



# CITY COUNCIL AND MANAGEMENT TEAM INITIATIVES FOR INNOVATION



Eighth quarterly update: January 14, 2020

# INTRODUCTION



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

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

**Champion:** 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.

**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	April 2019
CE4	Work on Channel 16 programming	Tom Hacker	Jan 2017	Dec 2020
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	March 2020
CE7	Work to enhance the community messaging process	Tom Hacker	Jan 2017	March 2020

- 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	<p><b>Develop program for public ballot process</b></p> <p>Voters declined to approve two sales tax measures on the November 2019 General Election ballot, one for a new Recreation Center/Senior Center and the other for seven additional capital projects.</p>	Diane Lapierre, Mark Jackson	<b>Complete</b>
CE2	<p><b>Deploy new City Website</b></p> <p>Design and relaunch completed Q4 2016, training for City web publisher group continued through Q1 2017. The website will undergo another redesign in 2020.</p>	Tom Hacker	<b>Complete</b>
CE3	<p><b>Develop Broadband Program</b></p> <p>Groundbreaking on Pulse broadband network Nov. 13, 2019. Lead contractor Colorado Boring Co. has construction underway. Residents in neighborhoods where work is in progress received letters, door hangers to inform them of what to expect. Five “fiber huts” installed citywide to house network equipment. Service information will be announced first half of 2020.</p>	Briana Reed-Harmel	<b>Complete</b>
CE4	<p><b>Work on Channel 16 programming</b></p> <p>The Public Information Office’s Digital Media Specialist has worked with individual departments to expand content offerings on Channel 16, keeping them fresh and current. The PIO has taken steps to ensure reliable public meeting broadcast production and archiving, including provisions for staffing and equipment backup/redundancy.</p>	Tom Hacker	<b>In Progress</b>
CE5	<p><b>Provide staff assistance to LDP/DDA 2017 ballot language</b></p> <p>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.</p>	Alan Krcmarik/City Attorney’s Office	<b>Complete</b>
CE6	<p><b>Arrange community listening sessions for City Council</b></p> <p>Acting on a revised Rule of Four directive, the Public Information Office and Loveland Public Library are collaborating on a public engagement program that will integrate with the current Strategic Plan process. The Public Information Office also is working with individual City Council members to coordinate and promote “Town Hall” meetings with citizens at venues throughout the community.</p>	Tom Hacker	<b>In Progress</b>
CE7	<p><b>Work to enhance the community messaging process</b></p> <p>A draft City of Loveland communication road map will be presented for City Council review in Q1 2020, describing all information platforms in use throughout the City organization, laying out a model for public communication and setting forth policy updates for use of social media and other vehicles.</p>	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 2020
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	April 2021
IT7	Conduct City-wide (minus P&R) ADA compliance survey and develop plan for implementation of compliance recommendations	Julia Holland	Apr 2017	2020

- 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
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Status Update		Team Lead	Project Status
IT1	<b>Evaluate traffic calming techniques along Cleveland Avenue</b> Foundry segment completed. Expanded study portion of project on hold until funding is approved.	Dave Klockeman	<b>Delayed</b>
IT2	<b>Continue work on City of Loveland Transit System</b> COLT ridership rose 16% following route changes implemented in November 2018. COLT expanded peak hour service and implemented Youth Ride Free programs Summer 2019 resulting in an additional 8% increase. Youth ridership has risen 61% since start of the Youth Ride Free Program. COLT and Public works Staff continue to coordinate and facilitate design and construction of the Centerra Mobility Hub and park and ride as part of the I-25 Project, collaborating with CDOT Region 4, CDOT Division of Transit & Rail, and McWhinney.	Candice Folkers	<b>In Progress</b>
IT3	<b>Implementation of Public Works Strategic Plan</b> Public Works Leadership Team continues to review, update, and improve upon the 2015-2020 PW Strategic Plan. Key strategic focus areas updated to align with the citywide Strategic Plan, and key performance metrics assigned to gauge progress and identify areas for improvement. Complete in 2020, the Public Works Strategic Plan (2021-2026) will be the department's road map of priorities, emphases, and strategy for the next five years.	Mark Jackson	<b>In Progress</b>
IT4	<b>Downtown temporary electrification evaluation</b> 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 has been used in supplying power for major downtown events.	Joe Bernosky	<b>Complete</b>
IT5	<b>Study and evaluate the widening Highway 34 bridge over I-25 and improve intersection at Highway 402 and I-25</b> City's study of I-25 improvements completed in 2017. CDOT's I-25 Express Lanes Project has resulted in redesign and construction of Highway 402 interchange, opening in October 2019. U.S. Highway 34 interchange is next on the Express Lanes project list, with entire project scheduled for completion in 2022.	Jeff Bailey & Dave Klockeman	<b>Complete</b>
IT6	<b>Update Larimer County Urban Area Street Standards (LUCASS)</b> Update began in March 2019 in a joint effort with Larimer County and City of Fort Collins. Draft revisions for eight of the 24 chapters complete and posted on the Larimer County website for review.	Justin Stone	<b>In Progress</b>

