

# Business Plan

**City of South Lake Tahoe**

**2011-2012**



**ADOPTED JUNE 7, 2011**



City of South Lake Tahoe

# *Business Plan*

## *2011-2012*

### Elected Officials

Hal Cole, Mayor

Claire Fortier, Mayor Pro Tem

Tom Davis, Councilmember

Bruce Grego, Councilmember

Angela Swanson, Councilmember

Susan Alessi, City Clerk

David Olivo, Treasurer

### City Manager

Tony O'Rourke

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## *Introduction*

Honorable Mayor and City Councilmembers,

I am pleased to present to you the City's Business Plan, which operationalizes the implementation of the City Council's Strategic Plan adopted on March 1, 2011. The Business Plan is the culmination a comprehensive process undertaken by the City Council and City staff at the beginning of 2011 to evaluate community needs and interests and identify the key strategic priorities to move the community and City organization forward.

The City Council's adoption of the Strategic Plan and Five-Year Financial Plan place the City in the best position for achieving significant and sustainable community and organizational results. Adoption of the Five-year Financial Plan represents a prudent and balanced strategy by the City to ensure long-term fiscal sustainability. Adoption of the Strategic Plan established the City's five key strategic priorities, which include:

- Economic Development
- Fiscal Sustainability
- Improving the Built Environment
- Public Trust and Accountability
- Partnership Development

The Business Plan focuses on implementing the first year and a half of the City's adopted Strategic by integrating the City's strategic priorities, key intended outcomes and performance measures into daily operations.

### Business Plan Structure

The Business Plan includes a brief description of the City's organizational structure and the City Council's Five Strategic Priorities. Each strategic priority section then identifies Core Business Services and proposed Initiatives to address each strategic priority and achieve the Key Intended Outcomes between June 2011 and September 2012. The Business Plan concludes with a summary of all Core Business Services and Initiatives.

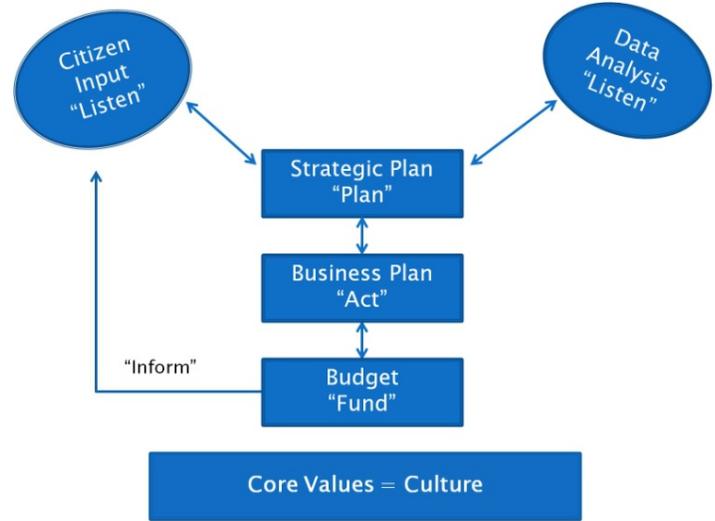
### Progress Reports

Quarterly and Annual Progress Reports on the implementation progress of the Business Plan will be presented to the City Council and community. In addition, when the City's new website is launched July, 2011, a monthly Electronic Newsletter will provide progress reports on Business Plan Initiatives. Each fall, the City will present a "State of the City" report to the community, which will include the annual Progress Report of the Strategic and Business Plans. Quarterly reports will be presented in October (first month of each Fiscal Year), January, April and July.

Business Plan Development Process

As noted above, the Business Plan is the result of a comprehensive process as illustrated by the diagram on the right.

The FY 2011/2012 budget will fund Business Plan initiatives that require funding and the integration of an improved organizational culture that rewards and recognize performance will help to ensure the City Council's Strategic Priorities will be accomplished.



Summary

Despite the worst economic recession in history, the City of South Lake Tahoe is focusing on the future. The strategies reflected in the Strategic Plan, Five Year Financial Plan and the Business Plan allow the City to honor our commitment to the community to provide essential, outstanding cost effective service to our residents and businesses. Once again, I offer my thanks and appreciation to the community for their input. I also wish to thank our employees who embraced the Strategic Plan and the Business Plan Initiatives and to the City Council for the opportunity to demonstrate our commitment to the community. I look forward to a productive 18-months of implementation of the Business Plan and will provide quarterly reports to keep the citizenry and City Council informed of our progress.

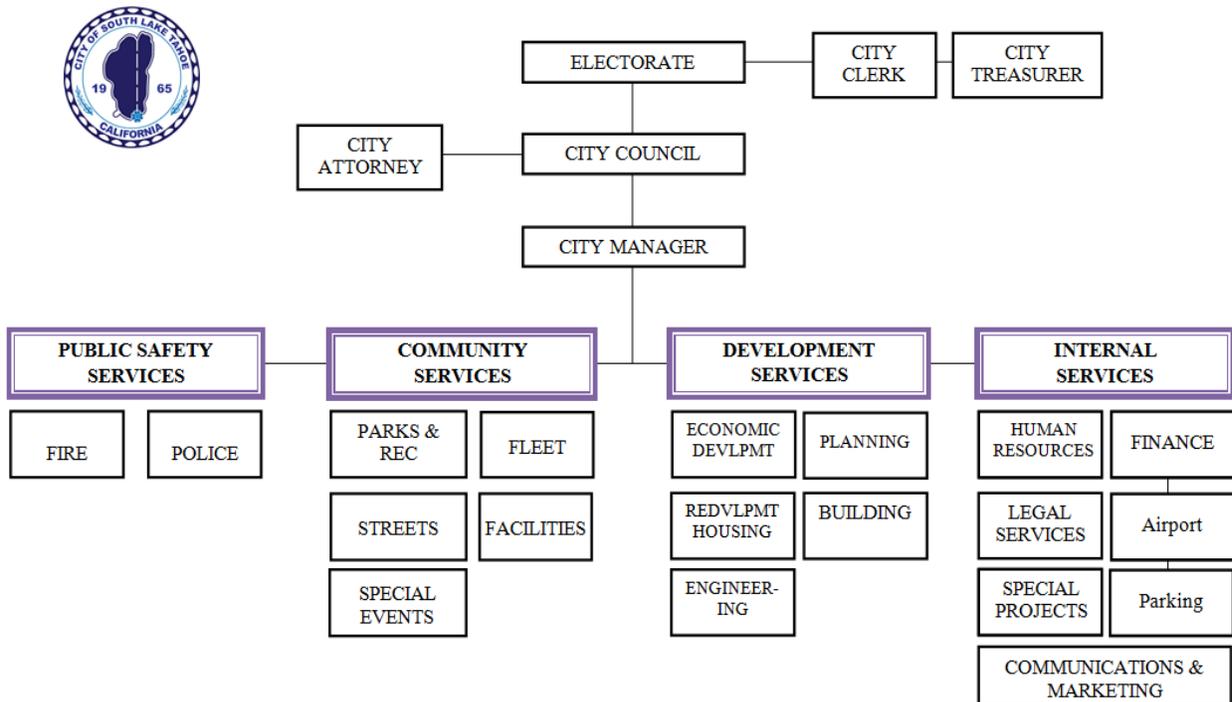
Sincerely,

Tony O'Rourke

# *City Organization*

On March 15, 2011, the City Council adopted a comprehensive Five-Year Financial Plan that included a reorganization of City Departments and functions. The new organizational structure of the City is shown below and includes:

- City Clerk and City Treasurer Offices.
- City Attorney's Office.
- Public Safety Services: Police and Fire Departments.
- Community Services: Parks and Recreation, Special Events, Streets, Facilities and Fleet.
- Development Services: Economic Development, Planning, Redevelopment, Housing, Building and Engineering.
- Internal Services: City Manager's Office, which includes Human Resources, Public Affairs, Communications and Marketing, Volunteer Services and Special Projects; Finance Department, Airport and Parking enterprises and Legal Services.



## *Strategic Priorities*

On March 1, 2011 the City Council adopted a comprehensive Strategic Plan identifying Five Strategic Priorities. The Strategic Plan includes Strategies to accomplish the goals and performance measures to validate results. The Business Plan will describe Core Business Services already in place to achieve the goals of each of the Priorities and New Initiatives to help further the outcomes.

The City Council's Strategic Priorities and stated outcomes are:

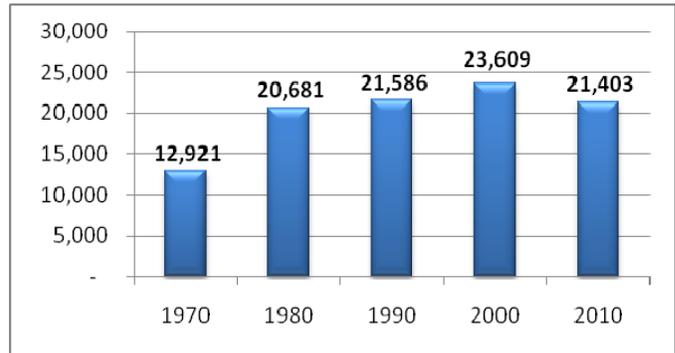
- **Economic Development:** *To stimulate economic recovery and vitality.*
- **Fiscal Sustainability:** *To ensure the City is a wise steward of the public's resources and maintains long-term financial viability.*
- **Improve the Built Environment:** *To improve the City's "First Impression" and ensure investment in community and tourist infrastructure.*
- **Public Trust and Accountability:** *To enhance civic engagement and maximize information outreach by listening to, understanding and fostering mutual respect with the community.*
- **Partnership Development:** *To build cooperative and reciprocal partnerships with local, regional, and federal public, non-profit and private entities to enhance the vitality and quality of life of City residents, businesses and guests.*

## *Community Profile*

The information below is a very brief snapshot of the South Lake Tahoe community profile in terms of the economy, unemployment, jobs and ,

### Population

South Lake Tahoe was incorporated in 1965. The current population of full time residents as estimated by the 2010 U.S. Census is 21,403. As shown below, the population increased significantly in the 1980s (60% increase from 1970), but has remained somewhat flat in subsequent years with a nearly 10% decline between 2000 and 2010.

