

## Commission Memorandum

**REPORT TO:** Honorable Mayor and City Commission

**FROM:** Dennis M. Taylor, Interim City Manager

**SUBJECT:** City Commission Goal Setting / Strategic Plan Priorities 2020

**MEETING DATE:** January 27, 2020

**AGENDA ITEM TYPE** Action

**RECOMMENDATION:** Review and update, as necessary, the current Strategic Plan priorities for 2020.

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### BACKGROUND:

The City Commission adopted [Resolution 4852](#) on [April 16, 2018](#) incorporating the Strategic Plan into the framework of Department work, the budget process, and future performance evaluation for the City of Bozeman. An update and preview of the Strategic Plan [webpage](#) was delivered on [December 10, 2018](#). Priorities for 2019 were discussed on [February 11, 2019](#) and subsequently prioritized on [April 1, 2019](#). A quarterly update regarding progress on plan implementation was provided on [October 14, 2019](#).

City staff developed a [Work Plan](#) to complement action items listed in the Strategic Plan with other important initiatives to gauge the appropriate staff capacity and financial resources needed to implement Commission priorities alongside core services (*See Appendix A*). Now, as part of the City Commission's annual goal setting session, the Commission may reassess priorities for 2020.

### COMPLETED PROJECTS:

In the past year, City staff have accomplished a number of tasks that were identified in the Strategic Plan along with other important work. The following list highlights major initiatives that demonstrate a high level of performance and commitment on behalf of City staff and the Commission (Strategic Plan action item references are noted in parentheses). *See Appendix B for a full list of completed projects.*

- ✓ \*NCOD Update (Phase 1) (4.2.d)
- ✓ \*UDC Revisions (Pile C)
- ✓ \*Push Notifications
- ✓ Collective Bargaining w/ Teamsters & MFPE

- ✓ Staffing Plans for FY21-FY23 (7.3.a)
- ✓ Innovative Onboarding Program for New Employees (7.2.b)
- ✓ Public Safety Center Bond Issuance
- ✓ Bozeman Sports Park
- ✓ Story Mill Community Park
- ✓ Path to the “M” & Drinking Horse
- ✓ Climate Vulnerability Assessment & Resiliency Framework (6.3.d)
- ✓ GIS Land Use and Infrastructure Development Tracking (4.1.c)
- ✓ Art Trail Map (5.2.a)
- ✓ \*Broadband as Essential Infrastructure
- ✓ EPIC-N (in partnership w/ MSU)
- ✓ Bozeman Area Labor Report
- ✓ Library “Open Door” Project (Resource Hub)
- ✓ Fire Station Alerting System
- ✓ EMS Licensure Requirements
- ✓ \*Intersection Level of Service and Sanitary Sewer Constrictions
- ✓ Water and Wastewater Rate Study
- ✓ Water Storage Tank at the WTP
- ✓ N. Tracy Local Street Reconstruction
- ✓ West Side Construction Projects (per new High School)

*\*2019 Commission Priority*

## **2019 PRIORITIES:**

Seventeen projects were identified as Commission Priorities on April 1, 2019 within five overarching themes:

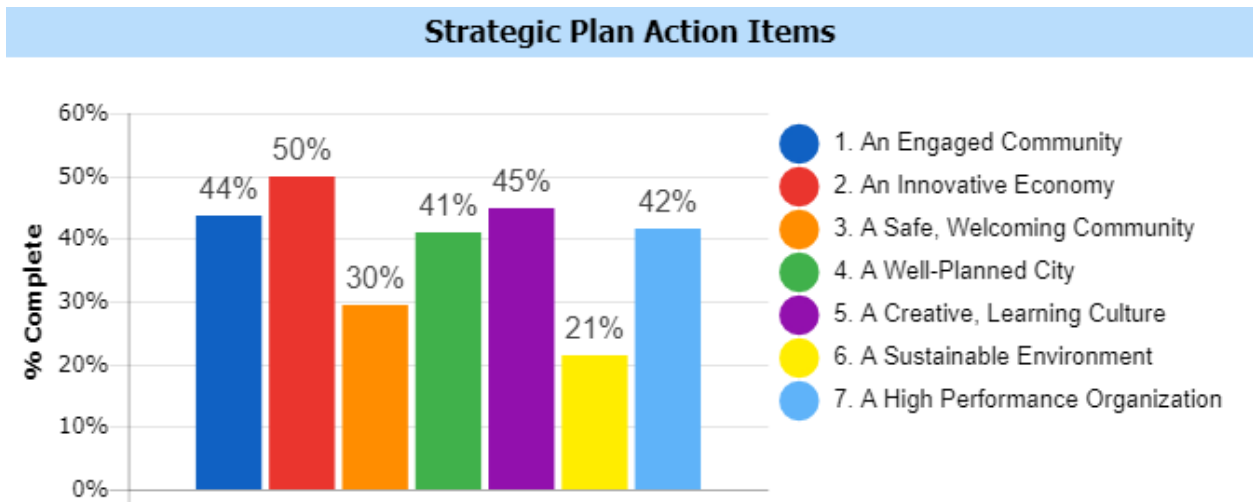
- Affordable Housing
- Community Outreach
- Planning & Land Use
- Annexation Analysis
- Parks Maintenance District

The following table summarizes current status of the 2019 Commission Priorities:

Project	Action Item SP	Start Date	End Date	Difficul...	Status
Annexation Analysis & Study	4.3.e	02/01/19	02/01/24	◆	■
City Communication Plan and Protocol	1.1.a	07/01/18	02/10/20	■	■
Dramatically Increase Transparency and Create Access to All City Documents	1.1.b			■	■
Push Notifications (all but texting functions)		01/01/19	12/31/19	■	■
Community Housing Action Plan	4.5.b	05/01/19	03/02/20	◆	■
Code Revisions (for landscaping/conservation)		08/19/19	07/01/21	■	■
Growth Management Adjacent to the City (PCC Study & County MOU)	4.2.a	10/01/01	02/10/20	■	■
Growth Policy Update	4.1.a	01/01/18		◆	■
NCOD Update (Phase 1)	4.2.d	06/01/18	04/30/19	◆	■
NCOD Update (Phase 2)	4.2.d	06/01/19	12/31/21	■	■
UDC Revisions (Pile C)		10/01/18	04/01/19	■	■
Broadband as Essential Infrastructure		04/01/19	05/01/19	■	■
Municipal Percent for the Arts	5.2.c	07/01/19		■	■
Gender Pay Equality Policy (for all city vendors & suppliers)	3.3.b			◆	■
Parks & Trails Maintenance District	4.3.a	10/01/16	09/01/20	◆	■
Intersection Level of Service & Sanitary Sewer Constrictions		07/01/19	12/31/19	■	■
Street Light Study		05/01/19	01/27/20	■	■

Several projects are near completion such as the Community Housing Action Plan (4.5.b), the Communications Plan (1.1.a), and Street Light Study, while other priorities will remain a focus for much of 2020 including the Growth Policy (4.1.a), the Parks & Trails District (4.3.a), and Annexation Study (4.3.e).

Overall, many of the action items listed in the Strategic Plan are either complete or underway:



**UNRESOLVED ISSUES:** Vacancies in critical staff positions including the City Manager, the City Clerk, and Community Outreach & Engagement compromise the ability to take on additional work at this time (30 positions across 21 Divisions are currently vacant). Emerging

needs such as Composting & Recycling, Energy Partnerships, and Legislative Agenda will require considerable resources. Extensive effort is currently being made to maintain City services while continuing to focus on outstanding Commission priorities.

**ALTERNATIVES:** As proposed by the City Commission.

**FISCAL EFFECTS:** Most Work Plan items have budget and staffing implications. Adjusted priorities and new initiatives will require careful consideration to inform the upcoming FY21 budget process.