	<b>Status Update</b>	<b>Team Lead</b>	<b>Project Status</b>
IT7	<p><b>Conduct City-wide ADA compliance survey and develop plan for implementation of compliance recommendations</b></p> <p>Phase One of the Transition Plan is complete with steps for compliance is in progress. Risk Management has partnered with Public Works to address approximately 400 the non-compliant items in the low-to-moderate range of difficulty. Those items include a broad range of both interior and exterior issues. We will also develop a list of projects for 2021 and subsequent years, and establish a maintenance schedule for those elements on a periodic basis. Risk Management will assist Parks and Recreations in updating their list of items to complete for 2020. Phase 2 of our ADA Transition Plan will include the evaluation of transit system improvements including bus stops.</p>	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	<b>Implement Highway 287 Strategic Plan</b>	Jeff Bailey	Jan 2017	Continuing
EV2	<b>Rehabilitate Pulliam Building</b>	Michael Hogan	Aug 2016	Dec 2020
EV3	<b>Evaluate and update current Economic Development Policy and Incentive Policy</b>	Kelly Jones	Apr 2017	Dec 2017
EV4	<b>Update Economic Development Strategic Plan</b>	Kelly Jones	Apr 2017	Dec 2017
EV5	<b>Rewrite Municipal Code Sections 16 (Subdivision of Land), 17 (Annexation) and 18 (Zoning)</b>	Brett Limbaugh	Aug 2016	Oct 2018
EV6	<b>HIP Street Plan modernization</b>	Brett Limbaugh	Sept 2016	Dec 2017
EV7	<b>Develop policy for Metro Districts</b>	Moses Garcia	Jan 2016	Sep 2018
EV8	<b>Highway 402 IGA with Larimer County</b>	Brett Limbaugh	Oct 2016	Nov 2017
EV9	<b>Create a Highway 402 Strategic Plan</b>	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.

<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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<b>Status Update</b>		<b>Team Lead</b>	<b>Project Status</b>
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> Construction of \$1.8 million Phase I completed with new fire system, front grand staircase and plaza, south rear stair tower, new gas and water lines and electrical service replacement. Phase 2 underway, with elevator installation, second stair tower, and ADA-compliant restrooms.	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> New code provisions unanimously approved by City Council on second reading Oct. 16, 2018.	Brett Limbaugh	<b>Complete</b>
EV6	<b>HIP Street Plan modernization</b> Staff completed the HIP Streets downtown infrastructure assessment report, and is prepared to present and discuss findings with Boards, Commissions and City Council. Council presentation scheduled for December 3, 2019.	David Eisenbraun	<b>Complete</b>
EV7	<b>Develop policy for Metro Districts</b> 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	<b>Complete</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> Development Services planning staff presented Highway 402 Corridor Plan to Loveland Planning Commission and City Council and Town of Johnstown in September. Final version of the plan adopted by City Council October 2019.	Jennifer Hewett-Apperson	<b>Complete</b>

Status Update		Team Lead	Project Status

## 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 Regional Police Training Facility</b>	Bob Ticer & Michael Hogan	Aug 2016	Dec 2020
PS2	<b>Study and make recommendation on an Nuisance Abatement Program</b>	Brett Limbaugh	Aug 2016	February 2020
PS3	<b>Evaluate purchase feasibility of property adjacent to LFRA Training Grounds</b>	Michael Hogan	Sept 2016	Dec 2017
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	February 2020

