

CITY COUNCIL GOAL 1: Develop a balanced and vibrant city economy to improve socioeconomic status.
 CITY COUNCIL GOAL 2: Assure a financially-sound city government to maintain or improve levels of service.
 CITY COUNCIL GOAL 3: Develop and maintain the public infrastructure to improve community appearance and encourage private investment.
 CITY COUNCIL GOAL 4: Preserve and nurture a quality community to improve resident health and safety.
 CITY COUNCIL GOAL 5: Engage the public to encourage community involvement, communication and to build trust.



CC Goal	Top 10	Objective Item	Objective (up to 4 yrs)	Target (1-2 yrs)	Project	Quarter	Complete	Lead	Others	External	Hours	Amount	Source	Procurement Tier	Study	Action	Q1 Update	Q2 Update	Q3 Update
1	1	Strategic Planning	Continue coordination with SACWSD to implement policies and water resource development strategies to ensure the long term economic growth of the City.	Conduct quarterly Water Commission meetings and monthly meetings with City and SACWSD staff to implement policies and strategies. Hold one joint meeting with the SACWSD Board of Directors and City Council annually. Expand the City water portfolio through strategic purchases of water. Use water resources as an incentive for economic development.	Water Operations & Policy	All	On-Going	CD	CA, CM	SACWSD	TBD	Unknown	Unknown	To Be Determined	TBD	TBD	Joint meeting with City Council and SACWSD Board March 21 for Fee Comparison Study. Water Team is preparing for Q2 Executive Session May 16 for the purpose of instructing negotiators regarding water transactions and potential contracts.	Q2 Executive Session went well on May 16. Additional Study Session conducted on June 13 for Fee Study follow up. Study sessions will be conducted on individual fees in Q3. 265 ERUs were purchased with water acquisition fee based on instruction from the May 16 executive session.	No activity to report for Q3.
1	2	Strategic Planning	Continue coordination with SD271 and SD14 to align goals and objectives with the City to improve the socioeconomic status of residents.	Implement Education Commission and hold at least two meetings each year. Continue to support capital investments of each school district by increasing the tax base through new development in the City. Begin analysis of long range plans for each district to ensure long-term alignment with City plans.	School District Coordination	All	On-Going	CD	CM, COMM	SD271, SD14	TBD	Unknown	Unknown	To Be Determined	TBD	TBD	The city has assisted 271 with school planning for Reunion and Villages East.	No activity occurred in Q2.	No activity occurred in Q3.
1	3	Youth	Identify community and social investments in youth so current and future generations can have meaningful livelihoods within Commerce City.	Expand youth sports opportunities through the construction of new facilities and increased coordination with service organizations.	Youth Sports	All	On-Going	PR	COMM	Youth Sports Assoc'S	TBD	Unknown	Unknown	To Be Determined	TBD	TBD	An additional baseball/softball field available for programmed and drop-in use at the Villages at Buffalo Run East Neighborhood Park is currently under construction and will open for use in Q3 2016.	Additional field at Villages at Buffalo Run East Neighborhood Park on track for opening in Q3. The Prairie View Thunderhawks football program recently met the criteria to be a recognized youth sports organization.	The additional field at Villages East Neighborhood Park opened for use in late September 2016.
1	4	Youth	Identify community and social investments in youth so current and future generations can have meaningful livelihoods within Commerce City.	Advance youth master plan objectives and strategies.	Hire youth services position	Q1	Q1	COMM	PR, PD	ACH, School Districts	1040	TBD	General Fund	\$5,000.01 - \$50,000, Director	TBD	TBD	Advertised for position and received 38 applications. Conducted interview process and likely will reopen the position.	Reopened position and completed a two-step interview process with five applicants, narrowing to two finalists. Hire expected to be complete Q3. Youth Commission had 21 of 22 slots filled, elected new officers for the coming year, participated in the Memorial Day Parade and hosted a volunteer clean-up event	Hired a community liaison to advance master plan. Youth Commission began 2016/17 session and began recruiting new members. Anticipate all seats will be filled in Q4 and include the commission's first adult citizen member.
2	5	Strategic Planning	Provide and maintain high-quality public infrastructure that addresses the needs of residents, visitors, and businesses.	Complete plan with appropriate public & internal stakeholder input in time to inform 2017 CIP budget process.	Update the City's Transportation Master Plan	Q3	Q4	PW	CD, PR, CM, COMM	CDOT/DRCOG/ Denver/Brighton/Aurora/DAA	TBD	\$200K	Unknown	\$50,000 - \$250,000, City Mgr	TBD	TBD	No work occurred in Q1. Staff is planning to issue an RFP in Q2.	No work has proceeded due to lack of staff capacity.	Funding has been allocated to other projects. No further work will be done on this project.
1	7	Urban Renewal	Coordinate new development with KSE during the remaining term of the URA to increase retail, hotel, and recreation opportunities for visitors and tourists in Commerce City	Meet with KSE real estate team as necessary to review prospects and provide development review assistance to implement vertical construction.	Victory Crossing URA	TBD	TBD	ED	CD	KSE	TBD	TBD	TBD	To Be Determined	N/A	N/A	Communicated with the real estate representative from the Kroeckle Group for Victory Crossing in early February. Also shared two prospect leads in Q1. Kroeckle representative did not have much to share and neither prospect is moving forward at this site.	Communicated with the real estate representative from the Kroeckle Group for Victory Crossing in May and June. Also left a voice message about a prospect lead in Q2.	Met with a consultant on behalf of Kroeckle Group to provide development-related information about Victory Crossing history, zoning, general neighborhood information etc.
1	9	Strategic Planning	Provide and maintain high-quality public infrastructure that addresses the needs of residents, visitors, and businesses.	Work with RTD/RRP to finalize the plans. Identify funds to install public art and betterments.	RTD Station Area	Annual	On-going	CD	PW	RTD, ADCO, DRCOG	TBD	TBD	Unknown	\$5,000.01 - \$50,000, Director	N/A	N/A	The Station Area, as well as the right-of-way for Colorado Boulevard, was annexed and zoned. Ground-breaking ceremony in Q1. Staff meets with RTD every month to ensure the project is making progress.	Construction has continued on the station and staff continues to meet with RTD on a monthly basis to ensure the project is meeting the necessary milestones.	Construction continues on the station property and staff continues to meet with RTD on a monthly basis to ensure the project is meeting the necessary milestones.