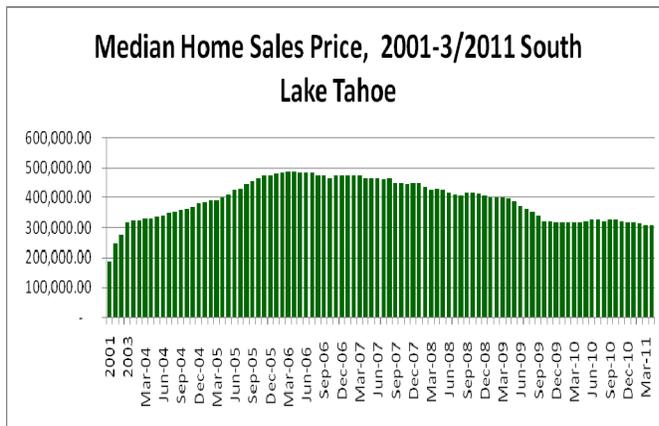


### Employment

The population numbers may be explained in reviewing the unemployment/ jobless rate. As of April, 2011, of the estimated 15,400 potential employees in the local labor force 16.7% are unemployed, which translates to approximately 2,500 residents out of work. The unemployment rate hovered at or above 17% for all of 2010 (California Department of Finance). These unemployment numbers are a dramatic increase from the lowest figures in February 2006 (7%) to the current rate, which is nearly twice the national average (9%) and five points higher than California's 11.9%. More than 50 percent of South Lake Tahoe residents are defined as low and moderate income residents.

### Housing

The City's Median Home Sales Price remained steady throughout 2010 and into the first quarter of 2011 (median price is \$315,000), which is much better compared to other markets in California.



The number of foreclosures in South Lake Tahoe has recently been estimated by RealtyTrac at 1/216 housing units having received a foreclosure notice by April, 2011. This figure may be skewed slightly because it includes condos, townhomes, vacation home rentals and all housing units with an individual parcel number.

## Tourism

The City and surrounding community is highly dependent upon Tourism. According to researchers for the Lake Tahoe Basin Prosperity Plan, “*tourism generated \$1.2 billion in direct spending in South Lake Tahoe in 2006*. Further, the Prosperity Plan Environmental Scan found that, “*visitor spending generates over 60% of earnings and 2/3rds of all employment*.”

## Tourist Taxes

Hotels and motels on both sides of the state line collect a hotel tax from guests staying less than 30 days. In the Tahoe basin, to build a hotel or motel room, a developer needs an allocation of a Tourist Accommodation Unit (TAU) from the Tahoe Regional Planning Agency, for every hotel/motel room to be built. The TRPA regulates the growth of hotels by limiting the number of TAUs allocated and approved.

## Hotel/Motel Rooms by Annual TOT

- 2,174 rooms (TAUs) produce on average \$1,778 /year in TOT
- 957 rooms produce on average \$1,552 /year in TOT
- 591 rooms produce on average \$1,071/year in TOT
- 1,322 rooms are the lowest producing in TOT ranging from just \$560/year per room to \$983/year per room.
- 577 rooms are allocated to the Convention Center site.
- If the lowest producing rooms were converted (redeveloped) to higher producing rooms the Return on Investment would include the increase in the TOT generated.

The properties listed below produce the highest share of TOT in the City:

- Embassy Suites
- Marriot Grand Resident
- Marriot Timber Lodge

## Emerging Economic Trends

- Redevelopment Agencies are proposed for elimination Governor Brown, which will have a negative impact on the City’s ability to reinvest its locally generated property taxes.
- Costly unfunded and mandated regulatory requirements to reduce Total Maximum Daily Load of fine sediments in stormwater runoff can impact the City’s fiscal sustainability.
- Housing market and foreclosure rates continue to be of concern and could negatively impact the General Fund budgets through a reduction in collected property taxes.
- Employee salary, retirement and health care costs continue to climb. Cities across the nation are scaling back services and reducing their workforce depending on the level of participation from employees.
- Construction industry remains one of the hardest hit industries and in a steady decline.
- Auto sales are trending higher than expected nationally.
- While income is trending up, spending continues to trend downward over “consumer confidence” according to multiple economic experts.

# *Business Plan*

*2011-2012*

## *Strategic Priority: Economic Development*

The overall goal of *Economic Development* as a Strategic Priority is to stimulate economic recovery and vitality for the local community.

### *Existing Core Business Services and Programs*

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#### **Enterprise Services:**

**Airport Operations:** The South Lake Tahoe Airport is certified by the Federal Aviation Administration (FAA) as a Federal Aviation Regulation (FAR) Part 139 Airport. The Airport facility also serves as the City's Administration Offices and Emergency Operations Center. *New initiatives in 2011 will focus on reestablishing commuter air service to meet the needs of the community and comply with Tahoe Regional Planning Agency and Caltrans plans for increasing multimodal facilities.*

**Parking Garage Operations:** The City's public parking garage provides over 400 parking spaces adjacent to the Heavenly Village and gondola. The garage has been improved to include automated payment capability and increased marketing. *2011/12 will include a focus to increase utilization and revenues and evaluate management services to reduce expenses at the garage and an overall evaluation of parking enforcement in the City.*

**Business Certificates:** The Finance Department manages a database of Business and Professions tax certificates for over 3,000 local businesses each year. *In 2011/12, the Finance Department will assist the Economic Development Team with a business survey (summer 2011) to improve communication and outreach.*

**Developer Facilitation:** City Manager and City staff frequently facilitate discussions with developers interested in sites of economic benefit to the community (eg: Chateau project site, southwest corner of Ski Run Blvd and Highway 50, Mikasa site, etc.). *2011/12 will include aggressive strategies to attract developers for these sites, a "Developer Guide" will be created by October 1, 2011 and at least two major companies will be solicited for locating to the City.*

**Community Support:** The City provides support for local businesses, business improvement districts, regional plans and community events with a goal to stimulate the economy (eg: Prosperity Plan, Ski Run BID and Amgen Tour). *See New Initiatives to expand these efforts.*

**Redevelopment:** The City's 23 years of Redevelopment have brought in \$58 million in Tax Increment and several hundred million dollars in private investment. Revenues are utilized to provide and improve low-income housing, business assistance programs and revitalization of properties. *In 2011, Governor Brown proposes to eliminate redevelopment agencies, which will alter current operational & management plans.*

**Land Use Planning:** The City's Development Services Department continues its progress toward adoption of the Tahoe Valley Community Plan and General Plan. *2011/12 will see the adoption of both of these plans providing definitive economic and development opportunities. See Improve the Built Environment for detailed description of these Existing Initiatives.*

## *Existing Initiatives*

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### **BUSINESS T.I.E.S. PROGRAM**

#### *Tahoe Inventors and Entrepreneurial Services*

*Lead Department:* Development Services

*Operating Expense:* Existing grant of \$600,000 from the State Community Development Block Grant (2010-2013), and Staff time

The City offers Free Business Coaching and low-interest Business Loans through its Business TIES program.

Business Coaching is available for qualifying low-income businesses and includes mentoring and advice from local professional experts in the fields of marketing, business branding, financial planning, business budgeting, deal-structuring, social-media utilization and much more.

Business Loans are available for qualifying business owners and range from \$2,500 to \$25,000. Funds can be utilized for capital investment and working capital. Participants typically go through the Business Coaching prior to applying for a loan.

*Performance Measures:* Grant expenditure milestones will be reached. A minimum of 25 businesses will be assisted through Coaching and Business Loans each calendar year.

## *New Initiatives*

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### **BUSINESS RESOURCE CENTER**

*Lead Department:* Development Services

*Operating Expense:* \$2,000 and staff time

The local business community is often directed to multiple departments within the City and in neighboring agencies to get answers to questions about how to open a business in South Lake Tahoe, what type of permits will be required, what parcels of land are approved for their business use and so on. Existing businesses also find it difficult to wade through the myriad of government regulations for business. The **BRC** will be a one-stop location for local businesses to provide answers and act as a liaison to the business community. Local businesses will be surveyed for input on what should be included in the BRC. The City's new website will include Business Resource Center webpages with similar information to link the physical BRC and online BRC.



*Performance Measures:* Primary Goal: To make it easier to start a new business or continue to do business in the City of South Lake Tahoe. 80% of those who utilize the BRC will rate the information as helpful. Annual resident survey will demonstrate better relationships between city and business. Number of users to the online BRC will be tracked. Business license applications will track and compare those who used the BRC.

## *New Initiatives (Cont.)*

### **PROSPERITY PLAN IMPLEMENTATION**

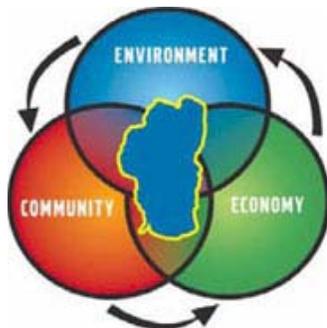
*Lead Department:* Development Services

*Operating Expense:* \$10,000 annually, within existing budget

The Lake Tahoe Basin *Prosperity Plan* was developed in 2010 through an extraordinary regional collaboration between all Tahoe Basin government agencies, local Chambers of Commerce, Visitors' Authority organization, many non-profit organizations, schools and colleges and local businesses. Together, the participation of these groups resulted in an exceptionally clear plan for the future of the Tahoe Basin focusing on three key economic 'clusters,' including Tourism and Visitor Services, Health and Wellness, and Environmental Innovation.

Research gathered in the production of the Prosperity Plan demonstrates that implementation of the Plan will be instrumental to economic recovery of the Tahoe Basin.

Performance Measures: Implementation will be measured regionally and is expected to include establishment of a Prosperity Center, developing a revenue strategy, designing performance metrics and reporting systems. The City of South Lake Tahoe will remain an active and viable partner in the project and will evaluate and measure the Prosperity Plan and Center's efficacy and ability to implement strategies to improve the regional economy. More information is available at [www.tahoeprosperity.org](http://www.tahoeprosperity.org).



©Lake Tahoe Basin Prosperity Plan

### **COMMUTER AIR SERVICE**

*Lead Department:* Airport Services

*Operating Expense:* Existing, staff time

South Lake Tahoe's economy will be significantly improved when commuter air service returns to the South Lake Tahoe Airport. In the past few years the airport has seen the investment of over \$8M in FAA funding to reconstruct the runway and to restore the Stream Environment Zone surrounding the runway.

With the airport improvements, there is renewed interest and opportunity to reestablish commuter air service at the South Lake Tahoe Airport. Innovative



funding options will be explored, comparable air service in similar communities will be solicited and local partnerships with the Gaming Alliance and Heavenly Resorts will be leveraged to attract commuter air service to South Lake Tahoe.

Performance Measures: A Plan of Action specifically designed to bring commuter air service to South Lake Tahoe will be submitted to the City Manager by June, 2011. Results of the evaluation of service provided in comparable communities will be provided to the City Council and Airport Commission in 2011 and a partnership with the Gaming Alliance and Heavenly Resorts will be established by summer 2012 to restore commuter air service.

## *New Initiatives (Cont.)*

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### **SPECIAL EVENTS!**

This 2011/12 Business Plan includes several *New Initiatives* to focus on Special Events that will generate a large number of visitors needing at least two nights overnight accommodations. These Initiatives will impact nearly all of the City's Strategic Priorities, but are primarily targeted to improve the local economy.