- 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	<p><b>Evaluate, make recommendation and construct Police Regional Training Facility</b></p> <p>Groundbreaking took place May 8, 2019, for the Northern Colorado Law Enforcement Training Center (NCLETC). Permits have been issued and final contracts were signed on Sept. 25, 2019. Construction began September 27, 2019, following a schedule toward completion in Q3 2020.</p>	Bob Ticer & Michael Hogan	<b>In Progress</b>
PS2	<p><b>Study and make recommendation on an Nuisance Abatement Program</b></p> <p>City Council Study Sessions held on August 22, 2017 and April 3, 2018. Ordinance scheduled for City Council consideration in February 2020.</p>	Brett Limbaugh	<b>In Progress</b>
PS3	<p><b>Evaluate purchase feasibility of property adjacent to LFRA Training Grounds</b></p> <p>Project delayed and on hold. No current interest.</p>	Michael Hogan	<b>Delayed</b>
PS4	<p><b>Develop Integrated Snow Removal Plan</b></p> <p>Plan in place. Snow Operator Manual developed, annual citywide snow operator training scheduled for early October.</p>	Dave Klockeman	<b>Complete</b>
PS5	<p><b>Rewrite Building/Municipal Codes to allow inspection of roofing, HVAC, water heaters and drinking fountains</b></p> <p>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. City Council approved draft ordinance changes in late 2018. City Council also approved new roofing fee and policy in May 2019. HVAC and water heaters will be addressed through the adoption of the 2018 ICC Codes scheduled for adoption in 2020. 2018 ICC Code Adoption scheduled for City Council on January 21, 2020 and February 4, 2020.</p>	Samantha Everett	<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.

<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
QL1	<p><b>Evaluate homelessness situation in Loveland and recommend programs</b></p> <ol style="list-style-type: none"> <li>1. Updates of strategic plan on homeless due for council consideration on January 28 and February 25, 2020, with final adoption anticipated March 17, 2020.</li> <li>2. Mirasol Phase III will be completed by April 2020. The Edge II will start that month and should be completed by March 2021. The Green House Homes will also be built in 2020.</li> </ol>	Alison Hade	<b>In Progress</b>
QL2	<p><b>City sponsorship of community events</b></p> <p>Secure City sponsorship of 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	<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.

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	Spring 2020
CO5	Complete City-wide Engagement Survey in 3 <sup>rd</sup> quarter 2017 and implement survey results in 2018	Julia Holland	Sept 2017	Fall 2019
CO6	Pursue Human Resource Management System to integrate processes	Julia Holland	Apr 2017	March 2020

- 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	<p><b>Continued Succession Planning</b>            Planning, guidelines and templates provided and incorporated in several Management Team quarterly off-site meetings. Directors are identifying key positions for focus, with initial and immediate succession planning efforts directed at high-impact and highly vulnerable positions.</p>	Julia Holland	<b>In Progress</b>
CO2	<p><b>Update Employee Wellness Incentive Program</b>            Completed in 2017. Outcomes communicated to employees in Q4 2017 for 2018 premium incentive eligibility. A 2019 “Premium Holiday” will occur in July of 2019 as we are meeting reserve requirements for the Fund.</p>	Julia Holland	<b>Completed</b>
CO3	<p><b>Evaluate existing staff workload capacity to accomplish City Council-desired work plans</b>            Current work plans match available staff capacity for 2019.</p>	Steve Adams	<b>In Progress</b>
CO4	<p><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 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.</p>	Jason Smitherman	<b>In Progress</b>
CO5	<p><b>Complete City-wide Engagement Survey in 3rd quarter 2017 and implement survey results in 2018</b>            Previous Engagement Survey Administered in Q4 of 2017. Employee Feedback Sessions complete and departments are working on respective action plans to address priorities. The most recent Engagement Survey was administered in September/October 2019, with Citywide results made available in October 2019. Implementation to follow.</p>	Julia Holland	<b>Complete</b>
CO6	<p><b>Pursue HR Management System to integrate processes</b>            Phase 1 of implementation completed November 2018. Employees are now using the HRIS for time entry, payroll, benefits, recruiting, onboarding and performance management, including our year-end evaluation process. The next module for implementation is the Learning Management System (LMS), with the anticipated go-live date in the first quarter of 2020.</p>	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	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	Spring 2020
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	Fall 2019
EI9	Update Records Retention Schedule including email policy	Patti Garcia & City Attorney's Office	Jul 2017	Dec 2018