1	9	Strategic Planning	Provide and maintain high-quality public infrastructure that addresses the needs of residents, visitors, and businesses.	Complete design of Station Area Improvements project.	RTD Station Area Improvements	Annual	5/1/2017	PW	CD	RTD, DRCOG, CDOT	TBD	\$2.2M	DRCOG Grant	To Be Determined	TBD	TBD	An IGA with CDOT to authorize the federal funding is scheduled for approval in April. After that, an RFP will be released for ROW acquisition & design services.	Construction has continued on the station and staff continues to meet with RTD on a monthly basis to ensure the project is meeting the necessary milestones.	Staff solicited proposals for design services & right-of-way acquisition. Six proposals were received and were scored & evaluated by staff. Right-of-way acquisition contract for and received associated with the RTD Station construction.
2	10	Organizational Development	Implement changes organization wide to provide innovative and cost-efficient municipal services through effective processes and systems that address the needs of community, organization, and employees we serve while maintaining sustainable financial stability for the organization.	Work through a successful transition to UHC, keep in compliance with ACA changes, determine benefit plans for 2017 and maintain financially sustainable benefits.	Benefits Plan and ACA Other Benefits	Q1	Q4	HR	None	N/A	2100	\$3.2M \$680,000	General Fund	Over \$250,000, City Council	N/A	N/A	Transition to UHC is administratively complete. HR is staying in close with employees to work through any issues offering several classes and 1 on-1's to assist employees to learn more about their new benefits. The City is in compliance with all ACA requirements and currently has 15 VHE eligible for benefits.	Employees are increasingly utilizing their benefit plans and HR is continuing to stay in close with employees on any transition issues toward resolution. The City now has 17 VHE employees eligible for benefits, 11 of which have picked up benefits, 6 of which are employee only. All ACA requirements, including the filing of all required forms, has been completed.	Of the 16 employees that are VHE benefits eligible, 11 have elected to continue coverage. Work has begun for preparation for open enrollment for 2017 benefits. Several changes will be effective for 2017 including: Option A going to a more open network and no longer requiring referrals; cost share shift from 10/90 to 12/88 (EE/ER); increase in Option C funding; new providers for FSA, EAP and COBRA. HR holds monthly UHC forums to educate employees on their health plan, answer specific questions and address any concerns.
1	X	Business Retention & Expansion	Work with existing employers to retain and grow employment and capital investment within the city.	Visit/Work with at least 40 Commerce City primary employers in 2016 and provide follow-up for any issues identified; Google alerts; Prepare a BRE program report.	Existing Business Survey/Outreach Program	Annual	Q4	ED	CD, PW, COMM	ADCO ED, ADCO Workforce	1000	\$2,000	General Fund	Up to \$5,000, Division Mgr	Q4	Not Needed	A business survey was mailed and/or emailed to 278 companies, representing primary employers and companies within targeted industries. 10% have returned a completed survey.	Visited/working with 8 existing companies in the city. Continue working on a year-end report detailing information shared in business survey and/or directly with ED staff during BRE visits.	Visited/working with 14 new, existing companies in the city. Relationship building opportunities with existing companies; joint chamber event at El Jardin, CO Motor Carriers Association Annual Conference and FedEx meeting on workforce development. Worked with companies/city council on anniversary celebrations: LG Everett (140th); Denver Machine (100); Gallery on the Go.
1	X	Business Retention & Expansion	Work with existing employers to retain and grow employment and capital investment within the city.	Create a master map and information of large development opportunities in the city. Utilize invitations to the City's Suite at DSGP to strengthen relationship with real estate brokers and developers. Work with North Metro Chamber of Commerce on a city bus tour highlighting development opportunities.	Promote Existing (Re)Development Opportunities Including Rail-served Sites	Q1, Q4	On-going	ED	CD, IT	NMCC, ADCO, BNSF, UP	200	\$2,000	General Fund	Up to \$5,000, Division Mgr	Not Needed	Not Needed	Working on promotion activities: new graphic created for publication depicting development opportunities in the city that are over 40 acres; North Metro CC bus tour covering the city scheduled for May 11.	Hosted 8 real estate brokers and prospects for a CO Rapids game in the City's DSGP Suite. Showcased the city during the Metro North CC bus tour on May 11. Marketed the city and MHPG during a speech for 50 attendees of the Executive Real Estate Roundtable event at DU.	Sponsor at CO Real Estate Journal Land Conference. Developed one-page marketing flyer on new development opportunities in the city for the conference--300 attendees. Hosted a national site selector from Houston during the MDEDC Site Selection Conference. Had 14 new prospect/inquiries. Working with KP Development on proposed 700,000 SF speculative development on Tower Rd and Con-cept Colorado, a proposed 11-acre arts complex.
1	X	COBG	Become a HUD Direct Recipient. Increase housing types to meet current and future needs.	Develop a plan for the plan; obtain eligibility letter from HUD; provide housing needs assessment, impediment, consolidated plan, 5-year action plan, etc.; execution of IGA with HUD.	COBG Direct Allocation	Annual	On-going	CD	FD, ED, PW	ADCO	TBD	TBD	Grant	To Be Determined	TBD	TBD	The City has gone through the RFP process for a consultant and has selected Mosaic Planning Group to help with the consolidated plan.	Staff continues to work with Mosaic Planning in August and the plan was submitted to HUD for approval. Staff will begin the recruitment for the COBG Coordinator	Council approved the Consolidated Plan in August and the plan was submitted to HUD for approval. Staff will begin the recruitment for the COBG Coordinator
1	X	Retail	Attract and support quality retailers to provide increased tax revenues to the city and increased commercial services to the community.	Provide more information on retail development sites on ED website. Continue strengthening relationships with retail brokers and developers. Continue marketing the city during ICS's RECON tradeshow.	New Promotional Materials/Activities for Available Retail Pad Sites	Annual	Q4	ED	CD, COMM	CREI, Retail Coach	200	\$1,000	General Fund	Up to \$5,000, Division Mgr	Not Needed	Not Needed	New publications prepared for marketing, including a 2016 Commerce City Economic Profile and a city map with available retail pad sites and future opportunity. Preliminary planning for upcoming RECON trip. Coordinated three ribbon cuttings with Council: 7-11 (E. 104th/Hwy 2); Perfect Teeth and Sapp Bros.	Connected with over 30 real estate professionals at the ICS RECON annual conference-May/June attended. Coordinated Council participation in the Mail Xpress ribbon cutting; Dion's Pizza picnic; ASHCO and Ardent Mills - 80 years in business celebrations. New retail announced: 7-11 store at 36th & Yosemite; Pogo's Louisiana Kitchen at E 104th Ave. and Chambers Dr. and Kentucky Fried Chicken in Reunion.	Sent out prospect packets to 33 national and local retailers. Working with several active prospects, including a proposed Tap House. New retailer announcements/ribbon cuttings in the city: Kentucky Fried Chicken; Pets-R-Us Animal Hospital; Alpine Autoworks & Customs.