Performance Measures: Four new signature events each year, increase in sales tax, TOT and lodging occupancy rates during events. Restaurants, retail and lodging establishments will be surveyed to measure increased activities.

#### **CITY SERVICE EVENT TEAM**

*Lead Department:* Community Services

*Operating Expense:* Existing, staff time

The City will create a Special Events Service Team to support the development of special event production. Representatives from various City departments will participate and coordinate with event producers to assist in the production effort, streamlining process and providing an effortless and efficient process internally and externally. The service team goals will be to make the City an *event friendly destination*.

#### **EVALUATE EXISTING EVENT CALENDAR**

*Lead Department:* Community Services

*Operating Expense:* Existing, staff time

The department will evaluate existing efforts in event production and determine their impact on event attendance, city service cost, and the potential for economic impact. The analysis will lead to a determination of whether to enhance the event, modify the event, or discontinue the event.

### **DEVELOP AND PROMOTE ANNUAL REGIONAL EVENTS CALENDAR**

*Lead Department:* Community Services

*Operating Expense:* Existing, staff time

The goal of this initiative is to identify regional events, create a process for sharing information between regional agencies, to identify local and regional venue availability and opportunities for new event production, to cross-promote events region wide and to facilitate transmitting of regional event information to leverage marketing resources and opportunities. One consistent Regional Annual Events Calendar would be provided by the local visitor's authority, chambers of commerce, business and lodging properties, available on the City and all other local websites and is expected to make finding an event in South Lake Tahoe easier for the general and visiting public.

#### **FAM TOURS FOR EVENT PRODUCERS, MARKETING AND TRAVEL AGENTS**

*Lead Department:* Community Services

*Assisting Departments:* Public Affairs

*Operating Expense:* Existing, staff time

Familiarization Tours (FAM Tours) are described as the most cost-effective means of marketing a tourism product. Staff will host FAM Tours to invite successful event producers to bring their event to SLT. FAM Tours will familiarize attendees with the quality of the venues in the City and region. Maps and descriptions of events will be made available and be included in a streamlined "event application packet," enabling the producer to efficiently request an event production permit and assistance. Marketing and Travel Agents will be invited to participate in the Tours to promote South Lake Tahoe. The City's new website will have correlated "Bring your Event to SLT" information.

## *Performance Measures for Economic Development*

The overall Key Intended Outcomes of this Priority will be measured as shown on the table below. Performance measures for New and Existing Initiatives will be measured as indicated in the initiative by the Lead Department.

### **Economic Development: Key Intended Outcomes**

	Current	2010 -11	2011-12
Increase Resident Rating of those who rate the City's Employment Opportunities as Excellent/Good	7%	9%	12%
Improve (Lower) Unemployment Rate*	17%	15.5%	14%
Increase Lodging Occupancy Rate	23%	24.5%	26%
Increase Number of Business Licenses	3,000	3,075	3,150
Increase Number of Special Events Produced	0	2	4
Increase Sales Tax Revenue Growth	2%	3%	4%
Increase TOT Revenue	3%	4%	5%
Adopt City's General Plan Update	n/a	June, 2011	-
Adopt Tahoe Valley Community Plan	n/a	Dec, 2011	-
Host FAM Tours	0	2	4
Develop and Promote Regional Event Calendar	n/a	-	May, 2012
Increase Business TIES Annual Participation	10	18	25
Business Resource Center User Helpful Rating	n/a	80%	85%
Business Resource Center Online Usage Increased	n/a	1,500	2,500
Business Outreach and Surveys	n/a	Sept, 2011	Sept, 2012
Reduced Parking Garage operating costs	n/a	-7%	-10%
Annual Online Visitors to City's Recreation, Tourism	0	7,500	15,000
Commuter Air Service Familiarization Tours	0	2	2

\*note: One percentage point in unemployment equals 150 jobs.

## *Strategic Priority: Fiscal Sustainability*

The overall goal of *Fiscal Sustainability* as a Strategic Priority is to ensure the City is a wise steward of the public's resources and maintains long-term financial viability.

### *Existing Core Business Services and Programs*

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Although the Finance Department is primarily the lead on the following current services, every department and staff member has a direct impact on the City's Fiscal Sustainability.

**Budget Development:** The City's budget management policies include controls and procedures to ensure the City achieves and maintains a balanced budget throughout the year. The City's Budget document has received the Distinguished Budget Presentation award from the Government Finance Officers Association of the United States and Canada (GFOA) for three consecutive years. *2011/12 budget development will include redesigning the Budget Document based on the City's Strategic Priorities and reorganization. The goal will include making the document more 'user friendly' as measured by community, resident surveys and customer feedback, enhanced utility and transparency of Monthly Financial Report and operating within budget 100% of the time.*

**Accounting and Financial Reporting:** The City is required to maintain a complete set of accounting records that are in compliance with legal, statutory and accepted accounting standards. Financial reporting requirements include the timely preparation and filing of a Comprehensive Annual Financial Report, various State Controller's Reports, Monthly Financial Reports and a Mid-Year Budget Review for the City Council. *2011/12 goals include accurate accounting of all financial transactions (with less than 5% errors), the filing of all financial reports (95% on time); and maintaining strong internal controls to ensure the City continues to receive unqualified opinions from the independent auditors.*

**Accounts Payable and Payroll:** Core business services include the accurate and timely payment of obligations to vendors and employees, which is essential to fiscal sustainability by ensuring continued operations of the City. *2011/12 goals include payment to vendors within 30 days, 95% of the time; improving payment processing cycle times to 21 days, accurate and timely filing of all State and Federal tax reports (95% on time), and utilizing early payment options to obtain discounted fees 90% of the time.*

**Grant Administration:** The City is responsible over \$47 million in grant funding; representing nearly 1/4<sup>th</sup> of the City's total revenue. Grant funding requires strict compliance with grantor's performance measures as well as monthly, quarterly and annual reporting to a number of State and Federal agencies. *In 2011/12, the City will measure its performance by successful compliance with grantor milestones and requirements; grant award ratio (number and dollar amount of grants received compared to those applied for), and ensure grant applications are related to Strategic Priorities.*

**Debt Administration:** The City monitors market conditions to take advantage of favorable rates to minimize the cost of debt, and has ongoing responsibilities associated with capital leases, loans and bonded indebtedness entered into by the City, South Tahoe Redevelopment Agency, South Tahoe Lake Tahoe Joint Powers Financing Authority and the South Tahoe Joint Powers

Parking Financing Authority. These responsibilities include making timely principal and interest payments, meeting debt covenants, complying with the regulations of the Securities and Exchange Commission, the Municipal Securities Rulemaking Board and with bond rating agencies in the accurate and timely filing of annual continuing disclosure reports, questionnaires and other inquiries. Standard & Poor's upgraded the City's bond rating in 2006 and again in 2010 to its current rating of AA-. *2011/12 goals include ensuring that all debt payments and compliance requirements are met, and maintaining or improving the City's bond rating.*

**Management of Cash and Investments:** The City Treasurer is responsible for sound investment of the City's financial resources and works in conjunction with the Finance Director and City Manager as part of the City's Investment Committee. *2011/12 goals include a review of portfolio management strategies to ensure adequate liquidity and prudent investment standards are maintained while earning a market rate of return on investments.*

**Revenue Management:** The timely collection of revenues is vital in ensuring that the City has the ongoing financial resources to operate. The City receives revenues from State, Federal and local taxes, fees, charges, assessments and grants. The Finance Department is responsible for billing and collection of transient occupancy taxes, business taxes, special assessments, and management of accounts receivable citywide. Daily cash management, delinquent revenue collections, and revenue auditing are a critical part of the process. *In 2011/12 the Department will measure performance by improving trends in transient occupancy tax and business tax collection as compared to prior years, and in the collection of outstanding audit amounts.*

**User Fee Collection and Administration:** The City provides certain services to individuals and businesses services such as such as Planning, Building, Engineering, Parks and Recreation, and certain Fire and Police services. Careful examination of User Fees ensures the stability of the General Fund, which subsidizes the portion of services not covered by the fees. The City periodically conducts a comprehensive user fee analysis and adjusts fees annually to reflect changes in the Consumer Price Index (CPI) to ensure the optimal cost recovery of services. *2011/12 will include setting the user fees to maintain cost recovery in line with the CPI and a review of Recreation fees to achieve the goal of 75% cost recovery.*

**Purchasing:** The City maintains a centralized procurement office with the vested authority to ensure the City is receiving the best value for its dollar in purchase goods, services, supplies and equipment. Responsibilities in this area include managing the purchase order system, administering requests for proposals and formal bids through the City's on-line bidding system, administration of the procurement card program, managing contracts for citywide supplies and equipment, and surplus property disposal. *2011/12 goals include improving customer measured through community and internal surveys, improve efficiency for departmental purchases, and improving bid opening procedures to reduce bid protests to zero.*

**Information Technology:** The Information Systems division maintains and provides support to the City's network of computers, servers and related equipment, website, e-mail, financial and public safety systems, a variety of software applications, and telecommunications equipment. *2011/12 goals include improving system availability to 98%, complete work orders with 90% of specified cycle time, implement system upgrades within required time frame 95% of the time, and development of a technology replacement plan (by September 2012).*

*New Initiatives*

**EXPENSE CONTROL**

**REORGANIZATION**

*Lead Department:* City Manager’s Office

*Operating Expense:* Existing, staff time

In March of 2011, the City Manager presented a plan to reorganize and right-size City operations that represented a substantial step toward achieving long-term financial sustainability by saving \$10.2 million in General Fund expenses over the next five years. The plan included consolidating several departments, position eliminations, reclassifications, and retirements. The Reorganization Plan also introduced the City, staff and community to a new concept of working in Strategic Teams to focus on long-range anticipatory planning and cross-functional teams to design work around outcomes, functions and the customer as the designated driver.

Strategic Priority Teams will develop Action Plans to improve and link each of the Strategic Priorities to resources across the organization. Customer Service Teams will focus on the delivery of services and products, promote continuous improvement of customer service and cost savings and listen and learn from the customers. Business Process Teams will focus on outcomes and functions, and frequently ask, “how can we do this better?”

Performance Measures: Reorganization Plan adopted (March 15, 2011). Department Performance Plans delivered to City Manager by June, 2011, which will include quarterly performance outcomes for each initiative and core business service. Goals for the Reorganization Initiative include: improved internal and external customer satisfaction as measured through employee, customer, and resident surveys (see Fiscal Sustainability Key Intended Outcomes). Financial goal of reducing salaries and benefits as percentage of General Fund and achieving \$10.2 million in General Fund savings over five years will be measured annually and included in the City’s annual Business Plan report.

