion of project on hold until funding is approved.	Dave Klockeman	Delayed
IT2	Continue work on City of Loveland Transit System Route improvements and reduced headways implemented in fall 2018 received positive feedback and improved ridership and connectivity. New COLT software will enable more accurate real-time ridership data per route. Access to COLT route information regarding bus arrival times, route connections and other features will be available to riders on Google Transit mobile app. COLT is exploring adding an additional hour of service within existing resources. The Transit Master Plan kicked off in Q1 2019 as part of the overall “Connect Loveland” Transportation Master Plans updates.	Mark Jackson	In Progress
IT3	Implementation of Public Works Strategic Plan Public Works will perform a “mid-term” status check on their Strategic Plan as part of an annual leadership team retreat in January. Staff will work in 2019 to ensure compatibility and consistency with the Citywide Strategic Plan efforts underway. The Public Works Strategic Plan will be updated in 2020.	Mark Jackson	In Progress
IT4	Downtown temporary electrification evaluation Two 400-amp cabinets were installed at Fourth Street and Railroad Avenue in January 2019, and a transformer to serve them was installed and energized. The system is ready for use in supplying power for major downtown events.	Joe Bernosky	Complete
IT5	Study and evaluate the widening Highway 34 bridge over I-25 and improve intersection at Highway 402 and I-25 The I-25 improvements project has begun, with construction of SH-402/I-25 interchange underway, to be completed in late 2019. Overall North I-25 Express Lanes Project scheduled for completion in 2022.	Jeff Bailey & Dave Klockeman	Complete
IT6	Update Larimer County Urban Area Street Standards (LUCASS) Update began in March 2019 in a joint effort with Larimer County and City of Fort Collins. Completion estimated in September 2020.	Justin Stone	In Progress
IT7	Conduct City-wide (minus P&R) ADA compliance survey and develop plan for implementation of compliance recommendations The first phase of the Transition Plan is in process with several components of data collection complete. Staff expect a draft Executive Summary from our consultants by April.	Julia Holland	In Progress

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	Oct 2018
EV6	HIP Street Plan modernization	Brett Limbaugh	Sept 2016	Dec 2017
EV7	Develop policy for Metro Districts	Moses Garcia	Jan 2016	Sep 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 2019

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	Complete – Action Item Completed on schedule	In Progress – Action Item In Progress and on Schedule	Delayed – Action Item Delayed
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Status Update		Team Lead	Project Status
EV1	Implement Highway 287 Strategic Plan Project without source of funding, on hold indefinitely.	Jeff Bailey	Delayed
EV2	Rehabilitate Pulliam Building Project groundbreaking took place Feb. 22, 2019, and \$1.8 million contract with Fransen Pittman executed for Phase I. Demolition for the new fire line serving sprinkler systems within the building has begun, as well as the site demolition for the rear stair tower and new electrical utility line. Phase 1 work will continue through August 2019.	Michael Hogan	In Progress
EV3	Evaluate and update current Economic Development Policy and Incentive Policy Both policies approved by City Council in October 2017.	Kelly Jones	Complete
EV4	Update Economic Development Strategic Plan Update of five-year strategic plan approved and adopted by City Council Oct. 17, 2017.	Kelly Jones	Complete
EV5	Rewrite Municipal Code Sections 16 (Subdivision of Land), 17 (Annexation) and 18 (Zoning) – Unified Development Code New code provisions unanimously approved by City Council on second reading Oct. 16, 2018.	Brett Limbaugh	Complete
EV6	HIP Street Plan modernization 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	Complete
EV7	Develop policy for Metro Districts Using 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. The checklist was applied to the last three metro district proposals, all of which received City Council approval. Based on City Council direction, staff considers the evaluation process using the new criteria to be the accepted metro district policy.	Alan Krcmarik/City Attorney's Office	Complete
EV8	Highway 402 IGA with Larimer County Adopted by City Council in September 2017 and by Larimer County Commission in October 2017. Project complete.	Brett Limbaugh	Complete
EV9	Create a Highway 402 Strategic Plan Development Services planning staff and Loveland-based engineering consultant Olsson & Associates have completed community surveys and stakeholder meetings in 2018 with planning process continuing through June 2019.	Jennifer Hewett-Apperson	In Progress