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1	X	Small Business	Provide training and support services to entrepreneurs and small businesses in the city for sustained capital and employment growth in the community.	Draft CIPP request for safety and physical improvements to the Derby Small Business Resource Center. Recruit more small business service providers to utilize office space in Derby. Plan a ribbon cutting event with Council.	Small Business Development Center Safety and Physical Improvements	Annual	2017	ED	CD, COMM, PW	Contractors	500	\$75,000	CIPP	\$50,000 - \$250,000, City Mgr	TBD	Ribbon Cutting Event	An Open House/Ribbon Cutting with City Council at the Commerce City Small Business Resource Center is scheduled for May 3. Working on a CIPP request for facility maintenance and refurbishing.	Held an Open House/Ribbon Cutting announcing the remodel and new name: Commerce City Business Resource Center (CCBRC). Requested funds to re-key the entire CCBRC facility.	CCBRC rekeyed for safety reasons. Additional CIPP request for redevelopment of center put on hold because of other priorities.
1	X	Small Business	Provide training and support services to entrepreneurs and small businesses in the city for sustained capital and employment growth in the community.	Utilizing the space at the Derby Small Business Resource Center, provide at least two workshops aimed at helping small businesses grow. Topics could include enterprise zone tax credits, understanding city processes; etc.	Small Business Training and Workshops	Q1, Q3	On-going	ED	CD, FD	ACCD Workforce Center, Mfgs Edge, CO PTAC, SBDC	80	\$1,500	General Fund	Up to \$5,000, Division Mgr	Not Needed	Not Needed	Hosted an enterprise zone tax credit seminar at the Commerce City Small Business Resource Center on January 6 as well as monthly Adelante meetings and SBDC training programs. Also held meetings at the Center with SBDC, PTAC, CO Minority Office and Manufacturers' Edge	Celebrated National Small Business Week with a City Council Proclamation and visit from U.S. Small Business Administration reps and Asahi Foods tour. Hosted CO Minority Office procurement training program at the Commerce City Small Business Resource Center (SBRC). Host SBDC and Adelante training and meetings each month.	CCBRC hosted small business training through SBDC and Adelante (ongoing). Set up a visit/hour of Denver Machine with District Director for U.S. Small Business Administration and U.S. Congressman Ed Perlmutter. Hosted a meeting with regional service providers to coordinate efforts assisting city businesses.
1	X	Urban Renewal	Revitalize the area by attracting new businesses, supporting existing businesses and reestablishing the area as a destination for our residents and visitors.	Utilize catalyst funds and community outreach to enhance the Derby District. Enhancements for safety (signage and lighting). Multi-modal improvements.	Derby	Annual	On-going	CD	PW, ED, COMM, PR	None	TBD	TBD	URA	Up to \$5,000, Division Mgr	1/25/2016	TBD	The City is focusing on roadway and safety improvements to the Derby Area through Highway 2 and Safe Routes to School.	No activity occurred in Q2.	RFPs for a District Lighting Plan and a Wayfinding Signage Plan were issued on September 1, with responses due September 30.
1	X	Urban Renewal	Revitalize the area by attracting new businesses, supporting existing businesses and reestablishing the area as a destination for our residents and visitors.	Sign MDA, Zoning & Construction.	Mile High Greyhound Park	Annual	On-going	CD	PW, ED, COMM	None	TBD	Unknown	URA	\$50,000 - \$250,000, City Mgr	Multiple	TBD	Met with Council and URA February 1 to adopt MDA; continued to March 14 for discussion with ACSD 14; met March 14 and continued to April 18 for further negotiation and consideration. Prepare for April 18 URA Executive Session and Council to Adopt MDA and begin URA Plan process.	MDA successfully adopted on April 18. Continuation of the URA plan process. Zoning and Planning meetings have been scheduled for 3rd Quarter.	Zoning meetings are weekly, internal and external. Neighborhood meeting held at Central Elementary school on September 1. Gave update to URA on Sept 18; continuing the URA plan process by approving resolution of 2016 amended bylaws of the URA and a resolution accepting appointments of commissioners from Adams County and Adams 24 Board of Education. DRT scheduled for Q3 to rezone C-3 to PUD/Vacation of ROW.
1	X	Urban Renewal	Revitalize the area by attracting new businesses, supporting existing businesses and reestablishing the area as a destination for our residents and visitors.	Plan for a future sub-area plan. Identify staff and resources needed. Identify stakeholders	Irondale Plan	Q4	Q4	CD	PW, ED	ACCD, Urban Drainage	TBD	Unknown	Unknown	\$50,000 - \$250,000, City Mgr	TBD	TBD	Working on initial data collection and analysis which will be used by staff during the creation of the Irondale Neighborhood Plan.	The initial data collection and analysis have been completed. Staff will be meeting to discuss the scope and length of the project in Q3.	Staff has met and discussed the scope and length of the project. An RFP is being created and is planned to be released in Q4 or Q1 2017.
2	X	Internal Safety Program	Deliver innovative and cost-efficient municipal services that ensure sustainable financial stability for the organization while maintaining good employee relations and safety for employees.	TBD with IMA as the new broker, in alliance with Pinnacle.	Risk Management Alliance Program equivalent	Q1	Q4	HR	None	IMA	1560	N/A	General Fund	Not Applicable	N/A	N/A	No new activity in Q1.	New Risk Manager hired June 30. Brennan Mendus will be meeting with our vendors in Q3.	Risk is working to lower the experience rating (emod). Risk Manager attended a CIRSA as well as a PRIMA conference, and is developing a process to improve updates for legal, finance and HR on claim activity. Risk Manager has established Q4 goals, as well as working relationships with vendors, across the city, and with the Safety Team.
2	X	Internal Safety Program	Deliver innovative and cost-efficient municipal services that ensure sustainable financial stability for the organization while maintaining good employee relations and safety for employees.	Communicate the program and execute/manage the process in order to reward and keep safety in the forefront of employees' minds.	Safety Incentive	Q1	Q4	HR	All	N/A	300	\$20,000	General Fund	\$5,000.01 - \$50,000, Director	N/A	N/A	Safety Incentive Program design is complete and approved with an anticipated Q2 initial rollout.	The new Risk Manager, Brennan Mendus was hired June 30 and will continue efforts in Q3.	The Safety Team is working to establish priorities and processes for this program with a Q1 2017 rollout.
