

Action Plan Template

Critical Success Factor: Effective Governance and Professional Administration

Action Item: Inventory and evaluate the role of existing advisory boards and commissions and identify opportunities to consolidate or sunset as appropriate, and adopt consistent operating guidelines.

Staff Implementation Team: Diane Stoddard, Bobbie Walthall, Danielle Buschkoetter, Aliza Caldwell, and Eileen Horn

| What problem are we solving/ opportunity are we seizing? | What does success look like? |
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| <ul style="list-style-type: none"> Unclear/inconsistent operating procedures Too many boards and commissions <p>Other possible issues:</p> <p>Diversity of board/committee members</p> <p>Roles</p> <p>Procedures for liaisons</p> <p>Orientation</p> <p>Lead time for agendas (number of days ahead of meeting that agenda must be posted)</p> <p>Term limits</p> | <ul style="list-style-type: none"> Clear charge and purpose statements for each board/committee Consistent guidelines- re term limits, etc. Eliminate redundancy Consistent information on website |

| Action Steps (Begin each with a verb) | Desired Target Date (Month and Year) |
|---|---|
| 1. Create a comprehensive inventory of all existing advisory boards and committees (Bobbie and Aliza) | Complete April 2017 |
| 2. Develop questionnaire for staff liaisons (Bobbie and Aliza and team) | Complete May 2017 |
| 3. Send out questionnaire, receive and compile (Bobbie) | Due May 12, 2017 |

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| 3. Staff liaison meeting (team) | Scheduled for May 24, 2017 |
| 4. Work Session with staff report – inventory, grouping (identifying overlap and grouping of like boards/committees), develop possible policy framework and seek direction | Scheduled for Work Session with City Commission August 8, 2017 |
| 5.Clean up- legislative items consolidating boards, adoption of policy, etc. as needed; also web site follow up as needed | After August 8, 2017 City Commission meeting with target completion in early 2018 |
| 6. Develop measurement tool to measure the diversity of City advisory boards and committees | After August 8, 2017 City Commission meeting with target completion in early 2018 |

Action Plan Template

Critical Success Factor: Effective Governance and Professional Administration

Action Item: Review City's practices for ongoing professional development and align efforts to achieve excellence around the Commission's priorities.

Staff Support: Casey Toomay, Lori Carnahan, Amy Pope, Danielle Buschkoetter, Succession Planning Task Force

| What problem are we solving/ opportunity are we seizing? | What does success look like? |
|--|--|
| <ul style="list-style-type: none"> • Bring new ideas into the organization • Develop a common professional development strategy, leadership philosophy, vocabulary, and values • Build capacity to bring forward new ideas • Build capacity in development programs to provide employees the opportunity to develop professionally | <ul style="list-style-type: none"> • New ideas and out-of-the-box thinking • Innovative thinking • Organization is an industry leader • Internal leadership capacity • Multi-tiered development program • Creative environment |

| Action Steps (Begin each with a verb) | Desired Target Date (Month and Year) |
|---|---|
| 1. Identify gaps between current development practices and needed development | August 2017 |
| 2. Create professional development programs to fill the identified gaps (note: development programs should be for those that are interested in developing further within their current position or has the desire to be considered for future supervisory positions as they become available) | Program start in April 2018 |
| 3. Review existing performance evaluation instrument and recommend updated language to align with values | December 2017 |
| 4. Develop proposed policy for organizational succession planning | December 2017 |

5. Implement succession plan (note: the succession plan will be implemented first in one department that has been identified based on need and will then be implemented in remaining departments one by one based on need)

Begin with first
department summer
2017

Action Plan Template

Critical Success Factor: Innovative Infrastructure and Asset Management

Action Item: Identify barriers to having high-speed fiber throughout Lawrence and facilitate the development of the necessary infrastructure by the private sector.

Staff Support: Brandon McGuire, Randy Larkin, Jim Wisdom, Mark Thiel, Todd Lohman, Dave King

| What problem are we solving/ opportunity are we seizing? | What does success look like? |
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| <ul style="list-style-type: none">• Opportunity to leverage City assets such as land, facilities, and fiber to facilitate the build out of private internet service provider systems• Opportunity to address equity issues and streamline City practices and processes regarding the management of City right-of-way• Opportunity to position the City to accommodate next generation communication infrastructure (i.e. 5G) | <ul style="list-style-type: none">• Consumer satisfaction with the level of competition of internet service providers• Consumer satisfaction with the cost and quality of internet service providers• Private capital investments in internet infrastructure that results in globally competitive systems |

| Action Steps (Begin each with a verb) | Desired Target Date (Month and Year) |
|---|---|
| 1. Identify barriers to private development of high-speed internet infrastructure (i.e. socio-economic barriers, right-of-way management) | Fall 2017 |
| 2. Evaluate the effectiveness of the current fiber policy | Fall 2017 |
| 3. Recommend changes to the City Code regarding management and access to City right-of-way and easements | Fall 2017 |
| 4. Assess and streamline current practices and processes regarding management and access to City right-of-way and easements | January 2018 |

Action Plan Template

Critical Success Factor: Innovative Infrastructure and Asset Management

Action Item: Review 9th Street plans and develop a proposal to complete the road infrastructure and determine ability to add creative and artistic elements.