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 Regional Police Training Facility	Bob Ticer & Michael Hogan	Aug 2016	Dec 2020
PS2	Study and make recommendation on an Nuisance Abatement Program	Brett Limbaugh	Aug 2016	Mar 2019
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	Dec 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	Complete – Action Item Completed on schedule	In Progress – Action Item In Progress and on Schedule	Delayed – Action Item Delayed
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Status Update		Team Lead	Project Status
PS1	<p>Evaluate, make recommendation and construct Police Regional Training Facility The planning efforts for the new Northern Colorado Law Enforcement Training Center (NCLETC) are moving forward. Loveland and Fort Collins city councils approved the construction and operations IGA and the project is currently in the design development phase. The initial phase of construction is anticipated to begin in July or August 2019.</p>	Bob Ticer & Michael Hogan	In Progress
PS2	<p>Study and make recommendation on an Nuisance Abatement Program City Council Study Sessions held on August 22, 2017 and April 3, 2018. Draft Ordinance changes projected for City Council consideration in 2019.</p>	Brett Limbaugh	In Progress
PS3	<p>Evaluate purchase feasibility of property adjacent to LFRA Training Grounds Project delayed and on hold. No current interest.</p>	Michael Hogan	Delayed
PS4	<p>Develop Integrated Snow Removal Plan Plan in place. Snow Operator Manual developed, annual citywide snow operator training scheduled for early October.</p>	Dave Klockeman	Complete
PS5	<p>Rewrite Building/Municipal Codes to allow inspection of roofing, HVAC, water heaters and drinking fountains Joint City Council/Construction Advisory Board Study Session held on January 23, 2018. Ordinance changes were divided into two groups for City Council consideration. The first included drinking fountains, an increase in the number of air exchanges in multi-family buildings, unity of title documents to eliminate the re-platting of some multi-lot properties. Draft Ordinance changes were approved on first reading by City Council on Nov. 20, 2018 and second reading on Dec. 4, 2018. New roofing fee and policy to City Council on May 7, 2019.</p>	Brett Limbaugh	In Progress

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	Evaluate homelessness situation in Loveland and recommend programs	Alison Hade	Aug 2016	Continuing
QL2	City sponsorship of community events	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	Complete – Action Item Completed on schedule	In Progress – Action Item In Progress and on Schedule	Delayed – Action Item Delayed

Status Update		Team Lead	Project Status
QL1	<p>Evaluate homelessness situation in Loveland and recommend programs</p> <ol style="list-style-type: none"> 1. Strategic plan on homelessness is continuing with community meetings on the second Tuesday of each month from 9 a.m. to noon through June 2019. 2. Loveland Housing Authority will begin building Mirasol Phase III, 60 units of affordable housing, as well as 30 additional Green House Homes. 	Alison Hade	In Progress
QL2	<p>City sponsorship of community events</p> <p>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.</p>	Cindy Mackin	In Progress

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.

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 None

and Commissions:



	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	Spring 2019
CO5	Complete City-wide Engagement Survey in 3rd quarter 2017 and implement survey results in 2018	Julia Holland	Sept 2017	Spring 2019
CO6	Pursue Human Resource Management System to integrate processes	Julia Holland	Apr 2017	Spring 2019

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	Complete – Action Item Completed on schedule	In Progress – Action Item In Progress and on Schedule	Delayed – Action Item Delayed
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Status Update		Team Lead	Project Status
CO1	Continued Succession Planning 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	In Progress
CO2	Update Employee Wellness Incentive Program Completed in 2017. Outcomes communicated to employees in Q4 2017 for 2018 premium incentive eligibility.	Julia Holland	Completed
CO3	Evaluate existing staff workload capacity to accomplish City Council-desired work plans Current work plans match available staff capacity for 2019.	Steve Adams	In Progress
CO4	Complete City-wide safety assessment and implement phased recommendations Recommended actions have been provided to City Manager and Executive Leadership Team for both City-wide action items and department specific items. Follow-up on items conducted regularly through respective department safety committee meetings. City Manager is provided update on action items to address pending items with department directors.	Jason Smitherman	In Progress
CO5	Complete City-wide Engagement Survey in 3rd quarter 2017 and implement survey results in 2018 Engagement Survey administered in Q4 of 2017. City-wide results provided to Executive Leadership Team and department results distributed to directors and division managers. Employee feedback sessions complete and departments are working on respective action plans to address priorities. The next scheduled engagement survey will be administered in 2019.	Julia Holland	Complete
CO6	Pursue Human Resource Management System to integrate processes The first phase of implementation was completed in November of 2018. Since November, we have implemented several modules and all employees are now using the HRIS for time entry, payroll, benefits, recruiting and onboarding. The next phase of implementation is performance management. Staff is currently in the process of identifying city-wide priorities and feedback, in conjunction with our Executive Leadership Team, to determine final recommendations for implementation.	Julia Holland	In Progress