**FINANCIAL TREND**

**MONITORING SYSTEM**

*Lead Department:* Finance Department

*Operating Expense:* Existing, staff time

The Finance Department will develop a Financial Trend Monitoring System (FTMS) that will allow prompt responsiveness to the City’s financial trends as they occur to ensure the City is headed in the right “financial” direction. The FTMS will supplement the Annual Budget, Comprehensive Annual Financial Report and Five-Year Financial Plan.



The FTMS will include economic and demographic indicators regarding the City’s financial status. The system will use data that is readily available to collect and will provide results that are easily understood. The FTMS will utilize the International City Manager’s Association and other accepted models.

Three trends will be reported: Favorable (trend meets policy and performance measures set by the City), Caution (trend is uncertain) or Negative (the indicators do not meet policy or performance indicators). These trends will provide City Management and City Council early opportunities to implement corrective action. The City’s Fiscal Sustainability Team will assist in developing the financial performance indicators.

Performance Measures: The Financial Trend Monitoring System and its key indicators will be developed by October, 2011 to coincide with the Annual Budget. Quarterly reports will be produced and provided to the City Council and community. This system will provide the Council with the ability to respond to changes in financial and economic conditions and to make any necessary corrections to improve financial performance and maintain fiscal sustainability.

*New Initiatives (Cont.)*

**FIVE – YEAR FINANCIAL PLAN**

*Lead Department:* City Manager’s Office and Finance Department

*Operating Expense:* Existing, staff time

The City Manager and the Finance Director with the assistance from the Budget Task Force prepared for City Council adoption a Five-Year Financial Plan that included a reorganization of the City. The Plan provided a conservative five year forecast and sought to ensure a financially sustainable future for the City while preserving the City’s core services. The Plan eliminates a projected \$17 million shortfall in the General Fund over the next five years and includes funding for a Capital Improvement Plan. The Five-year Financial Plan depends on further assistance from City employees to share pension and health care cost.

*Performance Measures:* Plan adopted (March 15, 2011) and strategies implemented in an ongoing basis and reported quarterly to the City Council and community.

**COLLECTIVE BARGAINING**

*Lead Department:* Human Resources, Negotiating Team

*Operating Expense:* Existing, staff time

The City’s Five-Year Financial Plan and Reorganization Plan goals are achievable if the City is able to obtain the necessary \$1.5 million in annual concessions from collective bargaining associations. While “collective bargaining” is a core business service, this initiative is a renewed focus to successfully negotiate in good faith discussing pension plan benefits, health care costs and pay-for-performance program following legal requirements for meet and confer on topics impacting wages, hours and working conditions.

*Performance Measures:* Reduce expenditures for salaries and benefits as percentage of General Fund. Meet or exceed salary and benefit savings of \$7.5 million dollars over five years through a variety of alternatives considered by the collective bargaining groups and City Management.

**MANAGED COMPETITION**

**EXPLORE OUTSOURCING FOR PUBLIC PRIVATE PARTNERSHIPS OF CITY ENTERPRISE SERVICES**

*Lead Department:* Finance Department

*Assisting Departments:* Impacted Department

*Operating Expense:* Existing, staff time

To ensure to the public that the City is optimizing its management of enterprise services, the City will go through a managed competition process to solicit proposals to manage and operate City facilities and services such as the Ice Arena, golf course, campground, airport and more.

On April 5, 2011, the City Council authorized release of a Request for Proposal (RFP) to Manage and Operate the Ice Arena. Proposals will be reviewed and evaluated by a panel of community and staff members to assess the responses, conduct interviews and make recommendations to the City Council on the future operational model to be selected.



*Performance Measures:* Release through a managed competition process at least three RFPs for the management and operation of city facilities and services in 2011/2012. Review proposals, make recommendations to the City Council and when appropriate enter into performance based agreements with selected entities. Reduction in annual subsidies to Airport, Parking, Ice Arena, Golf Course, Campground and other enterprise functions and services will be measured.

## *New Initiatives (Cont.)*

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### **FISCAL SUSTAINABILITY COMMITTEE**

*Lead Department:* Finance Department

*Operating Expense:* Existing, staff time

On March 15, 2011 the City Council authorized establishment of a Fiscal Sustainability Committee (FSC) to solicit public engagement in the City's fiscal matters by utilizing the expertise of its citizenry. The Committee will improve the City's transparency and effectiveness in budgeting and financial management. The FSC will welcome a diverse set of expertise, ideas and community input. On May 2, 2011, the City Council appointed this volunteer committee. The committee will include two City Councilmembers, the City Treasurer, City Manager, Finance Director and five members of the public.

*Performance Measures:* Appointment of Committee, outcome goals developed and measurable attainment of those goals.

### **ESTABLISH COMMUNITY GIVING OPPORTUNITIES**

*Lead Department:* Community Services

*Assisting Departments:* Finance, Legal Services and Public Affairs and Communication

*Operating Expense:* Existing, staff time

The goal of this initiative is to provide potential community partners with alternatives to support City services of interest to them. Examples include donation of materials, volunteer labor, cash donations and estate pledges. This Initiative provides community members opportunity to participate in their City.

*Performance Measures:* \$50,000 in pledged donations (cash and in-kind) by end of fiscal year 2011/12.

### **CAPITAL IMPROVEMENT AND INFRASTRUCTURE FINANCING PLAN**

*Lead Department:* Finance Department

*Operating Expense:* Existing, staff time

The Five Year Financial Plan adopted by the City Council in March 2011, includes funding of \$5 million annually for capital, facility and infrastructure replacements and improvements citywide. The Reorganization also adopted in March 2011, created a new staff position focused on developing a citywide five year Capital Improvement Plan. Prioritization and scheduling of capital projects for the next five years will occur with close coordination between all departments, the Fiscal Sustainability Committee, Planning Commission and City Council. The Finance Department will assist in developing a corresponding Capital Improvement and Infrastructure Financing Plan. The funding strategies and financing mechanisms ultimately utilized to fund a total of \$25 million of capital and infrastructure projects over the next five years will be dependent upon the development of corresponding revenue sources subject to City Council and possible voter approval.

*Performance Measures:* Development of a financing plan that will provide the required annual funding for projects scheduled in the Five Year Capital Improvement Plan.



## *New Initiatives (Cont.)*

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### **COMMODITY ASSET INVENTORY**

*Lead Department:* Development Services

*Assisting Department:* Legal Services

*Operating Expense:* \$20,000 and staff time

Properties in the Tahoe Basin each have an assigned range of commodities that may include some or all of the following: Tourist Accommodation Units (TAU), Residential Unit of Use (RU), Commercial Floor Area (CFA), and allowable and banked land coverage. These commodities are assets that are bought, sold and transferred within the Tahoe Basin. The City/ Redevelopment Agency own commodities that need to be inventoried, identified and carefully managed.

*Performance Measures:* Complete inventory by December, 2011 and present to City Council to establish strategy for potential exchange, sale or transfer to encourage revitalization of the City.



### **STRENGTHENING REVENUE COLLECTIONS**

*Lead Department:* Finance Department

*Operating Expense:* Existing, staff time

The City maintains multiple Accounts Receivable accounts and procedures for collecting payments. This Initiative will review and streamline various accounting methods and seek to improve efficiencies and increase revenue to the City. Projects include, but are not limited to:

- Implement Reorganization Plan staff reduction, while ensuring timely and accurate collection and accounting for revenues.
- Research costs and benefits of expanding online payment options for general accounts receivables, such as retiree insurance payments, and Airport hangar tenants.
- Explore collection options for uncollectable accounts, such as use of collection agencies, and a City administrative citation program.
- Assist in the development of new revenue sources.
- Conduct a Business License Audit (as staffing allows) to ensure all businesses are licensed and reporting accurately.

*Performance Measures:* Improved trends in the collection of various revenues as measured by percentage of revenue collected over percentage of revenue owed. Collection of revenues thought to be uncollectable. Higher usage of online bill payment services.

## Performance Measures for Fiscal Sustainability

The overall Key Intended Outcomes of this Priority will be measured as shown on the table below. Performance measures for New and Existing Initiatives will be measured as indicated in the initiative by the Lead Department.

### Fiscal Sustainability: Key Intended Outcomes

	Current	2010 -11	2011-12
Adopt and Implement 5-year Financial Plan	n/a	Adopt	-
Maintain Operating Reserve as % of General Fund expenditures	25%	25%	25%
Maintain a Balanced Budget	Yes	Yes	Yes
Expenditures as percentage exceeding Budget	-	0%	0%
Allocate at least \$5 million annually to CIP program, subject to voter approval	No	Begin Process	Yes
Reduce Airport Operations annual subsidy by 20%	\$623k	\$623k	\$500k
Reduce Parking Garage Operating and Enforcement Costs by 10%	\$430K	\$430K	\$390K
Update Annual Budget Document to incorporate reorganization changes and improve user friendliness	n/a	Begin Process	Yes
Maintain Annual Unqualified Auditor's Opinions on Financial Statements	n/a	Yes	Yes
Percentage of Grants Awarded/Applied	Unkn	50%	65%
Percentage of Grants performed at or above Grantors' milestones and standards	Unkn	75%	90%
Maintain existing or improved City Bond Rating	AA-	AA-	AA-
Financial Reports and Debt Continuing Disclosure Statements timely filed and complete	100%	100%	100%
Increase % of Transient Occupancy Tax Accounts Paying and Timely Reporting	89%	91%	93%
Increase Recreation User Fee Cost Recovery to 75%	Unkn	Unkn	75%
Release Managed Competition Proposals	0	2	3
Establish and Implement Fiscal Sustainability Committee	No	Yes	Yes
Establish Community Giving and Receive Pledged Donations	n/a	Implement Program	\$50,000

## *Strategic Priority: Improve the Built Environment*

The overall goal of *Improve the Built Environment* as a Strategic Priority is to improve the City's "First Impression" and ensure investment in community and tourist infrastructure.

### *Existing Core Business Services and Programs*

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**Development Permit Review and Issuance:** Development Services regularly receives requests to review a development permit application (including business signs, remodeling, new construction and so on). *2011/12 will include the establishment of several New Initiatives to improve these processes, establish and track performance standards.*

**Code Enforcement** is handled by the Police Department, Development Services, Legal Services and in past years, Redevelopment and Housing. *2011/12 will include expanded code services including parking enforcement and establishing a Code Ranger Program.*

**Capital Improvements** have in previously years been unfunded stalling the necessary infrastructure improvements. *2011/12 New Initiatives include a plan to fund CIP projects and target the City's approach to ensure the Built Environment is improved.*

**Community Plans:** The City's Development Services Department continues its progress toward adoption of the Tahoe Valley Community Plan and General Plan. *2011/12 will see the adoption of both of these plans providing definitive economic and development opportunities.*

**Affordable Housing:** The City's Development Services Department will oversee the Affordable Housing programs including the Multi-family Dwelling Inspection Program, First-time and Moderate Income Homebuyer Programs, and the construction of *The Aspens at South Lake* 48-unit new affordable housing project. Governor Brown's 2011 budget proposes to eliminate redevelopment agencies that fund these programs, which if adopted, will alter the availability and management of all housing programs in the City.