2	X	Internal Safety Program	Deliver innovative and cost-efficient municipal services that ensure sustainable financial stability for the organization while maintaining good employee relations and safety for employees.	Communicate and gain continual usage of safety slogan in order to keep safety at the forefront of employees' minds.	Safety Slogan Rollout	Q1	Q1	HR	COMM	N/A	25	\$5,000	General Fund	\$5,000.01 - \$50,000, Director	N/A	N/A	Safety Slogan Rollout design is complete and approved with an anticipated Q2 initial rollout.	The new Risk Manager, Brennan Mendus was hired June 30 and will continue efforts in Q3.	The safety slogan "Safety Never Sleeps" was rolled out in August at the city appreciation BBQ, with water bottles and stickers being placed throughout the city.
2	X	Internal Safety Program	Deliver innovative and cost-efficient municipal services that ensure sustainable financial stability for the organization while maintaining good employee relations and safety for employees.	Completion, communication, and continual usage of safety manual in order to build a safety culture among employees.	Safety Program Manual	Q1-Q2	Q1	HR	All	N/A	50	N/A	General Fund	Not Applicable	N/A	N/A	Work continues on the intricacies of this project. Safety team members are involved in completing this work.	The new Risk Manager, Brennan Mendus was hired June 30 and will continue efforts in Q3.	Risk Manager and Safety Team continue to work on the safety manual more within departments, but with a heavier focus coming in Q4 for the city-wide effort.
2	X	Learning Organization	Identify opportunities for improvement and implement recommended changes to address supervision and training, and establish increased leadership accountability to help foster consistency, integration, and increase sustainable outcomes. Utilize body cameras to assess an officer's knowledge of current laws and policies and how they are applied by the officer, in order to more efficiently and accurately respond to citizen complaints concerning misconduct and use of force incidents.	Complete, issue, and train staff based on the recommendations identified in the audit to include establishing a Training Development Team that would include physical skills instructors, the PSU Technician, and the Field Training Program Coordinator to ensure best practices are followed in conjunction with consistent, meaningful training.	Use of Force Inspection	Q1	Q4	PD	None	N/A	2000	\$110k - salary and \$40k in equipment and resources	General Fund	\$5,000.01 - \$50,000, Director	N/A	N/A	Developed situational reality based training for use of force instruction for classroom and practical app training. Held first class in February for in-service training. Additional program development anticipated throughout the year.	Restructuring of training program and cadre of instructors is in progress. Need to retain the services of outside professional to assist with assessment of current instructors skills and abilities.	Currently working to schedule in-house instructors for recertification training in the Q4.
2	X	Learning Organization	Identify opportunities for improvement and implement recommended changes to address supervision and training, and establish increased leadership accountability to help foster consistency, integration, and increase sustainable outcomes. Utilize body cameras to assess an officer's knowledge of current laws and policies and how they are applied by the officer, in order to more efficiently and accurately respond to citizen complaints concerning misconduct and use of force incidents.	Design and implement an internal program that will establish departmental expectations and guidelines for supervisors. This program should include tabletop exercises incorporating critical thinking, tactical decision making, personnel and performance management, and personnel complaint policy systems, reports and review responsibilities.	Leadership Academy for Supervisors	Q4	Q4	PD	None	N/A	TBD	TBD	General Fund	\$5,000.01 - \$50,000, Director	N/A	N/A	Update is not available primarily due to the leadership transition that has taken place in the PD.	This item will move to the 2017 work plan for roll out in Q3/Q4.	During Q3 a program was created and approved for implementation in Q4.
2	X	Major Operations	Encourage continuous improvement in service delivery and evaluate potential alternatives.	Evaluate community-owned solar to reduce energy costs at various City facilities.	Community Solar	Q2	10/31/2016	PW	PR	None	TBD	N/A	N/A	Not Applicable	N/A	N/A	No work completed in Q1. The new Facilities Manager will be responsible for this project.	Initial meetings held with potential solar providers. Working on financial analysis.	Recommendation from Facilities Manager was developed. This will be forwarded to the Executive Leadership Team for consideration.
2	X	Organizational Development	Implement changes organization wide to provide innovative and cost-efficient municipal services through effective processes and systems that address the needs of community, organization, and employees we serve while maintaining sustainable financial stability for the organization.	Complete a citywide assessment and present a strategic roadmap for a sound Records and Information Management (RIM) program.	RIM Assessment & Strategic Plan	Q3	Q3	CCO	All	Dawson Corp	TBD	\$40,000	2k & IT	\$5,000.01 - \$50,000, Director	N/A	N/A	Two surveys have been completed: a technology survey to identify all technology tools that may contain records, and a needs survey to identify department records and determine each department's needs for records management.	Draft roadmap has been submitted. Core RIM Team is scheduled to review the document and schedule a presentation to full leadership.	Final roadmap presented to leadership team in Q3. A draft proposal for contract services to implement first two phases of roadmap is under consideration.
2	X	Organizational Development	Implement changes organization wide to provide innovative and cost-efficient municipal services through effective processes and systems that address the needs of community, organization, and employees we serve while maintaining sustainable financial stability for the organization.	Establish a cross-functional liquor licensing administrative review team.	Liquor Licensing BPI	Q4	Q4	CCO	CA, PD, FD	Fire, Water	TBD	N/A	N/A	Not Applicable	N/A	N/A	The deputy city clerk and BPI project manager have met 2-3 times to discuss and evaluate current process.	Current process has been mapped. Next steps are meeting with internal stakeholders to review and discuss current process and map out new strategy.	A meeting with internal stakeholders occurred in Q3. Surrounding cities have been surveyed regarding best practices.

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2	X	Organizational Development	Implement changes organization wide to provide innovative and cost-efficient municipal services through effective processes and systems that address the needs of community, organization, and employees we serve while maintaining sustainable financial stability for the organization.	Communicate and implement program changes organization-wide as per set priorities (phases) and begin utilizing by Q2/Q3 to better link performance with service outputs.	Performance Management	Q2	Q4	HR	All	N/A	1560	N/A	General Fund	\$5,000.01 - \$50,000, Director	N/A	N/A	Extended leadership has been trained on the new performance management program which is being utilized for the senior leadership level as of March 1. Training for all levels of the organization takes place in Q2, to include a May 1 rollout for the goal-setting phase of performance evaluations organization wide.	Training for the new performance management process continues and effective May 1, all go-forward reviews are on the new form for goal setting.	Performance Management continues to expand into the organization. On the employee level, HR has provided training via workshops, presentations, and 1-on-1s. The new forms (go-forward goal setting) are now being completed and delivered to employees.