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	Patti Garcia	Jan 2017	Dec 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	Theresa Wilson	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 2019
EI7	Evaluate Financial Internal Control Policies throughout City Departments	Joyce Robinson	Aug 2015	Continuing
EI8	Develop and implement Communication Plan with City Council	Steve Adams	Aug 2016	Continuing
EI9	Update Records Retention Schedule including email policy	Patti Garcia & City Attorney's Office	Jul 2017	Dec 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	Theresa Wilson, 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	Patti Garcia	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	Continuing
EI19	Downtown City services overview	Mark Jackson	Aug 2016	Spring 2019

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	Complete – Action Item Completed on schedule	In Progress – Action Item In Progress and on Schedule	Delayed – 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 vendor EnCode completed, with implementation initiated in Q4 2018.	Patti Garcia	Complete
EI2	Develop revised performance and feedback process for City Attorney, Municipal Court Judge and City Manager Completed in fourth quarter of 2016. Committee including City Council members recommended quarterly process to replace annual reviews. Approved by resolution in November 2016.	Julia Holland	Complete
EI3	Develop revised budget process for 2018 including how Priority-Based Budgeting will incorporate into the budgeting process 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	Develop new City Council Agenda format that features use of pros/cons, alternatives analysis with cost and decision impacts along with remaining fund balance 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	Develop and implement economic development communication process providing timely flow of information, balancing confidentiality with transparency to minimize executive session time. Executive sessions shortened, with more information provided in open session.	Rod Wensing	Complete
EI6	Review roles and mission statement of all City boards and commissions along with role of City Council Survey tool developed for all boards and commissions in Spring 2018. Outreach efforts extended to allow new members to participate in the survey process. City Manager visits are still underway following confirmation of response comments by boards and commissions.	Steve Adams	In Progress
EI7	Evaluate financial internal control policies throughout City departments Work initiated in 2018 by consultant and City staff on hold.	Alan Krcmarick	Delayed
EI8	Develop and implement Communication Plan with City Council City Manager initiated weekly City Council memo and one-on-one meetings with council members.	Steve Adams	Complete

Status Update		Team Lead	Action Status
EI9	<p>Update Records Retention Schedule including email policy The City Clerk's Office and City Attorney's Office completed work on this project in December 2018.</p>	Patti Garcia, City Attorney	Complete
EI10	<p>Rollout employee benefits portal 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.</p>	Julia Holland	Complete
EI11	<p>Transition to iCompass City Council online agenda system 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.</p>	Beverly Walker	Complete
EI12	<p>Implement Raw Water Management Plan between W&P and P&R 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.</p>	Joe Bernosky & Elizabeth Kayl	Complete
EI13	<p>Develop a CIP prioritization process for CIP projects that addresses previous City Council commitments, grant matches, public safety, utilities and transportation 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.</p>	Theresa Wilson	Complete
EI14	<p>Schedule City Council Study Session to discuss information management system for utility billing, Information Technology, Human Resources and Development Services Joint study session presentation delivered July 2017.</p>	Bill Westbrook	Complete
EI15	<p>Modify City Council Rules of Procedure Council approved the addition of "Rule of Four" provision to the Rules of Procedure Resolution.</p>	Patti Garcia	Complete
EI16	<p>Staff identification of all current Resolutions that shape City Council decision-making with policy or fiscal obligations City Clerk Terry Patti Garcia is updating information compiled by former City Clerk Terri Andrews, and will present to City Council in Q2 2019.</p>	Steve Adams	In Progress
EI17	<p>Enhance City Council ability to download, review and view City Council agenda packets 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.</p>	Bill Westbrook	Complete

Status Update		Team Lead	Action Status
EI18	<p>Evaluate Land Records Management Approach Staff recommendations formulated in 2017 to include three additional positions to be pursued in future budget cycles.</p>	Brett Limbaugh	Delayed
EI19	<p>Downtown City services overview Contractor has been selected to construct solid waste enclosures in Backstage Alley, the northern boundary of The Foundry project. The structures are expected to be completed by June.</p>	Jodi Lessman	In Progress