**Safe Streets/Snow Removal:** The Community Services Department will continue to maintain City streets including snow removal, responding to citizen requests and regular on-going maintenance. *2011/12 will track responses to within 48 hours, develop a funding mechanism for the Pavement Management System, remove snow from the City's 130 miles of roadway within 32 hours/80% of the time, and install GPS on snow plows.*

**Park and Facility Maintenance:** The Community Services Department will continue the City's facility maintenance program. *2011/12 will include installation of work order software, prioritization of maintenance and repairs, a five percent (5%) reduction in operating costs, ten percent (10%) reduction in fuel usage, and achieve a 90% rating on customer surveys.*

**Environmental Improvements and Stormwater Management:** The Development Services Department will continue to implement environmental improvement projects and programs to meet national water quality permit standards, TRPA requirements, and to achieve maximum development allocations from TRPA. *Meaningful performance measures will be established.*

*New Initiatives*

**DEVELOPMENT REVIEW TEAM**

*Lead Department:* Development Services

*Operating Expense:* Existing, staff time

A Development Review Team (DRT) will be established to facilitate efficient review of permit applications. The DRT will be responsible for overseeing a streamlined and effective process and will also discuss specific project applications in the pipeline, when necessary. The core DRT will consist of planning, building, engineering, and fire division staff. As projects are proposed for discussion by the DRT, staff from other departments or agencies will be invited to participate. This may include staff from Community Services, TRPA, utility companies, Caltrans, etc. The DRT will meet monthly.

*Performance Measures:* Establishment of DRT, establishing performance standards (timing) for each type of permit processed and measuring performance to those standards.

**CITY DEVELOPMENT ONLINE**

*Lead Department:* Development Services

*Operating Expense:* Staff time, software and technical assistance cost to be determined

An online application submittal and inspection request process will be established and provide customers the ability to submit building, planning and encroachment permits and inspections requests online. Development Services staff will work with Finance and Information Technology to develop the system. The online system will make it easier to submit applications and efficiently track progress and report on timing performance in issuing permits and responding to inspection requests. Additionally, "Help-Desk" software will be installed for other requests with similar outcome expectations.

*Performance Measures:* Improved percentage of customers surveyed (internal/ external) who rate Department responsiveness as Excellent/ Good. Resident surveys will demonstrate greater responsiveness to the community; public trust and accountability will be strengthened.

**5-YEAR CAPITAL IMPROVEMENTS PLAN & ASSET DATABASE**

*Lead Department:* Development Services

*Operating Expense:* Existing, staff time

*Implementation Expense:* Estimated at \$5 million each year, subject to voter approval.

This City will create a new Capital Improvements Project Manager position to dedicate attention and resources targeting the City's approach to *Improving the Built Environment*. The CIP Manager will develop and submit to the City Council for adoption a Five-Year Capital Improvements Plan. The plan will prioritize projects, schedules and funding sources to focus the City's efforts to improve capital infrastructure, facilities and equipment.



The Plan will incorporate recommendations from the City's Fiscal Sustainability Committee. The Department will also create an asset database with the assistance of other department to evaluate existing City facilities (eg: parks, buildings, fleet) to assess current conditions and plan for future maintenance and capital improvements.

*Performance Measures:* Adoption of the CIP Plan and five percentage point (5%) increase of Residents rating the City's Overall Appearance as Excellent / Good (from 26% to 31%).

*New Initiatives (Cont.)*



**FIXIN' HIGHWAY 50!**

*Lead Department:* Development Services

*Operating Expense:* City staff for program management, costs for each project will vary.

“Fixin’ 50” is an overarching initiative to leverage resources to construct improvements adjacent to Highway 50 at the same time as Caltrans is improving the roads of Highway 50 during the next two to three years. The initiative will develop the programs listed below and conduct outreach to businesses along the commercial corridor to offer incentives and assistance to encourage businesses to improve their store fronts and Caltrans improves the highway.

**Fixin’ 50 will include the following programs:**

- Business Façade Improvements
- Business Improvement District
- SLT Public Art Incentives
- Gateway Sign Program

**BUSINESS FAÇADE IMPROVEMENT PROGRAM**

*Lead Department:* Development Services

*Operating Expense:* Redevelopment, Business Loan Program, grant funds and staff time

It’s been proven that businesses with improved storefronts and easy ingress/egress are not only more visually appealing, but typically include contemporary best management practices providing environmental benefits. Improved storefronts also typically provide economic benefits through increase customer visits. A new Business Façade Improvement Program will be established to provide low-interest loans to local businesses and Business Improvement Districts for those desiring to install Alpine-motif facades, install BMPs and ingress/egress improvements.

*Performance Measures:* Creation of the program loan guidelines, design standards, and funding mechanisms by May, 2012; Improved Resident Rating of City’s Overall Appearance.

**BID TOWARD PROSPERITY**

*Business Improvement Districts*

*Lead Department:* Joint effort between Development Services, Legal Services, Public Affairs and Communications

*Operating Expense:* Staff Time, marketing materials and consulting costs

The enhanced Ski Run Business Improvement District (BID) is an example of how the City can assist in the establishment, expansion, marketing and branding of a BID. With the Governor Brown’s proposal to eliminate redevelopment funding, the time is prudent to develop a BID (Business Improvement District) Handbook to Prosperity. The pamphlet and guidelines will provide a business group or business area the process to forming a BID. City staff will assist in the Visioning Process to establish community outcome expectations and vision for the future of the BID and business group. Staff will also assist in the formation process of the BID.

*Performance Measures:* Establishment of at least two new BIDs by September 2012.



**SOUTH LAKE TAHOE PUBLIC ART PROGRAM**

*Sculptures and Street Art*

*Lead Department:* Public Affairs and Communications

*Operating Expense:* Staff time, art sponsors

City will develop an incentive program to provide Public Art and sculptures to local business areas along Highway 50 as they improve their exterior facades. The public art program will focus on celebrating the City’s recreational opportunities.

*Performance Measures:* Installation of at least five public art sculptures by September 2012.

### **GATEWAY PROGRAM**

#### *New City Monument Signs*

*Lead Department:* Development Services

*Assisting Departments:* Public Affairs and Communications

*Operating Expense:* Design Services, Signs manufacturing and installation costs (TBD)

Locations appropriate for a City gateway sign will be identified. A design contest will be conducted. Sponsors for the signs will be solicited. Upon selection of the design, Development Services will ensure completion of all required permitting and construction of signs.

Performance Measures: Installation of at least two Monument Entry Signs by September 2012.



### **NEIGHBORHOOD SERVICE TEAMS**

*Lead Department:* Volunteer Coordinator

*Assisting Departments:* Development Services, Police Department and Community Services

*Operating Expense:* \$10,000 per neighborhood and staff time

Neighborhood Service Teams (NST) will create an effective partnership between the City and the community to build stronger neighborhoods. City staff will assist neighborhoods in the formation of the City teams and neighborhood councils, which will be a forum to exchange ideas on community issues, solve neighborhood problems and function as a conduit for information between neighborhood concerns and city government. This Initiative will also address the Strategic Priority of Public Trust and Accountability.

Performance Measures: Establishment of six (6) NSTs by September, 2012.



*New Initiatives (Cont.)*

**CODE ENFORCEMENT**

*Lead Department:* Police Department

*Assisting Departments:* Development Services, Legal and Community Services

*Operating Expense:* Staff time includes two CSO positions being added with the reduction of a Sergeant and Captain (Reorganization Plan) and two part-time Parking Enforcement Officers funded through parking enforcement revenues.

New initiatives include a renewed focus to *Improve the Built Environment* through improvements and enforcement of City sign ordinances, nuisance issues and general code violations. The City will assume control of parking enforcement in June, 2011. To achieve the goals of these Initiatives, the City's Reorganization Plan included the reallocation of funds from police patrol services to establish two Community Service Officer (CSO) positions (in 2012).

Performance Measures: Five percent (5%) increase of Residents rating the City's Overall Appearance as Excellent / Good; ten percent (10%) increase rating City's Cleanliness as Excellent /Good; 95% compliance in code citations issued; establishment of six Neighborhood Service Teams and hosting six "clean-up days" by September, 2011; Improved customer service rating of the City's responsiveness to the community.

**EXPANDED CODE SERVICES**

*Lead Department:* Police / CSOs

Through extensive collaboration with all City Departments, the CSO unit will expand to provide central support and leadership for the combined Neighborhood Services cross-functional Teams. CSOs will ensure collaboration and voluntary compliance with ordinances and involve a variety of community members. CSO unit will function as a clearinghouse of data to support this process and provide the necessary reports to City leadership so success can be properly tracked.

Performance Measures: Establishment of code enforcement assignment and tracking system that can quantify all code violation work.

**CITY CODE UPDATES AND STREAMLINING OF REGULATIONS**

*Lead Department:* Development Services

*Assisting Departments:* CSOs, Legal Services

*Operating Expense:* Staff time (for all below)

City Codes Chapters 5, 32, and 35 will be updated to clarify and streamline City development standards and stormwater regulations. Development standards would be updated to remove redundant and ineffective regulations and stormwater standards would be clarified to address which standards are enforceable.

**SIGN ORDINANCE IMPROVEMENTS AND ENFORCEMENT**

*Lead Department:* Development Services

*Assisting Departments:* CSOs, Legal Services

Improvement and consistent enforcement of the sign ordinance will improve the aesthetics of the City. Recommended procedures will be presented to the City Council by October, 2011.

**FORECLOSURE NUISANCE RESOLUTION**

*Lead Department:* Development Services

*Assisting Departments:* CSOs, Legal Services

A process to address foreclosed properties that are a nuisance will be established and communicated with CSOs.

**CODE AND PERMIT COORDINATION**

*Lead Department:* Development Services

City departments will work together to share information and streamline processes to ensure that no permits or licenses are issued for a property or business if there are any outstanding code compliance issues with any department. The initiative would prevent confusion when approval for an activity is given by one department and another department follows up with code enforcement actions.

## *Performance Measures for Improving the Built Environment*

The overall Key Intended Outcomes of this Priority will be measured as shown on the table below. Performance measures for New and Existing Initiatives will be measured as indicated in the initiative by the Lead Department.