2	X	Organizational Development	Implement changes organization wide to provide innovative and cost-efficient municipal services through effective processes and systems that address the needs of community, organization, and employees we serve while maintaining sustainable financial stability for the organization.	Improve efficiencies, effectiveness. Attract the best applicants, evaluate the candidates that align with our organizational culture and need, and set employees up for success in their first few months of employment. e.g. *NeoGov development *Upgrade posting brochure *Video carousel	Recruitment	Q2	31-Aug-16	HR	All	N/A	2080	N/A	General Fund	\$5,000.01 - \$50,000, Director	N/A	N/A	Activities to begin in Q2	A project outline has been developed and work has begun on both the VHE and FTE recruitment hiring processes. Research is under way for the hiring and on-boarding portions of this project.	Program development is on schedule. As the program is being developed, HR has begun piloting new aspects in select recruitments with great success. HR has begun driving recruitments to assist in keeping positions filled in a more timely basis.
2	X	Organizational Development	Implement changes organization wide to provide innovative and cost-efficient municipal services through effective processes and systems that address the needs of community, organization, and employees we serve while maintaining sustainable financial stability for the organization.	Provide 6 wellness challenges by 2017; secure HRA's (Health Risk Assessments) for all employees as a requirement to the well-day holiday. Work with UHC to maintain sustainable financially stable programs and resources.	Wellness Program	Q1	Q4	HR	All	N/A	300	\$17,000 \$25,000	General Fund UHC	\$5,000.01 - \$50,000, Director	N/A	N/A	The Wellness program is defined for all of 2016 and includes 6 challenges beginning this year. Preventative Health Now (PHN) is contracted for the HRA for non-UHC employees. A brochure was designed and the City now has a wellness brochure for the first time in years.	The Wellness program had 2 challenges, 4 wellness events, bike to work day, and 3 benefit forums (teaching employees about their new benefits).	The Wellness program had 2 challenges, 4 events, and a bootcamp series. Enrollment continues to be steady in these offerings.
2	X	Organizational Services	Identify and evaluate opportunities to improve internal processes to maximize the financial resources available for service delivery. Provide a clear and transparent budget process, creating a budget document that educates council, the public and stakeholders. Deliver innovative and cost-efficient municipal services while maintaining good employee relations and encouraging employee harmony.	Meet or exceed \$1 million in grants in 2016.	Grant Administration	All	Q4	FD	All	Depends on grants applied for	320	\$1,000,000	Grants	\$5,000.01 - \$50,000, Director	TBD	TBD	\$850,000 grant awards have been received in Q1. Five grant applications have been submitted and are awaiting award notification.	\$706,925 was awarded in Q2. \$1,556,925 in grant awards have been received through Q2.	\$912,119 was awarded in Q3. \$2,469,044 in grant awards have been received through Q3.
2	X	Organizational Services	Identify and evaluate opportunities to improve internal processes to maximize the financial resources available for service delivery. Provide a clear and transparent budget process, creating a budget document that educates council, the public and stakeholders. Deliver innovative and cost-efficient municipal services while maintaining good employee relations and encouraging employee harmony.	Maintain a robust schedule, provide successful budget retreat annually to enable council to adopt the budget in a timely manner.	Upgrade GID Budgets 2017-2018	Q3, Q4	11/1/2016	FD	FD	N/A	30	\$5M	NIGIO, ECAGIO, ERAGID	\$5,000.01 - \$50,000, Director	TBD	16-Nov	Activities to begin in Q3.	Activities to begin in Q3.	Finance Dept has completed and will propose NIGIO, ECAGIO, ERAGID budgets and present on 10/17/2016 for public hearing. Final Budget hearing is scheduled for November 7, 2016.
2	X	Organizational Services	Identify and evaluate opportunities to improve internal processes to maximize the financial resources available for service delivery. Provide a clear and transparent budget process, creating a budget document that educates council, the public and stakeholders. Deliver innovative and cost-efficient municipal services while maintaining good employee relations and encouraging employee harmony.	Renewal for 2017-2018.	FOP Contract Negotiations	Q2	6/1/2016	PO	CA, HR	FOP	75	N/A	General Fund	\$5,000.01 - \$50,000, Director	N/A	N/A	Initial meeting of City negotiations team has occurred. Preparation for negotiations beginning no later than May 15 and concluding within 30 days.	Completed - awaiting final version of contract for signatures.	COMPLETE
2	X	Organizational Services	Identify and evaluate opportunities to improve internal processes to maximize the financial resources available for service delivery. Provide a clear and transparent budget process, creating a budget document that educates council, the public and stakeholders. Deliver innovative and cost-efficient municipal services while maintaining good employee relations and encouraging employee harmony.	Maintain a robust schedule, provide successful budget retreat annually to enable the GID board to adopt the budget in a timely manner.	2017-2018 Budget	Q2, Q3, Q4	11/1/2016	FD	All	None	960	70M	Multiple Sources	\$5,000.01 - \$50,000, Director	TBD	16-Nov	Activities to begin in Q2.	Consolidated and reviewed 2017-2018 budget requests. Met with Departments to review current budget level variances. Currently preparing for Council Preliminary Budget Presentation.	Finance Dept has completed and will propose the 2017-2018 Budget and present on 10/17/2016 for public hearing. Final Budget hearing is scheduled for November 7, 2016.