Attachments:  
*Work Plan*  
*2019 Completed Projects*









Report compiled on: January 16, 2020

# Appendix A - Work Plan

Project	Action Item SP	Staffed	Budgeted	Start Date	End Date	Difficulty	Status	Department Lead
2020 Census		Yes	n/a	07/02/18	04/01/20	■	■	City Manager
Agenda/Minutes/Digital Packet/Streaming Software Implementation		No	Yes	01/01/19		■	■	City Manager
<b>Annexation Analysis &amp; Study</b>				02/01/19				City Manager
<b>Annexation Analysis &amp; Study</b>	<b>4.3.e</b>	<b>Yes</b>	<b>Yes</b>	<b>02/01/19</b>	<b>02/01/24</b>	◆	■	<b>City Manager</b>
Riverside Annexation		No	n/a	01/01/18	12/31/20	◆	■	City Manager
Boards Management Software Implementation		No	Yes			■	■	City Manager
Collaboration Between City Departments (subgroups on communications, community interactions, long-range planning, and other matters of)	7.3.c	Yes	n/a	01/01/19		■	■	City Manager
<b>Community Outreach</b>				07/01/18				City Manager
<b>City Communication Plan and Protocol</b>	<b>1.1.a</b>	<b>Yes</b>	<b>Yes</b>	<b>07/01/18</b>	<b>02/10/20</b>	■	■	<b>City Manager</b>
<b>Dramatically Increase Transparency and Create Access to All City Documents</b>	<b>1.1.b</b>	<b>No</b>	<b>No</b>			■	■	<b>City Manager</b>
Create a Culture of Innovation	7.1.b	No	No			■	■	City Manager
Cross-Functional Team Development	7.1.a	Yes	n/a	11/01/18		■	■	City Manager
Develop a Structure to Foster Regular, Ongoing Dialogue on Innovative Ideas and Information to Assist the Commission with High Level	7.3.e	Yes	Yes			■	■	City Manager
Employee Excellence Recognition Program	7.2.c	No	No			■	■	City Manager
Enhance Relationship /w MSU	1.3.c	Yes	n/a	01/01/19		■	■	City Manager
Enhance Relationship w/ BSD#7	1.3.b	Yes	n/a	01/01/19		■	■	City Manager
Enhance Relationship w/ Gallatin College	1.3.d	Yes	n/a	07/01/19		■	■	City Manager
Enhance Relationship w/ State & Federal Agencies	1.3.e	Yes	n/a	01/01/19		■	■	City Manager
Enhance the Attractiveness of the City as a Place to Work (through salary and benefit packages, workplace amenities and facilities, as well	7.2.a	No	No			■	■	City Manager
Ethics Training (2020)		Yes	Yes			●	■	City Manager
Increased Community Engagement in City Decision-Making	1.2.b	Yes	n/a	07/02/18		■	■	City Manager
Legislative Agenda (2021)	1.3.f	Yes	Yes			●	■	City Manager
On-boarding Process for Boards & Commission	1.2.c	Yes	n/a			■	■	City Manager
Population Diversity (anticipate, celebrate, and incorporate an increasingly diverse population into the community, city advisory boards, and	3.3.a	Yes	n/a	01/01/19		●	■	City Manager
Public Safety Center	3.1.a	Yes	Yes	06/04/18	11/30/21	◆	■	City Manager
Regularly Scheduled Meetings w/ Gallatin County Commission & City of Belgrade	1.3.a	Yes	n/a	01/01/19		◆	■	City Manager
Restructuring of City Boards	1.2.a	Yes	n/a			◆	■	City Manager
Strategic Educational & Arts Partnerships	5.3.a	Yes	Yes	07/02/18		■	■	City Manager
Update of Next Generation of Departmental Plans Scheduled for Review and Update During the 5-Year Timeframe of this Strategic Plan	7.3.d	Yes	n/a	01/01/19		■	■	City Manager
<b>Affordable Housing</b>				09/10/18				Community Development
<b>Community Housing Action Plan</b>	<b>4.5.b</b>	<b>Yes</b>	<b>Yes</b>	<b>05/01/19</b>	<b>03/02/20</b>	◆	■	<b>Community Development</b>
Create work plan and implementation calendar		Yes	Yes	01/15/20	03/02/20	●	■	Community Development
Present Amended Plan For Commission Adoption		Yes	Yes	01/15/20	03/02/20	●	■	Community Development
UDC Audit		Yes	Yes	03/04/20	03/02/22	◆	■	Community Development
Align regulation and zoning with Qualified Census Tracts		Yes	Yes	06/03/20	08/26/20	■	■	Community Development
Pattern book development for PUD approval when providing affordable units		Yes	Yes	10/07/20	04/07/21	■	■	Community Development
Align growth policy recommendations with density goals supporting up-zoning		Yes	Yes	02/05/20	07/08/20	■	■	Community Development