### **Improve the Built Environment: Key Intended Outcomes**

	Current	2010 -11	2011-12
Adoption of 5-year Capital Improvement Plan	n/a	Yes	-
Improve Resident Rating by 10% for the City's Overall Appearance as Excellent / Good	26%	28%	31%
Improve Resident Rating by 10% for the City's Cleanliness as Excellent / Good	40%	42%	45%
Present to the City Council for Consideration Modifications to Sign Ordinance	No	Yes	-
Reduce Number of Non-Conforming or Illegal Signs in the City	62%	56%	50%
Percentage of Code Citations Issued Result in Compliance	Unk	85%	95%
Establish a Development Review Team and develop timing performance standards for permit processing	No	Yes	-
Improve customer service rating for Development Services, Code Enforcement, Police Services	Establish Baseline	n/a	+5%
Host Six Neighborhood Clean-Up Days	0	3	6
Create Six Neighborhood Service Teams	0	2	6
Fixin' 50: Installation of Monument Gateway Signs by September, 2012	0	0	2
Fixin' 50: Establish Business Façade Improvement Plan	No	Yes	-
Fixin 50: Establish New Business Improvement Districts	1	1	3
Fixin' 50: Public Art Program sculpture installation	n/a	2	3

## *Strategic Priority: Public Trust & Accountability*

The overall goal of *Public Trust and Accountability* as a Strategic Priority is to enhance civic engagement and maximize information outreach by listening to, understanding and fostering mutual respect with the community.

### *Existing Core Business Services and Programs*

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The City operates in a manner to encourage public participation through open and public meetings and providing information to the public. However, the 2010 Resident Survey indicated only 19% of residents surveyed thought the City did a good or excellent job of welcoming citizen involvement. Additionally, overall ratings of the public's trust were very low. As a result, the City Council included this Strategic Priority to specifically address and improve upon these issues. The Reorganization Plan adopted on March 15, 2011 created a Public Affairs and Communications Manager to lead and coordinate many of these strategies.

**Government Transparency:** The City Clerk's Office is responsible for the preparation and Coordination of the City Council's (and City Commissions) Meeting Agendas, noticing the public of upcoming Council meetings and recording of all proceedings in accordance with the Brown Act. Actions taken by the Council (and Commissions) are reported by the City Clerk's Office through adoption of meeting minutes. The Clerk's Office functions as the official record keeper of the City. *2011/12 will include "Council Action Updates" following Council meetings via video upload to the City's You Tube Channel, website and Facebook pages, improved government transparency and easier submission of Public Records requests via online services.*

**City Website:** The City's website is regularly updated and includes a breadth of information from all City Departments. Council and Commission agendas, Department programs and projects are updated. *2011/12 will see the launch of an entirely redesigned City Website, which will include a new "Communications Center," provide user-friendly access to find information and report concerns. The new website will be frequently updated by each department and managed by the City's new Public Affairs and Communications staff.*

**Human Resources:** The City's Human Resources Department impacts the public's trust through effective and transparent recruitment procedures, salary and benefit reporting to the community and effective customer service training initiatives. *2011/12 will include enhanced Workforce Training to improve internal and external customer service, online posting of salaries and benefits to improve transparency, and community surveys to rate, track and improve customer service.*

**Financial Reporting and Accountability:** In the Fiscal Sustainability, Strategic Priority section of this Business Plan, a variety of New Initiatives and existing services describe efforts to increase accountability to the public and improve the public's trust of the City's use of its fiscal resources.

## New Initiatives

### **PUBLIC COMMUNICATIONS STRATEGY**

*Lead Department:* Public Affairs and Communications

*Assisting Departments:* City Clerk's Office

*Operating Expense:* Existing, Staff time

A comprehensive communications strategy will be developed and presented to the City Council for adoption by June, 2011. It will include methods of communicating with residents of various backgrounds, languages and abilities. Strategies will include, but are not limited to:

- Council Action Updates via traditional and social media (online, radio, tv, print).
- Improved website (launch summer 2011).
- State of the City Annual Report.
- Improved emergency and important notification procedures using Neighborhood Service Teams, business groups and online sources.
- Improved Marketing and Media Initiatives.
- Quarterly Reports on progress of Business Plan, Strategic Plan and Financial Plan.

*Performance Measures:* Increased percentage of customers surveyed (internal/ external) who rate City's overall responsiveness as Excellent/ Good; Ten percent (10%) increase in those who rate the City as welcoming to the public. Other measures will include demonstrated increase in involvement by underrepresented groups.

### **INTERNAL COMMUNICATIONS STRATEGY**

*Lead Department:* Human Resources

*Operating Expense:* Existing, Staff time

Internal communications will improve through:

- Quarterly Employee Newsletter,
- Quarterly all-hands meeting,
- Addressing and reporting on findings in employee surveys, and
- Conducting internal customer service surveys and addressing findings.

### **COMMUNITY VOICES**

*Lead Department:* Public Affairs and Communications

*Operating Expense:* \$30,000

The most effective method to provide community members opportunities to voice their opinion and measure performance of Business Plan Initiatives is through annual *Community Voices Surveys*. The City will conduct an Annual Citizen and Customer Service Surveys. Additionally, the City will provide opportunities for regular feedback through online and user-group surveys. Survey results will gauge the City's ability to reach its performance goals as stated throughout this Business Plan. User group surveys will allow departments the opportunity to deliver programs to meet the needs of users. Performance measures will be the delivery of the surveys and the results of Business Plan Key Intended Outcomes.

### **CITY E-NEWS!**

*Lead Department:* Public Affairs and Communications *Assisting Departments:* All

*Operating Expense:* Existing, Staff time

The City's new Website will include an opportunity to issue *E-Newsletters*. Persons interested in keeping informed on City issues can elect to receive a monthly online newsletter featuring updates on projects and programs impacting residents (eg: City Caltrans highway improvements). Special events and news of interest to the community will be included.

*Performance Measures:* Measurable increase in public engagement associated with electronic newsletters, measurable increase in number who receive E-news (currently=zero), increase in percentage of website users, and 10% increase in Resident Rating of City's Ability to get Information to the Public.



## *New Initiatives (Cont.)*

### **THE CITY AT WORK CAMPAIGN**

*Lead Department:* Public Affairs and Communications

*Operating Expense:* Staff time, video production

This initiative will provide the community the opportunity to follow the progress of projects throughout the City and to be aware and informed of City projects. Video shorts and photographs will be uploaded to the City's new website through "news and information," and linked to *The City at Work* webpages. The Videos will also be uploaded to the City's YouTube Channel, Facebook and linked Twitter accounts. The overarching goal of this initiative will be to improve accountability to the public of their tax dollars at work strengthening the public's trust in the City. Strategies include the following:

- Keeping the community informed including updates on road closures and detours.
- Increased access to information and improved communication between City and Community.
- Public Education and Workshops on CIP projects, stormwater and special issues:
  - *Erosion Control Public Education*
  - *Housing Service Public Workshops*
  - *Code, Permit and Policy Changes*

Performance Measures: Increase in number who view video/web and newsletter updates (currently=zero) and increase in percentage of website users; Ten percent (10%) increase in Resident Rating of the City's Welcoming of Citizen Involvement, and Ability to get Information to the Public.

### *Join the Volunteer Corp!*

61% of South Lake Tahoe residents surveyed said they volunteer in a community group and 86% of employed Americans said volunteering can have a positive impact on their careers.

2010 USA Volunteer IMPACT Survey

### **SOUTH LAKE TAHOE VOLUNTEER CORP**

*Lead Department:* Volunteer Coordinator

*Assisting Departments:* Police, Development Services, Human Resources, Public Affairs, Community Services (Parks)

*Operating Expense:* \$15,000

Be a Volunteer Corp member in one of the City's new volunteer programs! The City Council established a Volunteer Coordinator to create, establish, and maintain a variety of volunteer opportunities in response to the Resident Survey in which community members indicated a desire to serve. Opportunities will include:

- Neighborhood Service Teams (Neighborhood Advisory Councils) will operate as a conduit of communication between the City and local neighborhoods and help to improve local neighborhoods.
- Code Enforcement Rangers will establish a Program to enlist the help of volunteers for code violation notification. Rangers will identify nuisances and code violations and provide initial notification to property owners.
- Partners in Parks will assist at Special Events hosted by Community Services; they will be instrumental in developing park improvement plans and provide assistance in a variety of park programs.
- "Adopt a Drain" Stormwater public education and volunteer group will increase the public education on erosion control, lake clarity and environmental issues.
- Snow Helpers will provide opportunities for community members to help seniors and those in need to remove snow from their driveways, sidewalks and porches.

Performance Measures: Rollout of Program June, 2011; Six (6) NSTs established by September, 2012; Ten percent (10%) increase in Resident Rating of the City's Welcoming of Citizen Involvement and Opportunities to Participate in Community Matters.

## *New Initiatives (Cont.)*

### **STUDENT GOVERNMENT DAY**

*Lead Department:* City Clerk

*Operating Expense:* Existing, Staff Time

The goal of this initiative is to provide South Tahoe High School students (Civics class) an opportunity to learn about the structure of local government and the process of democracy; the importance and effectiveness of public service and community involvement and how decisions and laws are made. Students during a one-day session will shadow, work with and learn from City Council Members and City Staff, and participate in role playing during a mock City Council meeting.

**Performance Measures:** Demonstrated increase in awareness of government functions among participants; Ten percent (10%) increase in Resident Rating of the City's Welcoming of Citizen Involvement and Opportunities to Participate in Community Matters.



*Lead Department:* Public Affairs and Communications

*Assisting Departments:* All

*Operating Expense:* Existing, Staff Time

Many cities have seen great success by hosting Citizen Academies to educate, inform and involve their citizenry. The South Lake City Academy will be a six-session program conducted in a manner deemed to generate the most response (eg; Video via TV/YouTube, in-person, online) or in multiple formats. Department Directors and City staff will guide participants through an engaging discussion and demonstrations about City functions.

**Performance Measures:** Demonstrated increase in awareness of government functions among participants; Eleven percent (11%) increase in Resident Rating of the City's Welcoming of Citizen Involvement and Opportunities to Participate in Community Matters.



### **TEAM SOUTH LAKE WORKFORCE ENGAGEMENT**

*Lead Department:* Human Resources

*Assisting Departments:* Public Affairs and Communication

*Operating Expense:* Training Program costs

High-performing employee teams have a clear understanding of the linkage between City Council Priorities, Core Business Processes and Initiatives, Department Action Plans and Individual Performance expectations. High-performing teams are those who also receive sufficient training and appropriate recognition. The *Team South Lake Workforce Engagement Initiative* will link this Business Plan to Departmental Action and Performance Plans. The Initiative will also include:

- Employee Recognition Program,
- Employee Special Events (Health Fair, annual recognition events),
- Customer Service Improvement Program,
- Assessing needs and providing training, include part-time employees in training,
- Increase Teambuilding efforts, training and workshop programs,
- Including Safety Accountability in Performance Evaluations,
- Better correlation between employee Performance Plans and City Council Strategic Priorities and Business Plan.