2	X	Organizational Services	Identify and evaluate opportunities to improve internal processes to maximize the financial resources available for service delivery. Provide a clear and transparent budget process, creating a budget document that educates council, the public and stakeholders. Deliver innovative and cost-efficient municipal services while maintaining good employee relations and encouraging employee harmony.	Reduce audit findings, comply with regulations such as single-audit act, and continue receiving GFOA awards to enable staff to meet the July submittal deadline to the State.	2015 CAFR - completion and automation	Q2, Q3	6/30/2016	FD	All	Eide Bailly - Outside Audit Firm	320	\$100,000	General Fund - Finance Budget	\$5,000.01 - \$50,000, Director	16-Jun	TBD	Currently working on 2015 Financial Statements for 2015 CAFR.	Prepared 2015 Financial Statements for 2015 CAFR, and worked through the audit process with Eide Bailly.	COMPLETE
2	X	Organizational Services	Identify and evaluate opportunities to improve internal processes to maximize the financial resources available for service delivery. Provide a clear and transparent budget process, creating a budget document that educates council, the public and stakeholders. Deliver innovative and cost-efficient municipal services while maintaining good employee relations and encouraging employee harmony.	Research, analyze and educate staff to implement the new functionality. Use of the new modules will improve efficiency, transparency, accountability, and fiscal responsibility.	Implementation of Logos Modules/Functionality (eTimesheets, PA, recruitment tool, pcards, government reporting module, misc billing).	All	Q4	FD	All	New World Systems	TBD	TBD	General Fund, IT or CIP Fund	\$5,000.01 - \$50,000, Director	TBD	TBD	Working with HR on implementing electronic PA's and rolling out eTimesheets.	After team meetings, research and feedback, it has been determined that electronic PA's will not be pursued. Will continue to roll out eTimesheets.	Finance Dept. is working on year end tasks for LOGOS.
2	X	Strategic Planning	Encourage continuous improvement in service delivery and evaluate potential alternatives in making recommendations of fees for new and existing recreation facilities. Collecting public feedback in order to provide high-quality public infrastructure.	During 2016 complete parks, trails, open space and recreation facility inventory update, update GIS and mapping of those amenities, update associated levels of service and quality delivery information.	GRASPTM Update for Parks, Recreation & Golf amenities - Composite-Values Methodology for determining level of service via Geo-Referenced Amenities Standards	Q1	Q3	PR	IT	Consultant	TBD	N/A	N/A	Not Applicable	N/A	N/A	Consultant has gathered all data on amenities/facilities and is preparing to validate data and move to the next steps of analysis, mapping and reports.	63% completion of data analysis, mapping and reporting.	Data analysis, mapping and reporting completed. A draft final report has been produced and distributed for review and approval during Q4.
2	X	Strategic Planning	Encourage continuous improvement in service delivery and evaluate potential alternatives in making recommendations of fees for new and existing recreation facilities. Collecting public feedback in order to provide high-quality public infrastructure.	Implement 2-year program (2016-2017) to evaluate all recreation programs and services for cost-effectiveness and quality service delivery.	SDscorecard® /PASSTM Implementation - online tool to provide analytic reports for costs of service provision, and evaluate effectiveness of services.	Q1	12/31/2017	PR	None	Consultant	TBD	N/A	N/A	Not Applicable	N/A	N/A	Currently in data collection phase.	Continuing to gather and input data. The ability to run reports should be available in Q3.	Met with consultant to determine what data is still needed, reviewed reporting capabilities and discussed next steps.
2	X	Strategic Planning	Encourage continuous improvement in service delivery and evaluate potential alternatives in making recommendations of fees for new and existing recreation facilities. Collecting public feedback in order to provide high-quality public infrastructure.	Create and implement action plan for public outreach in 2016 and develop recommendations for City Council action in 2017.	Evaluate and make recommendations to update Recreation Facility Fees and Charges for new and existing facilities.	Q1	Q1	PR	COMM	None	TBD	N/A	N/A	Not Applicable	TBD	TBD	Currently gathering information and scheduling meetings.	Currently in the research and planning stages.	DCM Tinkenberg will be addressing this topic with City Council in Q4.

CC Goal	Top 10	Objective Item	Objective (up to 4 yrs)	Target (1-2 yrs)	Project	Quarter	Complete	Lead	Others	External	Hours	Amount	Source	Procurement Tier	Study	Action	Q1 Update	Q2 Update	Q3 Update
2	X	Strategic Policing	Leverage data and systems improvement to further the goal of becoming a learning organization: track inventory and ensure necessary maintenance so equipment reaches its projected life span and eliminate waste. Understand staffing levels and needs with a timekeeping component to properly account for and allocate staff. Bridge communication link between police and the community by developing relationships to create a safer community through a positive interactive community/police partnership.	Complete the equipment procurement and establish new procedures and training.	PD Inventory Maintenance System	Q4	Q4	PD	IT, FD	N/A	TBD	\$7,000	IT Retained Earnings - Undesignated	\$5,000.01 - \$50,000, Director	N/A	N/A	Initial research on available vendors has begun for this Q4 project. IT Coordinator plans to publish a request for information.	During Q2 it was decided to change business partnership (model) between IT and PO. Therefore, IT is taking over all PD technology needs and in such is recruiting a business analyst slated for Q3. Project will continue when business analyst is hired.	Recruitment for Business Analyst will occur in Q4.
2	X	Strategic Policing	Leverage data and systems improvement to further the goal of becoming a learning organization: track inventory and ensure necessary maintenance so equipment reaches its projected life span and eliminate waste. Understand staffing levels and needs with a timekeeping component to properly account for and allocate staff. Bridge communication link between police and the community by developing relationships to create a safer community through a positive interactive community/police partnership.	The staffing allocation will enhance the targets in the strategic policing component of a fiscally responsible police department.	PD Scheduling and Tracking System	Q1	Q3	PD	IT, FD	N/A	TBD	\$72,000	IT Retained Earnings - Undesignated	\$50,000 - \$250,000, City Mgr	N/A	N/A	Request for Proposal in final stages of approval and will be published in early May.	During Q2 it was decided to change business partnership (model) between IT and PO. Therefore, IT is taking over all PD technology needs and in such is recruiting a business analyst slated for Q3. Project will continue when business analyst is hired.	Recruitment for Business Analyst will occur in Q4.
3	X	Capital Maintenance & Operations	Provide and maintain high-quality public infrastructure that addresses the needs of residents, visitors, and businesses. Deliver innovative and cost-efficient municipal services while maintaining safety for employees; improve public communications.	Complete all projects on schedule and within budget to a high level of quality.	2016 Pavement Maintenance projects	Q4	10/31/2016	PW	CA, COMM	CDOT	TBD	\$1.867M	General Fund	Over \$250,000, City Council	TBD	TBD	2016 work areas are being finalized. Presentation to Council on 2016 efforts planned for May 9.	Concrete pavement contract has been completed. Plans finalized and bids solicited for slurry seal and mill & overlay.	Work on the annual slurry seal project has begun in various neighborhoods. Construction began on the E. 72nd Avenue Improvements project.