Staff Support: Brandon McGuire, Charles Soules, Porter Arneill

| What problem are we solving/ opportunity are we seizing? | What does success look like? |
|--|---|
| <ul style="list-style-type: none">• Lingering project• Desire to do more than the City can afford | <ul style="list-style-type: none">• Reconstruction needs are addressed• City Commission reaches consensus about the artistic elements of the project |

| Action Steps (Begin each with a verb) | Desired Target Date (Month and Year) |
|---|---|
| 1. Assess opportunities to incorporate artistic elements into a basic road design | June 2017 |
| 2. Present design for City Commission approval | June 2017 |
| 3. Proceed with technical design, bidding, and construction | Spring 2018 |

Action Plan Template

Critical Success Factor: Innovative Infrastructure and Asset Management

Action Item: Develop a City facility master plan and comprehensive facility maintenance plan.

Staff Support: Thomas Markus, Casey Toomay, Brandon McGuire, Charles Soules, Dave Wagner, Chief Khatib, Chief Bradford, Ernie Shaw, Bryan Kidney

| What problem are we solving/ opportunity are we seizing? | What does success look like? |
|---|--|
| <ul style="list-style-type: none">• Ongoing maintenance not taken into consideration in the current CIP process• Not taking a cost-accounting approach to operations• Utilization of facilities that serve current and future public service in the most efficient and cost-effective manner• Enhance internal and external collaboration of services and facilities | <ul style="list-style-type: none">• Ongoing maintenance is part of the CIP process• Comprehensive inventory and review of facilities (consider consolidation, expansion, etc.)• Cost of day-to-day operations decreases because of efficiencies resulting from facility consolidation, location, shared usages, etc.• Increased collaboration internally and externally |

| Action Steps (Begin each with a verb) | Desired Target Date (Month and Year) |
|--|---|
| 1. Inventory existing facilities | June 2018 |
| 2. Evaluate effectiveness and cost of existing facilities | December 2018 |
| 3. Develop a master plan for municipal facilities | Spring/Summer 2019 |
| 4. Utilize master plan priorities for inclusion on the Capital Improvement Program | Summer/Fall 2019 (for the 2020 budget) |

Action Plan Template

Critical Success Factor: Commitment to Core Services

Action Item: Develop a plan to implement priority based budgeting and enhance communication in the annual budget process.

Staff Support: Casey Toomay, Bryan Kidney, Nate Blum, Budget Team, Executive Team

| What problem are we solving/ opportunity are we seizing? | What does success look like? |
|---|--|
| <ul style="list-style-type: none">• Align resources with operations• Limited resources as compared to cost of providing services• Communicate Commission priorities with the public | <ul style="list-style-type: none">• Communicating, in the annual budget process• Ease of understanding the Commission priorities• Residents report that they understand the budget process, Commission priorities, and how funds are allocated |

| Action Steps (Begin each with a verb) | Desired Target Date (Month and Year) |
|--|---|
| 1. Contact Center for Priority Based Budgeting to discuss timing | July 2017 |
| 2. Solicit and select a consultant to train staff and develop priority based budgeting process | TBD |
| 3. Identify programs | TBD |
| 4. Assign costs to each program | TBD |
| 5. Assign a ranking to the programs | TBD |

| Action Steps (Begin each with a verb) | Desired Target Date (Month and Year) |
|--|---|
| 1. Implement OpenGov online budget portal | July 2017 |
| 2. Develop feedback loop (surveys) | TBD |

Action Plan Template

Critical Success Factor: Sound Fiscal Stewardship

Action Item: Develop and communicate a long-term financial strategy.

Staff Support: Casey Toomay, Bryan Kidney, Nate Blum

| What problem are we solving/ opportunity are we seizing? | What does success look like? |
|---|---|
| <ul style="list-style-type: none">• Need to make clear linkages between multi-year CIP and long-term financial plan• Communicate assumptions to get input on from the Commission | <ul style="list-style-type: none">• Transparency• Understanding of long-term financial future• Context and cost implications of decisions |

| Action Steps (Begin each with a verb) | Desired Target Date (Month and Year) |
|--|---|
| 1. Include financial forecast in budget document | June 2017 |
| 2. City Commission Adopt CIP | August 2017 |
| 3. Develop and adopt 5-year financial forecast | April 2018 |
| 4. Report on financial forecast accuracy | June 2018 |

Action Plan Template

Critical Success Factor: Economic Growth and Security

Action Item: Develop a master plan for Downtown that includes needed and desirable assets, infrastructure, and uses.

Staff Support: Amy Miller (lead), Scott McCullough, Lynne Zollner, Jeff Crick, Mark Hecker, Porter Arneill, Mark Thiel, Diane Stoddard, Brandon McGuire

| What problem are we solving/ opportunity are we seizing? | What does success look like? |
|---|---|
| <ul style="list-style-type: none"> Downtown is many things to many people Conflict and tension around how people see downtown Lawrence supporting neighborhoods and supporting tourism Management of City owned assets | <ul style="list-style-type: none"> Define what downtown will look like in the future Downtown is successful |

| Action Steps (Begin each with a verb) | Desired Target Date (Month and Year) |
|--|---|
| 1. Develop Action Plan and Timeline | May 2017 |
| 2. Draft and Issue RFP for consultant (Included in CIP for 2018 \$110,000- Project PR1918CIP) | November 2017 |
| 2. Solicit Input, Gather Information and Assess existing conditions | January 2018 |
| 3. Develop Draft Plan | February/March 2018 |
| 4. Solicit input on draft plan and revise based on comments | March/April 2018 |
| 5. Adopt plan | June 2018 |