**Performance Measures:** Annual Employee Survey results will demonstrate improved relationships between coworkers, between management and employees, increased job satisfaction, awareness of City issues and improved overall communication. A minimum of ten percent (10%) in Key Intended Outcome categories by 2012 will be established.

## *Performance Measures for Public Trust and Accountability*

The overall Key Intended Outcomes of this Priority will be measured as shown on the table below. Performance measures for New and Existing Initiatives will be measured as indicated in the initiative by the Lead Department.

**Public Trust and Accountability Key Intended Outcomes**

	Current	2010 -11	2011-12
Improve Resident Rating of the City's Welcoming of Citizen Involvement	19%	24%	30%
Improve Resident Rating of those who Agree the City is Headed in the Right Direction	15%	18%	22%
Improve Resident Rating of the City's Ability to Get Information to the Public	40%	45%	50%
Improve Resident Rating of the City's Overall Image and Reputation	50%	52%	55%
Improve Resident Rating of the Sense of Community	47%	51%	55%
Improve Resident Rating of the City as a Great Place to Live	71%	73%	75%
Improve Resident Rating of Opportunities to Participate in Community Matters	52%	56%	60%
Increase percentage of Residents who Visit the City's Website	47%	54%	60%
Produce Quarterly City Progress Report	No	Yes	Yes
Conduct Annual Citizen Survey	Yes	Yes	Yes
Provide Annual "State-of-the-City" Report	Yes	Yes	Yes
Produce regular "Budget-in-Brief" Reports	Yes	Yes	Yes
Increase number of Community Outreach Forums and Workshops	0	4	12
Increase number of Neighborhood Service Teams	0	2	6
Launch of City's New Website Increasing Visitor Traffic by 20%	n/a	Establish Baseline	+20%
Launch use of Social Media: YouTube, Facebook, Twitter pages, increased visitors	0	2,500	5,000
Conduct Customer Service Survey, Establish Baseline, Increase Ratings among various departments	No	Establish Baseline	+10%
Legislative Advocacy Resulting in Increased Funding, Legislative Fiscal notes	No	Establish Policy	Yes
Launch Volunteer Corp and Enroll Participants	0	50	200

## *Strategic Priority: Partnership Development*

The overall goal of *Partnership Development* as a Strategic Priority is to build cooperative and reciprocal partnerships with local, regional, and federal public, non-profit and private entities to enhance the vitality and quality of life of City residents, businesses and guests.

### *Existing Core Business Services and Programs*

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The City of South Lake Tahoe resides within one of the most heavily regulated environments. As a result, the City must develop effective partnerships if it is to be successful in its Strategic Plan. The adoption of Partnership Development as a Strategic Priority will ensure the City makes measureable progress.

**Emergency Services:** The City's strongest partnerships begin in its Police and Fire Departments. Both Departments received high marks in the 2010 Resident Survey and will continue to provide their Core Business Services including:

Police Department core services include Patrol and Investigation Services, protection of life and property, traffic enforcement, overall community safety and responding to Calls for Service. *2011/12 include establishing the following performance measures: 5% increase in total number of cases cleared (UCR clearance rate), 5% Improvement in drug case clearance rate, 90% or better overall department effectiveness as measured by poll of key stakeholders such as prosecutors, Women's Center staff, courts, probation.*

Fire Department core services include Fire Suppression and Rescue, Emergency Medical Services, Emergency Management/Preparedness and Fire Prevention/Education. *2011/12 will include establishing performance measures (eg: Percentage of Fire contained to areas of origin, fractile response times relative to service level objectives) and maintain minimum standards set by El Dorado County Contract, which requires urban response time of 10 minutes for paramedic ambulances, 20 minutes for rural responses, and 60 minutes for unscheduled inter-facility transfers and 4 hours for scheduled inter-facility transfers.*

**Community Services:** The City's Community Services Department includes the Parks and Recreation Department, which maintains many effective partnerships within the region. The Department's core services include developing effective partnerships to provide Recreational Services, including Ice Arena, Golf Course and Campground. The reorganized department also now includes management of Streets and the City's Fleet maintenance where partnerships will be enhanced. *By September 30, 2012 user fees will be increased to obtain 75% cost recovery, internal Customer Service program will be developed, and Clean Up South Lake days in collaboration with Clean Tahoe, South Tahoe Refuse and neighborhoods will be expanded.*

**Development Services:** The City's Development Services Department continues progress to adopt the Tahoe Valley Community Plan, General Plan Update and provide assistance to the TRPA in their efforts to adopt a Regional Plan. All of these plans require developing effective and meaningful partnerships with the community, regional agencies and elected officials.

**Volunteer Programs:** *As described in Public Trust and Accountability, 2011/12 will include the launching of a Volunteer Corp to strengthen and enhance the core services listed above.*

## *New Initiatives*

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### **CRIME PREVENTION PROGRAM**

*Lead Department:* Police Department  
*Operating Expense:* Existing, Staff time

Establish a clearly defined crime prevention program to target crime “hot spots” including multi-family dwellings, foreclosed properties, areas of high crime and nuisance issues. The outcome is to produce safer areas in South Lake Tahoe by concentrating police resources where they will be most effective. The Initiative will include increased and improved prevention and detection efforts to intervene in criminal activity, protect life and property, and to provide for the safety of the community.

*Performance Measures:* Establishment of the Crime Prevention Program, overall increase in total number of cases cleared (5%), and 90% or better overall department effectiveness as measured by poll of key stakeholders such as prosecutors, Women’s Center staff, courts, probation.

### **REPEAT OFFENDER PROGRAM**

*Lead Department:* Police Department  
*Operating Expense:* Existing, Staff time to include the addition of two CSOs consistent with the City Reorganization Plan.

The goal of this program is to focus scarce resources of all involved criminal justice agencies in a coordinated manner. Typically, 10% of those involved in crimes are responsible for 90% of the overall problems. These “repeat offenders” will be better adjudicated using the full force of coordinated efforts of the police, prosecuting authorities, probation/parole, courts, and community groups. Preliminary meetings with the prosecuting authorities, police and courts have occurred and there is support for formalizing this concept.

*Performance Measures:* Implementation of this program to include establishment of agreements with all affected agencies by September, 2011; and the arrest of 12 targeted repeat offenders by September, 2012.



### **FIELD TIME MAXIMIZATION**

*Lead Department:* Police Department

*Operating Expense:* On-line reporting \$17,000, expenses offset by efficiency improvements. And staff time associated with the addition of 2 CSOs—consistent with the City Reorganization Plan.

To utilize available staff for activities with greatest benefit to the public (e.g. citizen contacts instead of report writing), this Initiative will initiate an on-line reporting system, which is commonly used by police agencies to keep field resources available for priority calls for service. Results demonstrated by departments with these systems report 10% of all reports are “keyed-in” by complainants instead of patrol/police staff. Further field efficiencies will be accomplished by abbreviating field reports for cases/crimes that are unlikely to result in prosecutions (e.g. property crime “insurance reports”). The final component of this initiative is to utilize support from Community Service Officers (CSOs) to clear a Police Officer from a scene earlier allowing CSOs to take over tasks (eg: traffic control).

*Performance Measures:* 10% reports completed by complainants by September 2012. Decrease 5% of time officers spend writing reports and paperwork (measured in a survey of officers—September 2012), Increase 5% of time for CSOs to support police field operations (as calculated by the CSO Supervisor).



*New Initiatives (Cont.)*

**READY-SET-GO! FIRE TRAINING**

*Non-Emergency Engagements*

*Lead Department:* Fire Department

*Operating Expense:* unknown

The Ready, Set, Go! Program utilizes firefighters to teach individuals who live in high risk wildfire areas and the wildland-urban-interface (WUI) how to best prepare themselves and their properties against fire threats. Ready, Set, Go! works in complimentary and collaborative fashion with Fire-wise, Fire Safe and other existing wildland fire public education efforts to better achieve the common goal to be prepared in fire-adapted communities.

Performance Measures: Community members will rate Customer Service of Fire Personnel delivering the program as Excellent or Good. 85% of residents in annual survey will rate Fire Department services as excellent/good.

**COMMUNITY EMERGENCY RESPONSE TEAM**

*Lead Department:* Fire Department

*Operating Expense:*  
\$2,000, existing staff



The South Lake Tahoe chapter of FEMA's Community Emergency Response Team program will be developed to train community volunteers to provide disaster assistance in their neighborhoods, at work, and in the community. Volunteers will learn basic response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. CERT members can assist following an event when professional responders are not immediately available to help. Members can also be used to provide a significant amount of community education as well as support to other customer service programs.

Performance Measures: Launch the Program by Dec, 2011. Graduate first class by May, 2012 and conduct classes at least twice per year.



**EMERGENCY MANAGEMENT/  
PREPAREDNESS**

*Lead Department:* Fire Department

*Operating Expense:* unknown

The Fire Department will initiate an overall Emergency Management / Preparedness Improvement program that will include the following Initiatives:

- Local Emergency Operations Plan Finalized: Corrections to the City's 2008 EOP as identified by the California Emergency Management Agency will be completed.
- Natural Hazard Mitigation Plan submitted to FEMA region IX for review and validation.
- Annual Training Exercises alternating between table top and functional exercises will be conducted to maintain preparedness.
- Expand Public Education Efforts: In response to 2010 resident survey rating emergency preparedness low, programs will be initiated to ensure the public is appropriately informed of the City's state of preparedness.

Performance Measures: Resident survey will show 10% increase among those who rate the City's Emergency Preparedness as Excellent or Good. Training Exercises will result in Excellent or Good rating by outside evaluators.

**COMMISSION ON FIRE ACCREDITATION  
INTERNATIONAL CERTIFICATION**

The Commission on Fire Accreditation International provides internationally recognized benchmark system to measure the quality of fire and emergency services. City Agencies can apply to be "accredited" through CFAI to "provide continuous quality improvement and enhancement of service delivery to the community and the world at large." The self-assessment process will assure the City their Fire Department is performing at highest standards in the industry.

Performance Measures: Initiate the process by December, 2011 and complete the process by September, 2012.

## *New Initiatives (Cont.)*

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### **LEGISLATIVE OUTREACH PLAN**

*Lead Department:* Public Affairs and Communications

*Assisting Departments:* City Manager, City Council

*Operating Expense:* Existing, Staff time

The importance of a Legislative Outreach Plan has never been more important than it is today with the economic crisis crippling funding sources for local government. Legislative Outreach Plan will include utilizing local government, business and community leaders along with legislative advocates to address City needs at the federal and state level.

Partnerships developed or enhanced will include:

- League of California Cities
- State of California and State of Nevada legislators, administrators and agencies.
- Federal government legislators and agencies.