3	X	Capital Maintenance & Operations	Provide and maintain high-quality public infrastructure that addresses the needs of residents, visitors, and businesses. Deliver innovative and cost-efficient municipal services while maintaining safety for employees; improve public communications.	Evaluate & clean 20% of the City's storm sewer manholes; map at least 50% of the City's storm sewer infrastructure; clean all drainage ponds, as needed.	2016 Drainage Maintenance	Q3	Q4	PW	IT	SACWSO	TBD	TBD	General Fund	To Be Determined	TBD	TBD	Project planned for Q3.	Project planned for Q3.	50% of the City's storm sewer system has been mapped. Cleaning & jetting has been delayed to Q4 due to other priorities of completing wide crack repairs.
3	X	Capital Maintenance & Operations	Provide and maintain high-quality public infrastructure that addresses the needs of residents, visitors, and businesses. Deliver innovative and cost-efficient municipal services while maintaining safety for employees; improve public communications.	Install Automatic Vehicle Locating (AVL) system on City plows; create interactive map for citizens to view progress of City vehicles during snow events.	Automatic Vehicle Locating	Q2	8/31/2016	PW	IT	None	TBD	\$80K	General Fund	\$50,000 - \$250,000, City Mgr	TBD	TBD	No work completed in Q1.	Initial meetings held with providers to determine City needs. The state contract procurement process will be utilized to select a preferred vendor.	Presentation on snow & ice control plan was presented to the City Council along with an overview of the AVL system. A contract is being developed with NetworkFleet to purchase the AVL system (hardware & software) through a state-wide collaborative purchasing contract.
3	X	Capital Maintenance & Operations	Provide and maintain high-quality public infrastructure that addresses the needs of residents, visitors, and businesses. Deliver innovative and cost-efficient municipal services while maintaining safety for employees; improve public communications.	Mow all open space & ROW areas in compliance with City ordinance & revised mowing program; complete weed management on at least 40 acres of City open space & ROW.	2016 Open Space & Right-of-Way Maintenance	Q4	11/30/2016	PW	None	Adams County	TBD	Unknown	General Fund	To Be Determined	TBD	TBD	Staff surveyed the open space & ROW areas with Adams County staff that are planned to be treated by them beginning in April; mowing operations to begin in Q2.	Mowing operations generally on schedule; Adams County has treated more than 20 acres.	Mowing operations have been completed for the year. Adams County has treated more than 45 acres.
3	X	Land Development Code	Maintain LDC that meets needs of community; encourage continuous improvement in service delivery & evaluate potential alternatives.	Relevant study sessions with City Council and Planning Commission. Adopt regulations.	Ordinance Update	Q4	Q4	CD	None	None	TBD	N/A	N/A	Not Applicable	TBD	3/21/2016	The yearly LDC updates were approved by City Council in March 2016.	COMPLETE	COMPLETE
3	X	Land Development Code	Maintain LDC that meets needs of community; encourage continuous improvement in service delivery & evaluate potential alternatives.	Clear direction from Council regarding speculative rezoning, city-initiated rezoning, and junk yards.	Strategic and Speculative Zoning Policy	Q3	Q3	CD	CA, ED	None	TBD	N/A	N/A	Not Applicable	TBD	TBD	Project will commence in Q3.	Project will commence in Q3.	The project timing is still being discussed and will be re-evaluated in Q1 2017.
4	X	Active Living	Collaborate on healthy eating and active living initiatives within Commerce City in a coordinated manner to encourage an active community, promote healthy workplaces, and increase healthy food access.	Become a signatory to the MOU and secure grant funding.	Expand Food Bank Network of Commerce City	Q1	Q2	COMM	CD, PR, PW	HEAL Committee	TBD	TBD	General Fund	\$5,000.01 - \$50,000, Director	Q2	TBD	MOU finalized and approved by the committee. New logo created for promotional materials.	Signatures obtained on MOU. Two additional members joined the network. Created new collateral and attended three meetings.	Attended three meetings of Food Bank Network.
4	X	Active Living	Collaborate on healthy eating and active living initiatives within Commerce City in a coordinated manner to encourage an active community, promote healthy workplaces, and increase healthy food access.	Secure council endorsement consistent with HEAL policy area number two.	Adopt healthy meeting and vending policies	Q1	Q3	COMM	CD, PR, PW	HEAL Committee	TBD	TBD	General Fund	\$5,000.01 - \$50,000, Director	Q2	TBD	Initial draft of healthy meeting administrative policy presented to city leadership team for comment.	Obtained internal comments on healthy meeting policy and revising document. Internal research completed on vending options.	Vending assessment completed in partnership with Tri-County Health Department.
4	X	Active Living	Collaborate on healthy eating and active living initiatives within Commerce City in a coordinated manner to encourage an active community, promote healthy workplaces, and increase healthy food access.	Regular participation of non-city members at meetings.	Formalize HEAL Committee	Q1	Q1	COMM	CD, PR, PW	HEAL Committee	TBD	TBD	General Fund	Up to \$5,000, Division Mgr	TBD	TBD	Drafted resolution for council action in Q2.	Action on resolution scheduled for Q3. Held quarterly meeting, achieved Elite status within the LiveWell Program and was recognized during city council meeting, CML annual conference and media articles. Secured conference presentations on city HEAL activities, and began community gardening curriculum.	City Council approved Resolution 2016-64, establishing the Healthy Eating and Active Living Advisory Committee. Presented at the Public Health of the Rockies Conference.
4	X	Active Living	Collaborate on healthy eating and active living initiatives within Commerce City in a coordinated manner to encourage an active community, promote healthy workplaces, and increase healthy food access.	Implement planning effort to increase youth and family activities in the outdoors; connecting to the RMANWR	GOCO Inspire Initiative for Northeast Metro Coalition	Q1	10/30/2016	PR	PD, COMM	Up to 16 agencies (NE Metro Coalition)	TBD	\$100,000	GOCO Inspire Grant award	\$50,000 - \$250,000, City Mgr	N/A	11/23/2015	Meetings of the agencies continue while contract document is routed for all agency signatures.	Youth and adult focus groups were completed in all four inspire-identified neighborhoods. Youth committees for the neighborhoods collected information and presented at the June 30 event to City Council, state representatives, GOCO and other interested parties. Surveys have been developed and will be active for the month of July.	Over 100 surveys collected from Commerce City residents. The results showed the need for more outdoor programs for youth, places for children to experience nature, and programs to introduce families to outdoor experiences. From that, the coalition put together a package of programs, opportunities, and facilities which will be a part of the implementation grant.