Develop expanded criteria to be used for evaluation of up-zoning applications		Yes	Yes	09/02/20	11/18/20	■	■	Community Development
Develop appropriate transition standards when up-zoning existing parcels		Yes	Yes	09/02/20	11/18/20	■	■	Community Development
Research & report to Commission the costs & benefits of deed restriction requirements		Yes	Yes	01/15/20	07/20/20	■	■	Community Development
Research & report to Commission the inclusion of rental and multifamily projects in IZ ordinance		Yes	Yes	01/15/20	10/14/20	■	■	Community Development
Convening or collaboration with Action Plan working group and other community stakeholders to address Action Plan Strategies		Yes	Yes	01/15/20		■	■	Community Development
<b>Planning &amp; Land Use Initiatives</b>				01/01/18				Community Development
<b>Code Revisions (for landscaping/conservation)</b>		<b>Yes</b>	<b>Yes</b>	<b>08/19/19</b>	<b>07/01/21</b>	■	■	<b>Community Development</b>
<b>Growth Management Adjacent to the City (PCC Study &amp; County MOU)</b>	<b>4.2.a</b>	<b>Yes</b>	<b>n/a</b>	<b>10/01/01</b>	<b>02/10/20</b>	■	■	<b>Community Development</b>
<b>Growth Policy Update</b>	<b>4.1.a</b>	<b>Yes</b>	<b>Yes</b>	<b>01/01/18</b>		◆	■	<b>Community Development</b>
<b>NCOD Update (Phase 2)</b>	<b>4.2.d</b>	<b>Yes</b>	<b>Yes</b>	<b>06/01/19</b>	<b>12/31/21</b>	■	■	<b>Community Development</b>
Architecture Inventory of N. 7th Ave	4.2.d	Yes	Yes	10/15/19	05/01/20	■	■	Community Development
Develop Preservation Plan with HPAB	4.2.d	Yes	Yes	01/01/20	09/01/20	◆	■	Community Development
Historic Negative Scanning Project	4.2.d	Yes	Yes	09/01/19	02/01/20	●	■	Community Development
HPAB Member Training for Demolition Review	4.2.d	Yes	Yes	11/01/19	02/01/20	■	■	Community Development
NCOD Survey Update	4.2.d	Yes	n/a	04/01/19	01/01/21	■	■	Community Development
Infill & Redevelopment Policy	4.1.b	Yes	n/a			■	■	Community Development
PUD Binder Audit		No	n/a			●	■	Community Development
SID 565? Parking Allocation Inventory		Yes	n/a			■	■	Community Development
<b>UDC Phase 2 (parking standards &amp; affordable housing and sign code)</b>	<b>4.2.b</b>	<b>No</b>	<b>n/a</b>	<b>07/01/19</b>	<b>07/01/21</b>	◆	■	<b>Community Development</b>
Affordable Housing	4.2.b	Yes	Yes	01/01/20	01/01/21	◆	■	Community Development
Parking Standards	4.2.b	No	No	10/20/20	04/26/21	■	■	Community Development
Sign Code	4.2.b	No	No	10/20/20	04/26/21	■	■	Community Development
Zone Map Amendments (per Growth Policy)		Yes	No	04/20/20	04/18/22	■	■	Community Development
2020 Economic Development Strategy Update		Yes	No	08/01/20	04/30/21	◆	■	Economic Development
Aspen Festival Street		Yes	n/a	09/15/19	02/16/21	■	■	Economic Development
Bond the Midtown URD		Yes	n/a	02/01/20	05/31/20	■	■	Economic Development
Conduit Utility Master Plan		Yes	No	01/01/20	12/31/20	◆	■	Economic Development
Cottonwood & Ida (designation as an Urban Renewal Project)		Yes	n/a	07/01/19	07/31/20	■	■	Economic Development
Development in Areas Lacking Infrastructure	2.2.a	Yes	n/a	01/01/19		■	■	Economic Development
EDA Grant Application for funding for Conduit Utility Master Plan		Yes	Yes	01/01/20	02/28/20	■	■	Economic Development
Garage/Lot & Residential District Rate Increases		Yes	Yes	01/01/19	12/31/22	■	■	Economic Development
Lighting & Streetscape on N. 7th (and other Midtown TIF projects)		Yes	Yes	04/01/19	09/01/20	■	■	Economic Development
North Park Reimbursement Agreement		Yes	Yes	01/01/20	12/31/20	■	■	Economic Development
Northeast Urban Renewal District Reimbursement Agreement		Yes	Yes	01/01/20	07/31/20	■	■	Economic Development
Outdoor Music Venue	5.2.b	Yes	n/a	01/01/19	12/31/22	◆	■	Economic Development
Outreach and Engagement Program (formerly Neighborhoods Program) Creation		No	No	01/15/20	07/31/20	■	■	Economic Development
<b>Parking Management (comprehensive, integrated approach)</b>	<b>4.2.c</b>	<b>Yes</b>	<b>n/a</b>	<b>01/01/18</b>	<b>12/31/21</b>	■	■	<b>Economic Development</b>