	<b>Projects</b>	<b>Champion</b>	<b>Start</b>	<b>End</b>
EI10	<b>Rollout employee benefits portal</b>	Julia Holland	Jan 2016	Nov 2016
EI11	<b>Transition to iCompass City Council online agenda system</b>	Beverly Walker	Jan 2016	Aug 2017
EI12	<b>Implement Raw Water Management Plan between Water and Power and Parks &amp; Recreation</b>	Joe Bernosky & Elizabeth Kayl	Jan 2016	Sept 2016
EI13	<b>Develop a Capital Improvement Plan prioritization process for CIP projects that addresses previous City Council commitments, grant matches, public safety, utilities and transportation</b>	Theresa Wilson, Steve Adams, Rod Wensing	Jan 2017	Nov 2017
EI14	<b>Schedule City Council Study Session to discuss information management system for utility billing, Information Technology, Human Resources and Development Services</b>	Bill Westbrook	Jan 2017	Dec 2017
EI15	<b>Modify City Council Rules of Procedure</b>	Patti Garcia	Jan 2017	Apr 2017
EI16	<b>Staff identification of all current resolutions that guide or shape City Council decision making with policy or fiscal obligations</b>	Steve Adams	Jan 2017	2020
EI17	<b>Enhance City Council's ability to download, review and view City Council meeting agenda packets</b>	Bill Westbrook	Apr 2017	Jul 2017
EI18	<b>Evaluate Land Records Management Approach</b>	Brett Limbaugh	Mar 2017	Continuing
EI19	<b>Downtown City services overview</b>	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	<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	<b>City Municipal Code system acquisition for electronically maintaining and updating City’s Municipal Code</b> Agreement with vender EnCode completed, with implementation initiated in Q4 2018.	Patti Garcia	<b>Complete</b>
EI2	<b>Develop revised performance and feedback process for City Attorney, Municipal Court Judge and City Manager</b> 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	<b>Complete</b>
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	<b>Complete</b>
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	<b>Complete</b>
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	<b>Complete</b>
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 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	<b>In Progress</b>
EI7	<b>Evaluate financial internal control policies throughout City departments</b> Work initiated in 2018 by consultant and City staff on hold.	Alan Krcmarick	<b>Delayed</b>
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	<b>Complete</b>

	<b>Status Update</b>	<b>Team Lead</b>	<b>Action Status</b>
EI9	<b>Update Records Retention Schedule including email policy</b> The City Clerk's Office and City Attorney's Office completed work on this project in December 2018.	Patti Garcia, City Attorney	<b>Complete</b>
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	<b>Complete</b>
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	<b>Complete</b>
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	<b>Complete</b>
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	<b>Complete</b>
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	<b>Complete</b>
EI15	<b>Modify City Council Rules of Procedure</b> Council approved the addition of "Rule of Four" provision to the Rules of Procedure Resolution.	Patti Garcia	<b>Complete</b>
EI16	<b>Staff identification of all current Resolutions that shape City Council decision-making with policy or fiscal obligations</b> City Clerk Terry Patti Garcia is updating information compiled by former City Clerk Terri Andrews, and will present to City Council in Q1 2020.	Steve Adams	<b>In Progress</b>
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	<b>Complete</b>

Status Update		Team Lead	Action Status
EI18	<p><b>Evaluate Land Records Management Approach</b>  Staff recommendations formulated in 2017 to include three additional positions to be pursued in future budget cycles.</p>	Brett Limbaugh	<b>Delayed</b>
EI19	<p><b>Downtown City services overview</b>  Staff completed the HIP Streets downtown infrastructure assessment report, with presentations made to various boards and commissions in November and December, 2019. Staff discussed findings with City Council at a presentation on January 7, 2020.</p>	Jodi Lessman	<b>Complete</b>