CC Goal	Top 10	Objective Item	Objective (up to 4 yrs)	Target (1-2 yrs)	Project	Quarter	Complete	Lead	Others	External	Hours	Amount	Source	Procurement Tier	Study	Action	Q1 Update	Q2 Update	Q3 Update	
4	X	Land Development Code	Maintain LDC that meets needs of community; encourage continuous improvement in service delivery & evaluate potential alternatives.	Hold relevant study sessions with City Council and Planning Commission. Coordinate with the COGCC for rule changes. Adopt changes by the end of the year.	Land Development Code - Oil and Gas	Q3	Q3	CD	None	COGCC	TBD	N/A	N/A	Not Applicable		TBD	TBD	Project scheduled to kick-off in Q2. Will re-evaluate timing with Acting Deputy City Manager Trinkenborg.	Initial LDC analysis has been completed. The project timing is still being discussed in order to optimize organizational needs.	The project timing is still being discussed and will be re-evaluated in Q1 2017.
4	X	Traffic Safety	Improve traffic safety to reduce accidents in the community; improve walkability for students and all pedestrians to promote wellness and quality of life.	Continue with strategic trailer deployments, community meetings, and education opportunities.	Traffic Safety: Implement engineering, education, and enforcement strategy.	Q1	TBD	PD	PW	TBD	TBD	TBD	TBD	Up to \$5,000, Division Mgr	N/A	N/A	Traffic education has been instituted as a permanent communication piece for all Community Meetings. VMS Trailer deployment is strategically placed based upon those meeting outcomes.	No change. Traffic was reassigned to patrol to fill staffing needs. However, CPO's are taking on complaints and implementing agreed upon strategies from Q1.	In an effort to proactively reduce speed in certain areas, the VMS trailer was deployed at 6 locations. Officers wrote traffic summons for speeding, stop sign, U-turn and red light violations for a total of 275 traffic summons. Working closely with PW to identify areas where enforcement action is necessary.	
4	X	Traffic Safety	Improve traffic safety to reduce accidents in the community; improve walkability for students and all pedestrians to promote wellness and quality of life.	Evaluate all school sites to identify signage, striping & infrastructure improvements; prioritize improvements & implement as funding allows.	School Zone Evaluation	Q4	Q4	PW	None	Adams 12/271 SDs	TBD	TBD	TBD	Up to \$5,000, Division Mgr	N/A	N/A	Assessments have been completed at 5 schools so far.	No further work completed due to lack of staff.	No further work completed due to lack of staff.	
5	X	Channel 8	Leverage Comcast franchise to expand city use of Channel 8.	Build a citizenry that is informed and engaged about Commerce City's vision and purpose through a proactive, integrated communication program. Create a communications program that builds pride, connectivity and engagement among Commerce City residents, businesses, employees and others. Establish a coordinated and consistent flow of information about Commerce City through internal and external channels. Leverage diverse set of tools and tactics to support/reinforce more effectively reach our audiences. Support programs that promote the city reputation and characteristics to city and regional audiences.	Split Channel 8 operations between city and school district	Q4	2017	COMM	IT	Adams 14, 271, Comcast	1340	\$50,000+	PEG, General Fund	\$50,000 - \$250,000, City Mgr	Q1, Q3	N/A	Work continues on the draft language of IGA. Videographer produced content for Buffalo Run Golf Course, PSAs on animal and vehicle safety.	Video content produced; staff changes at Adams 14 delayed IGA language review; schedule technology update with internal/external stakeholders.	Create and share roadmap for transitioning channel operations with city council. Finalize meeting with Comcast.	
5	X	Learning Organization	Identify opportunities for improvement and implement recommended changes to address supervision and training, and establish increased leadership accountability to help foster consistency, integration, and increase sustainable outcomes. Utilize body cameras to assess an officer's knowledge of current laws and policies and how they are applied by the officer in order to more efficiently and accurately respond to citizen complaints concerning misconduct and use of force incidents.	Policy development, equipment procurement, equipment accounting, use and training. Policy development and procurement to be completed by the end of 2016.	Body Camera Program	Q1	Q4	PD	None	N/A	TBD	\$130k for initial purchase and \$50k annual expense	General Fund - Court Surcharge	\$50,000 - \$250,000, City Mgr	N/A	N/A	Request for Proposal was completed and on April 4th City Council approved Taser Aeon as the vendor. Contract negotiations are nearly complete. Project is on schedule for full implementation by June 30.	COMPLETED Program and Policy full implemented as of June 30, 2016.	COMPLETE	
5	X	Strategic Planning	Improve conditions and public safety through removal of code violations, illegal structures and overgrown vegetation. Conduct ongoing routine customer surveys to gauge satisfaction.	Establish benchmark information in 2016 to move forward in successive years' surveys.	Implement Customer Feedback Surveys for Parks, Recreation & Golf programs and services.	Q1	Q4	PR	COMM	None	TBD	N/A	N/A	Not Applicable	N/A	N/A	Benchmarking data being collected throughout 2016 via survey responses to Parks, Trails, Open Space, Golf, Paradise Island, Recreation Center. Working with Communications staff exploring methods to increase responses for areas with limited feedback.	Total department winter/spring surveys collected in Q2- Q4. Recreation center: 61; Parks & trails: 22; Golf: 11. NOTE: Golf course was closed for a portion of Q2 and Paradise Island also closed most of Q2, so no surveys collected there.	Continuous data collection for programs and services; feedback from customers being reviewed throughout the year; summary to be provided Q1 2017.	
5	X	Strategic Policing	Leverage data and systems improvement to further the goal of becoming a learning organization: track inventory and ensure necessary maintenance so equipment reaches its projected life span and eliminate waste. Understand staffing levels and needs with a timekeeping component to properly account for and allocate staff. Bridge communication link between police and the community by developing relationships to create a safer community through a positive interactive community/police partnership.	Define scope and select a consultant by the end of 2016.	Citizen Advisory Board	Q2	Q4	PD	CM, COMM	Consultant	TBD	TBD	General Fund	To Be Determined	Q3	TBD	Formulation and scope of the Board established. The Ordinance creating the Board reviewed and approved. Now at task step #15 "Board Selection," which includes, Announcement, Application and Submission, Application Review and Selection, and Application Interviews. These are the final steps before the Council appoints the Board.	The initial deadline of May 2 yielded a low number of applicants, so the deadline was extended to June 22. 16 applications were received. City Council will hold interviews and appoint the Board in Q3.	Board appointments were made and 11 members were selected. The Board began meeting and is establishing the operating structure and By-Laws.	