Project	Action Item SP	Staffed	Budgeted	Start Date	End Date	Difficulty	Status	Department Lead
ARB: Add 4th Member		Yes	Yes	01/01/20	03/31/20	■	■	Economic Development
Creation of First Public Benefit District		Yes	Yes	08/01/19	05/31/20	■	■	Economic Development
Data Retention & Distribution Policies		Yes	Yes	01/01/20	12/31/20	■	■	Economic Development
Eliminate '2 Hours Free' in Garage & Lots		Yes	Yes	01/01/20	06/30/20	■	■	Economic Development
Garage Snow Contract		Yes	Yes	01/01/20	02/29/20	■	■	Economic Development
Garage/Lot Permit Pricing for 2021		Yes	Yes	07/01/20	08/31/20	■	■	Economic Development
Parking Garage Expansion Analysis		Yes	Yes	11/01/18	01/01/23	■	■	Economic Development
Phase 2 Tech Contracts		Yes	Yes	12/01/19	02/01/20	■	■	Economic Development
Set 2020-2021 Fees for MSU/BHS RPPD's		Yes	Yes	04/01/20	04/30/20	■	■	Economic Development
Ruh Building & Aspen Crossing (designated as Urban Renewal Projects)		Yes	Yes	03/01/19	05/01/20	●	■	Economic Development
SID 565		Yes	n/a	07/01/18	08/31/20	◆	■	Economic Development
Admin Budget allocation review		Yes	Yes	09/23/19	01/31/20	■	■	Finance
Assessment/ Rate Setting (FY21)		Yes	n/a	07/06/20	09/30/20	●	■	Finance
Budget Development (FY21)		Yes	n/a	01/06/20	06/29/20	◆	■	Finance
Davis Lift & Norton East Ranch Interceptor (SRF Loan)		Yes	Yes	05/06/19	04/30/20	■	■	Finance
Down Town TIF bond refinance		Yes	Yes	12/09/19	03/06/20	■	■	Finance
Downtown Lighting District Consolidation		Yes	n/a	01/01/19	04/30/20	■	■	Finance
Front Street Interceptor (SRF Loan)		Yes	Yes	01/01/19	03/31/20	■	■	Finance
Manley Road (SID) - Bonds		Yes	Yes	11/29/19	04/30/20	■	■	Finance
Midtown TIF Bond offering		Yes	Yes	01/06/20	03/31/20	■	■	Finance
<b>Municipal Percent for the Arts</b>	<b>5.2.c</b>	<b>Yes</b>	<b>n/a</b>	<b>07/01/19</b>		■	■	<b>Finance</b>
New Interface for Navline (ERP)		Yes	n/a	01/01/19	01/31/20	●	■	Finance
Purchasing Policy & P-Card Program Update		Yes	n/a	04/01/19	05/30/20	●	■	Finance
Quarterly Financial Reports - 1st, 2nd and 3rd QTR FY20		Yes	n/a	10/28/19	05/18/20	●	■	Finance
Recreation Program Fee Study		Yes	n/a	09/16/19	02/07/20	◆	■	Finance
Solid Waste Rate Study		Yes	Yes	02/01/19	03/23/20	■	■	Finance
Staffing Plan Costing FY21 - FY23		Yes	n/a	11/11/19	01/31/20	■	■	Finance
Street Reconstruction Policy Change		Yes	n/a	08/04/19	05/01/20	■	■	Finance
Travel Policy Update		Yes	n/a	04/01/19	05/31/20	●	■	Finance
Community Emergency Preparedness	3.1.b	Yes	Yes	01/01/19	06/30/20	■	■	Fire
Community Risk Assessment (for natural, health, or human disasters)	3.2.b	Yes	n/a	07/01/18	06/30/20	■	■	Fire
Continuity of Operations Planning w/ MSU		Yes	Yes	01/14/19	06/30/20	■	■	Fire
Fire Department Accreditation (self assessment & standards of cover)	3.1.f	No	Yes	07/01/18	12/31/22	◆	■	Fire
Fire Station Location Planning	3.1.c	Yes	Yes	07/01/18	06/30/24	◆	■	Fire
Rework of Business License program to Safety Permit program		Yes	Yes	10/01/19	12/31/20	■	■	Fire
Update Development Review Software - E-Plan - streamline process to single system		Yes	Yes	07/01/19	02/26/21	◆	■	Fire
Update Field Inspection Software - Mobile Field		Yes	Yes	07/01/19	02/26/21	◆	■	Fire
Define the type of diversity the City seeks to achieve as an organization (e.g. reflecting the community at-large) and develop a program to	7.2.d	Yes	n/a	07/01/19		■	■	Human Resources
Learning Management System		Yes	Yes	11/01/19	05/30/20	■	■	Human Resources
Exchange Upgrade/Move to Online		Yes	Yes	07/01/19	06/30/20	■	■	Information Technology
IT Plan and Policy Development		Yes	Yes	05/01/18	01/31/20	■	■	Information Technology
Migration to 10 GIG Network Backbone		Yes	Yes	08/01/19	02/29/20	◆	■	Information Technology
Closed Captioning for Meetings		Yes	No	11/01/19	12/31/20	■	■	Information Technology
Alcohol (600' Issue)		Yes	n/a			●	■	Legal
Contract, Procurement, and Purchasing Policy		Yes	n/a	09/20/19	12/31/20	◆	■	Legal
Gallatin Water Rights Adjudication Basin 41H Preliminary Decree		Yes	No	11/01/19	12/31/23	◆	■	Legal
<b>Gender Pay Equality Policy (for all city vendors &amp; suppliers)</b>	<b>3.3.b</b>	<b>Yes</b>	<b>n/a</b>			◆	■	<b>Legal</b>
Water Rights Litigation		Yes	Yes	01/01/10	12/31/30	■	■	Legal
Wetlands		No	No			◆	■	Legal
Internal Re-Organization (to go from two service points on each floor to one on each floor, to use existing staff more effectively)		Yes	Yes	11/01/18		●	■	Library
Library Expansion Planning	5.1.a	Yes	Yes	07/01/18	07/01/21	■	■	Library
Library Parking Improvements		Yes	Yes	07/01/18	08/31/20	●	■	Library
Library Partnership w/ New High School		No	No	10/01/18	09/01/20	■	■	Library
Library Symbiozum (moderated outside speakers)		Yes	Yes	04/02/18		●	■	Library
Cemetery Irrigation Project		Yes	Yes	09/01/17	05/01/20	■	■	Parks & Recreation
Master Plan for Fly Fishing Park		Yes	Yes	12/13/18	06/01/20	●	■	Parks & Recreation
Master Plan for Mtn. Bike Park w/ GVL		Yes	Yes	11/05/18	07/01/20	■	■	Parks & Recreation
Master Plan Update for Oak Springs Park		Yes	Yes	04/08/19	06/01/20	■	■	Parks & Recreation
Parks & Recreation Plan Update (PROST)	6.5.a	No	Yes	07/01/20	06/30/21	■	■	Parks & Recreation
<b>Parks &amp; Trails Maintenance District</b>	<b>4.3.a</b>	<b>Yes</b>	<b>Yes</b>	<b>10/01/16</b>	<b>09/01/20</b>	◆	■	<b>Parks &amp; Recreation</b>
Playground & Shelter Installation @ Oak Meadows Park		Yes	Yes	03/04/19	04/30/20	●	■	Parks & Recreation
Southwest MT Veteran's Cemetery (Phase 1)		No	Yes	09/10/18	05/31/21	■	■	Parks & Recreation
Sports Park Opening		Yes	Yes	05/01/19	05/01/20	■	■	Parks & Recreation
Recreation and Aquatics Rate Study and Recommendation		Yes	Yes	11/01/19	05/01/20	■	■	Parks & Recreation
Westside Bike/Ped Improvement Project w/ MSU and GVL	4.5.a	No	No	08/09/19	10/30/20	■	■	Parks & Recreation
Comprehensive Strategy for Mental Health Coordination w/ Gallatin County (and other community partners)	3.2.c	No	No	07/01/19		◆	■	Police
New Employee to Support Mental Health Coordination	3.2.a	No	No			◆	■	Police
PD & FD Technology Upgrades w/ Gallatin County	3.1.d	Yes	Yes	10/01/18		■	■	Police
PD Staffing Plan Analysis & Implementation	3.1.e	Yes	n/a	07/01/18	06/30/23	■	■	Police
3rd & Graf Intersection (Design and Construction)		Yes	Yes	08/01/18	07/31/20	■	■	Public Works

Project	Action Item SP	Staffed	Budgeted	Start Date	End Date	Difficulty	Status	Department Lead
Cottonwood (Design and Construction)		Yes	Yes	07/01/18	07/31/20	■		Public Works
County SID		Yes	Yes	06/01/17	06/30/20	◆		Public Works
Davis Lane and I-90 Water Main Extension		Yes	Yes	02/04/19	12/31/20	◆		Public Works
Davis Lift Station (Design and Construction)		Yes	Yes	02/04/19	12/31/20	◆		Public Works
Downtown Infrastructure Plan	4.3.c	Yes	No	01/01/18	06/30/21	◆		Public Works
Drainage Standards Update to Improve the Design & Operation of Stormwater Facilities		Yes	Yes	07/01/19	05/29/20	■		Public Works
East Gallatin Landfill Environmental Site Assessment		Yes	No	07/01/19	12/31/23	◆		Public Works
East Gallatin Landfill Monitoring		Yes	No	07/01/19	12/31/23	◆		Public Works
Engineering Standards Update		Yes	Yes	11/30/19	05/29/20	●		Public Works
Enhanced Non-Motorized Transportation	4.5.a	No	No	07/01/20	06/30/24	■		Public Works
FEMA Flood Insurance Study & Flood Mapping		Yes	Yes	01/01/12	01/31/20	■		Public Works
Fowler Corridor (Design)		Yes	Yes	07/01/19	12/31/20	■		Public Works
Front Street Interceptor (Construction)		Yes	Yes	07/01/18	07/31/20	◆		Public Works
Griffin Drive Corridor (Design and Construction)		Yes	Yes	07/01/19	12/31/21	■		Public Works
Groundwater Supply Development		Yes	Yes	12/01/16	12/31/23	◆		Public Works
Hyalite Dam & Reservoir Optimization Improvements		Yes	Yes	07/01/23	10/31/25	■		Public Works
Incentive Programs for Recycling & Solid Waste Services	6.3.b	No	No			■		Public Works
Increase Sewer Pipe Capacity (to accommodate development projects)	4.3.b	Yes	Yes	01/01/18	06/30/24	■		Public Works
Lead Service Line Replacement		Yes	Yes	08/01/17	06/30/21	■		Public Works
Lyman Tank & Transmission Main Design & Construction (including Lyman Transmission & Sourdough Steel Transmission Condition)		Yes	Yes	07/01/21	06/30/25	◆		Public Works
Manley Road (Design and Construction)		Yes	Yes	03/31/19	12/31/20	■		Public Works
Metropolitan Planning Organization (MPO)	4.3.f	No	No	01/03/22	06/28/24	■		Public Works
Net Blue Project/Revisions to Water Adequacy & Administrative Procedures Manual		Yes	Yes	01/01/19	05/31/20	●		Public Works
Norton East Ranch Interceptor (Design and Construction)		Yes	Yes	02/04/19	12/31/20	■		Public Works
Oak Improvements (intersections and roads)		Yes	Yes	07/01/18	12/31/20	■		Public Works
Odor Control Optimization at WRF		Yes	No			■		Public Works
Pear Street Booster Station Rehabilitation		Yes	Yes	10/01/18	10/31/20	■		Public Works
Policy Creation to Improve Private Stormwater Facility Maintenance		No	No	01/01/20	01/31/22	●		Public Works
Public Relations for Sourdough Municipal Fuels Project		Yes	Yes	03/01/19	12/31/22	◆		Public Works
Regional Watershed Management (quantity & quality)	6.1.a	Yes	Yes			◆		Public Works
Sanitary Sewer Hydraulic Model Update		Yes	Yes	07/15/19	12/31/20	◆		Public Works
Sourdough Municipal Watershed Fuels Reduction		Yes	Yes	01/01/08	12/31/23	■		Public Works
Sourdough Transmission Main (Construction)		Yes	Yes	07/01/18	11/30/21	■		Public Works
Stormwater HOA Policy		No	n/a			■		Public Works
Story Mill Landfill Mitigation		Yes	Yes	08/01/17	12/31/21	■		Public Works
<b>Street Light Study</b>		<b>Yes</b>	<b>Yes</b>	<b>08/01/19</b>	<b>01/27/20</b>	■		<b>Public Works</b>
Sunset Hills Cemetery & Lindley Park Irrigation System Project		Yes	Yes	07/01/17	01/31/20	■		Public Works
Water Conservation Plan		Yes	Yes	07/01/19	06/30/20	■		Public Works
Water Rights Adjudication		Yes	Yes	04/01/19	06/30/25	◆		Public Works
Watershed & Reservoir Optimization Study		No	Yes	03/01/19	03/31/21	■		Public Works
WRF Biotrain Retrofit (allows for additional treatment capacity)		Yes	Yes	07/01/23	06/30/25	■		Public Works
WRF Discharge Permit Renewal		Yes	Yes	01/01/10	12/31/30	◆		Public Works
WRF Facility Master Plan Update		Yes	Yes	01/01/20	12/31/21	■		Public Works
WRF Non-Potable Effluent Reuse (Riverside Golf Course, Springhill Sod Farm)		No	No	01/01/20	12/31/22	■		Public Works
WRF Solids Handling Expansion		Yes	Yes	12/01/18	12/31/20	■		Public Works
WRF Stream Avulsion Repair		Yes	Yes	07/01/18	03/02/20	◆		Public Works
ADA Committee (reconstitution)		Yes	No	10/21/19	06/30/20	●		Strategic Services
Air Quality Study & Monitoring (w/ state funding)	6.2.a	Yes	n/a	07/01/20	06/30/21	■		Strategic Services
Analyze and Collect Data from Performance Measures to Ensure Implementation of the Strategic Plan (and redesign measures as needed)	7.4.c	Yes	n/a	11/01/18		◆		Strategic Services
ArcGIS Portal Roll Out (includes staff training)		Yes	n/a	08/15/19	08/31/20	■		Strategic Services
AVL Phase 2 (public view, dashboards, integrations, etc.)		Yes	n/a	10/21/19	02/29/20	■		Strategic Services
Boget Pavilion Repairs		Yes	Yes	05/17/19	09/30/20	■		Strategic Services
Bozeman Climate Plan	6.3.a	Yes	Yes	04/01/19	07/31/20	◆		Strategic Services
Cityworks for Sustainability (new implementation)		Yes	n/a	01/14/20	02/29/20	●		Strategic Services
Cityworks for Forestry (new implementation)		Yes	n/a	04/01/20	08/31/20	■		Strategic Services
Cityworks for Water Conservation (new implementation)		Yes	n/a	09/01/20	12/31/20	■		Strategic Services
Facilities Condition Inventory (FCI)		Yes	Yes	03/01/20	06/30/20	■		Strategic Services
Facilities Preventative Maintenance & Standards Implementation		Yes	n/a	03/01/20	06/30/20	■		Strategic Services
Facilities Services Expansion & Funding Centralization		No	No	07/01/20	06/30/22	◆		Strategic Services
GIS Database Architecture Planning		Yes	Yes	01/01/21	06/30/21	■		Strategic Services
GIS Enterprise Software Migration (portal, single sign-on, etc.)		Yes	Yes	01/01/19	12/31/20	■		Strategic Services
GIS Services Expansion (Fire, Police, Economic Dev., Others)		No	n/a	07/01/20	06/30/22	◆		Strategic Services
Growth Policy Performance Measures		Yes	n/a	05/01/19	08/31/20	■		Strategic Services
Set Performance Measures that Align with the Strategic Plan	7.4.b	Yes	n/a	11/01/18		◆		Strategic Services
Solar Energy Policies (review three-year data from NorthWestern Energy's Community Solar Installation to inform planning and policies)	6.3.c	Yes	n/a	07/01/20	06/30/21	◆		Strategic Services
Sophisticated Analytical Tools (to access, monitor, measure, and analyze data to inform decision making)	7.4.a	Yes	Yes	11/01/18		■		Strategic Services
Stiff Building Remodel		Yes	Yes	11/03/15	08/21/20	■		Strategic Services
Strategic Asset Management Plan (includes Administrative Order)		Yes	n/a	03/01/20	06/30/20	●		Strategic Services
Strategically Manage Community & Employee Expectations about the City's Capacity to Deliver Services	7.4.d	Yes	n/a	11/01/18		■		Strategic Services
Stretch Code		Yes	n/a			◆		Strategic Services

Project	Action Item SP	Staffed	Budgeted	Start Date	End Date	Difficulty	Status	Department Lead
Sustainable Technology (explore technologies to advance environmental sustainability. Examples include Advanced Metering Infrastructure,	4.3.d	Yes	Yes	11/01/18				Strategic Services
System Integrations (to improve efficiency and effectiveness)	7.3.b	Yes	n/a	11/01/18				Strategic Services
Utility Tracking for City Facilities & Fleet		Yes	Yes	07/01/19	12/31/20			Strategic Services
Vehicle Replacement Policy Update		Yes	n/a	07/01/20	12/31/20			Strategic Services



# Appendix B - Completed Projects

Project	Action Item SP	Start Date	End Date	Difficulty	Department Lead
Collective Bargaining (MFPE)		02/01/19	06/30/19	◆	City Manager
Collective Bargaining (Teamster)		02/01/19	06/30/19	◆	City Manager
<b>Push Notifications (all but texting functions)</b>		<b>01/01/19</b>	<b>12/31/19</b>	■	<b>Information Technology</b>
Ethics Training (2019)		11/01/18	04/19/19	●	City Manager
Legislative Agenda (2019)	1.3.f	10/05/18	03/01/19	●	City Manager
Municipal Handbook Bids/RFPs/RFQs Chapter Writing		01/01/19	02/28/19	◆	City Manager
Affordable Housing Needs Assessment		09/10/18	03/01/19	■	Community Development
Downtown Plan Update	4.4.a	07/01/18	04/01/19	◆	Community Development
<b>NCOD Update (Phase 1)</b>	<b>4.2.d</b>	<b>06/01/18</b>	<b>04/30/19</b>	◆	<b>Community Development</b>
<b>UDC Revisions (Pile C)</b>		<b>10/01/18</b>	<b>04/01/19</b>	■	<b>Community Development</b>
Art Trail Map	5.2.a	08/01/18	08/31/19	●	Economic Development
Bozeman Area Labor Report		03/01/19	09/30/19	■	Economic Development
<b>Broadband as Essential Infrastructure</b>		<b>04/01/19</b>	<b>05/01/19</b>	■	<b>Economic Development</b>
Cash in Lieu		11/01/18	01/31/19	■	Economic Development
EPIC-N in Partnership w/ MSU		04/01/18	05/31/19	●	Economic Development
Flow Monitoring/Infrastructure Analysis in the Downtown & Midtown		07/01/18	07/01/19	●	Economic Development
Library Site Analysis		03/01/18	12/31/19	●	Economic Development
MSUIC Reimbursement Agreement		04/01/19	09/01/19	■	Economic Development
T2 Parking Tehcnology		01/01/18	09/01/19	■	Economic Development
Assessments/Rates Setting (FY20)		07/01/19	09/23/19	■	Finance
BPSC Bond Issuance		06/02/19	09/19/19	◆	Finance
Budget Development (FY20)		01/01/19	06/30/19	◆	Finance
CIP Development (FY21-25)		09/01/19	01/06/20	■	Finance
Conflict of Interest & Disclosure Forms		01/01/19	03/31/19	●	Finance
Enterprise Fund Cash Balance		01/01/19	03/31/19	●	Finance
Financial Audit FY19 (performed during FY20)		08/01/19	12/31/19	■	Finance
Impact Fee Updates		07/01/17	04/01/19	■	Finance
N. Tracy (SID)- Budget Amend and Warrant		01/01/19	09/16/19	●	Finance
Quarterly Financial Report- 2nd and 3rd QTR FY19		01/01/19	05/06/19	●	Finance
Tax Levy FY20		08/01/19	08/31/19	■	Finance
Water/Sewer Rate Updates		01/01/19	04/15/19	■	Finance
CAD Implementation		10/23/18	12/31/19	■	Fire
EMS Ordinance (#2023)		07/01/18	11/30/19	●	Fire
New FF Academy		07/01/19	08/09/19	●	Fire
Run Card Updates / Dispatch Work		10/23/18	12/31/19	■	Fire
Station Alerting (CIP)		07/01/18	12/31/19	■	Fire
Application Tracking Software		06/01/19	08/31/19	■	Human Resources
Develop and Implement an Innovative Onboarding Program for New Employees	7.2.b	06/01/19	08/31/19	■	Human Resources
Staffing Plans (to address current and future workload)	7.3.a	11/01/18	04/30/19	■	Human Resources
Active Directory Upgrade		04/01/19	06/30/19	●	Information Technology
Century Link SIP		01/01/19	12/31/19	■	Information Technology
Commission Room AV Rebuild test		11/01/18	08/01/19	■	Information Technology
Envisionware Upgrade Library Main System		05/01/19	05/31/19	■	Information Technology
SAN Migration		01/01/19	03/31/19	■	Information Technology
SQL Cluster Upgrade		09/02/19	10/31/19	■	Information Technology
Expand Library Services (to support small businesses and entrepreneurial efforts)		07/02/18	07/01/19	●	Library
Library Partners/Resource Hub		07/01/18	12/31/19	●	Library
25 Year Tree City USA Celebration		01/02/19	10/30/19	●	Parks & Recreation
Bogert Pool Amenities		01/02/19	08/23/19	●	Parks & Recreation
BZMN COOP 40 Trees for 40 Years		01/09/19	10/14/19	●	Parks & Recreation
ePACT Emergency Management Software		12/03/18	09/02/19	■	Parks & Recreation
Irrigation System Repairs @ W. Babcock Fields		04/08/19	05/15/19	●	Parks & Recreation
Large Tree Contract Removal		02/04/19	05/06/19	●	Parks & Recreation
Lotto Tree Grant Program		03/01/19	10/31/19	●	Parks & Recreation
Park Policy & Fee Schedule Update		11/01/18	07/01/19	●	Parks & Recreation
Path to the "M" Opening		01/01/19	10/01/19	■	Parks & Recreation
Rocky Mountain Tree School Conference Host		11/05/18	11/04/19	■	Parks & Recreation
Rose Park & 25th Street Improvements		10/01/18	11/04/19	■	Parks & Recreation
Special Loader Build w/ Solid Waste		10/01/18	09/03/19	●	Parks & Recreation
Story Mansion Sewer Line Repair		02/01/19	03/04/19	■	Parks & Recreation
Sunset Hills Cemetery Guide Update		11/08/18	08/08/19	●	Parks & Recreation

Project	Action Item SP	Start Date	End Date	Difficulty	Department Lead
Swim Center Front Furnace Replacement		03/18/19	03/22/19	■	Parks & Recreation
Swim Center Pump Room Wall Divider for Electronics Division		12/31/18	03/24/19	●	Parks & Recreation
Swim Center Roof Repairs		04/02/19	05/31/19	●	Parks & Recreation
UV Sanitation System Replacement		12/24/18	03/24/19	●	Parks & Recreation
Community-Based Crisis Response Program w Partners		07/01/19	10/01/19	■	Police
Baxter and Davis Intersection (Construction)		08/01/17	08/30/19	■	Public Works
Durston/Ferguson Intersection & Road (Design and Construction)		07/01/18	12/31/19	■	Public Works
<b>Intersection Level of Service &amp; Sanitary Sewer Constructions</b>		<b>07/01/19</b>	<b>12/31/19</b>	■	<b>Public Works</b>
N. Tracy (Reconstruction)		10/01/18	12/31/19	●	Public Works
New 5.3 MG Water Tank at WTP		01/01/18	08/31/19	■	Public Works
Cityworks for Solid Waste (new implementation)		10/01/18	02/22/19	■	Strategic Services
Community Resiliency & Preparedness (in response to climate change)	6.3.d	07/01/18	05/13/19	■	Strategic Services
Land Use & Infrastructure Tracking	4.1.c	07/01/18	06/03/19	●	Strategic Services
Map Based Portal for Development Project Documentation		07/01/18	06/03/19	■	Strategic Services