Performance Measures: Increase in funding to the City and local community linked directly to advocacy performance; greater number of fiscal notes in legislative actions; discernible improvements in access to legislators.

### **CARES PROGRAM**

*Lead Department:* Community Services

*Operating Expense:* Existing, Staff time

The City's annual clean-up day will be expanded to leverage Volunteer groups to and develop a city-wide Clean-Up and Revitalize Efforts (CAREs) program. Efforts to hold the South Lake CAREs days on the same day citywide will be made to enhance sense of community pride and community spirit.

### **REGIONAL LEADERS ANNUAL FORUM**

*Lead Department:* Public Affairs and Communications

*Assisting Departments:* City Manager, City Council

*Operating Expense:* cost of forum, marketing, materials (shared among agencies).

As noted throughout this Business Plan, the Strategic Plan, Community Plans and Regional Plans, the Tahoe Basin requires effective partnership development if it is to sustain itself. In spite of that, there has never been a "Regional Leaders Annual Forum," specifically for local city and county elected leaders and their senior management officials to develop a shared solution-oriented approach to solving environmental and economic conditions facing local governments. A Regional Leaders Annual Forum along with correlated improved communication efforts between agencies is critical to leverage resources and develop a collaborative approach to sustaining our future. A baseline survey of regional leaders will be conducted to measure interest and expected outcomes. Measureable performance indicators will developed following survey.

### **PARTNER AGENCY INITIATIVE**

*Lead Department:* Development Services

*Operating Expense:* Existing, Staff time

The Development Services Department will hold quarterly coordination meetings with partner agencies to share information such as upcoming projects, permitting requirements, code updates, new programs, etc. Agencies involved will include STPUD, Southwest Gas, Liberty Energy, Caltrans, TRPA, CTC, TTD.

### *Performance Measures for Partnership Development*

The overall Key Intended Outcomes of this Priority will be measured as shown on the table below. Performance measures for New and Existing Initiatives will be measured as indicated in the initiative by the Lead Department.

#### Partnership Development: Key Intended Outcomes

	Current	2010 -11	2011-12
Enroll Participants in Volunteer Corp	0	50	200
Establish CAREs Program	n/a	Yes	Yes
Improve Resident Rating of percentage of Participants in Recreation Program or Activity	62%	65%	68%
Host Regional Leaders Forum	n/a	Yes	Yes
Increase number of South Lake Tahoe Clean-up Days	2	4	10
Conduct a Partnership Survey to establish baseline measures of involvement (Regional, business, and community leaders)	n/a	Yes	Yes
Build inclusive Partnership Directory to strengthen relationships, share information, improve communication, leverage resources	n/a	Begin Process	Yes
Conduct Needs Assessment and Develop Responsive Action Plans for underrepresented groups and community members	n/a	Begin Process	Yes
Promote Partnerships in City Communication materials	n/a	Yes	Yes
Produce Quarterly Partner Progress Report	n/a	Yes	Yes
Establish Legislative Outreach Plan resulting in Increase funding through legislative fiscal notes/actions	n/a	Establish Plan	Yes
Establish Crime Prevention Program	No	Yes	Yes
Increase percentage of Criminal Cases Cleared	n/a	+3%	+5%
Decrease percentage of Repeat Offenders	Establish Baseline		-5%
Emergency Services Stakeholder Effectiveness Rating	Establish Baseline		90%
Through Maximize Field Time Initiative, decrease percentage of time Police Officer spend writing reports	Unk	-5%	-10%
Community Emergency Response Team	Launch Dec, 2011		2x/yr

*Summary*  
*Of*  
*Initiatives,*  
*Core Services and*  
*Performance Measures*  
*By*  
*Strategic Priority*

## *Initiative & Core Business Services Summary*

### *Economic Development*

<u>Initiative</u>	<u>Service</u>	<u>Department</u>	<u>Performance Measures</u>
1. Airport Enterprise Operations	Core	Finance	Reestablish commercial commuter air service to the Airport. Host two FAM tours. Reduce General Fund subsidy to \$500k by October 1, 2012 (see Fiscal Sustainability Performance Measure).
2. Parking Enterprise Operations	Core	Finance	Reduce General Fund subsidy to \$25k by October 1, 2012 (See Fiscal Sustainability Performance Measure)
3. Developer Facilitation	Core	City Manager	Create "Bring your company to SLT" Booklet by October 1, 2011. Solicit as least two major companies by December, 2011.
4. Business Certificates	Core	Finance	Summer 2011 a Business survey to improve communication and outreach. Increase # of licenses to 3,075 by Sept., 2011 and 3,150 by Sept., 2012.
5. Land Use Planning	Core	Development Services	Adopt the General Plan by June 2011 and Tahoe Valley Community Plan by December 2011.
6. Business T.I.E.s Program	Existing	Development Services	Grant expenditure milestones will be reached. A minimum of 25 businesses will be assisted through Coaching.
7. Business Resource Center	New	Development Services	Primary Goal: 85% of those who utilize the BRC will rate the information as helpful. Annual resident survey will demonstrate better relationships between city and business. Business license applications will track and compare those who used the BRC.
8. Prosperity Plan Implementation	New	Development Services	Implementation will be measured regionally. The City will remain an active and viable partner in the project and will evaluate and measure the Prosperity Plan and Center's efficacy and ability to implement strategies to improve the regional economy.
9. Commuter Air Service	New	Airport (Finance)	A Plan of Action to bring Commuter Air Service will be completed by June, 2011. By September 2011, comparable communities will be evaluated and a minimum of two commuter air service providers will be invited to the South Shore.
10. City Service Event Team	New	Community Services	Four new signature events each year, increase in sales tax, TOT and lodging occupancy rates during events. Restaurants, retail and lodging establishments will be surveyed to measure increased activities.
11. Evaluate Events Calendar and Develop Regional Event Calendar	New	Community Services	Produce Regional Events Calendar with events having a measurable Return on Investment.
12. FAM Tours (Special Event Promotion)	New	Community Services	Host two FAM tours in 2010/11. Host four by 2012.

## *Fiscal Sustainability*

<u>Fiscal Sustainability: Initiative</u>	<u>Service</u>	<u>Department</u>	<u>Performance Measures</u>
1. Budget Development	Core	Finance	A redesigned 'user-friendly' budget will be produced by October 1, 2012 in alignment with the City's Reorganization and Strategic Plan and priorities.
2. Accounting and Financial Reporting	Core	Finance	2011/12 goals include accurate accounting of all financial transactions (with less than 5% errors), the filing of all financial reports (95% on time); and maintaining strong internal controls to ensure the City continues to receive unqualified opinions from the independent auditors.
3. Accounts Payable and Payroll	Core	Finance	2011/12 goals include payment to vendors within 30 days, 95% of the time; improving payment processing cycle times to 21 days, accurate and timely filing of all State and Federal tax reports (95% on time), and utilizing early payment options to obtain discounted fees 90% of the time.
4. Grant Administration	Core	Finance	In 2011/12, the City will measure its performance by successful compliance with grantor milestones and requirements; grant award ratio (number and dollar amount of grants received compared to those applied for), and ensure grant applications are related to Strategic Priorities.
5. Debt Administration	Core	Finance	2011/12 goals include ensuring that all debt payments and compliance requirements are met, and maintaining or improving the City's bond rating.
6. Investment Management (New Strategies)	Core	City Treasurer, Finance	2011/12 goals include a review of portfolio management strategies to ensure adequate liquidity and prudent investment standards are maintained while earning a market rate of return on investments.
7. Revenue Management	Core	Finance	In 2011/12 the Department will measure performance by improving trends in transient occupancy tax and business tax collection as compared to prior years, and in the collection of outstanding audit amounts.
8. User Fee Collection/Administration	Core	Finance	2011/12 will include setting the user fees to maintain cost recovery in line with the CPI and a review of Recreation fees to achieve the goal of 75% cost recovery.
9. Purchasing	Core	Finance	2011/12 goals include improving customer measured through community and internal surveys, improve efficiency for departmental purchases, and improving bid opening procedures to reduce bid protests to zero.
10. Information Technology	Core	Finance	2011/12 goals include improving system availability to 98%, complete work orders with 90% of specified cycle time, implement system upgrades within required time frame 95% of the time, and development of a technology replacement plan (by September 2012).

*Initiative & Business Services Summary (Cont.)*

<b>Fiscal Sustainability: Initiative</b>	<b>Service</b>	<b>Department</b>	<b>Performance Measures</b>
11. City Reorganization	New	City Manager	Reorganization Plan adopted (March 15, 2011). Team Action Plans completed by June, 2011. Salaries and benefits as percentage of General Fund and ability to achieve \$10.2 million in General Fund savings over five years will be measured and included in quarterly/annual reports.
12. Five-Year Financial Trend Monitoring Systems	New	Finance	FTMSystem and its key indicators will be developed by October, 2011 to coincide with the Annual Budget. Quarterly reports will be produced and provided to the City Council and community. Ability to meet performance indicators and make corrections will be tracked.
13. Five-Year Financial Plan	New	City Manager, Finance	Plan adopted (March 15, 2011) and strategies implemented in an ongoing basis and reported quarterly to the City Council and community.
14. Collective Bargaining	New	Human Resources	Reduce salaries and benefits as percentage of General Fund. Meet or exceed salary and benefit savings of \$1.5 million dollars (annually) through a variety of alternatives considered by the collective bargaining groups and City Management.
15. Managed Competition of City Services	New	City Manager, Finance, various	Release city services for managed competition by September 2012. Reduction in annual subsidies to Airport, Parking, Ice Arena, and other enterprise functions and services will be measured.
16. Fiscal Sustainability Committee	New	Finance	Appointment of Committee, outcome goals developed and measurable improvement to the City's budgeting and financial management process.
17. Establish Community Giving Program	New	Community Services, Finance	\$50,000 in pledged donations (cash and in-kind) by end of fiscal year 2011/12.
18. Capital Improvement and Infrastructure Financing Plan	New	Finance	Development of a financing plan that will provide the required annual funding for projects scheduled in the Five Year Capital Improvement Plan.
19. User Fee & Charges Review	New	Finance	Review Master Fee schedule and ensure fees are within 75% of cost service delivery cost for all City services by September, 2012; adjust Fee Schedule to achieve goals by September 30, 2012.
20. Commodity Asset Inventory	New	Development Services	Complete inventory by December, 2011 and present to City Council to establish strategy for potential exchange, sale or transfer to encourage revitalization of the City.
21. Strengthening Revenue Collections	New	Finance	Improved trends in the collection of various revenues as measured by percentage of revenue collected over percentage of revenue owed. Collection of revenues thought to be uncollectable. Higher usage of online bill payment services.

## *Improve the Built Environment*

<b>Improve the Built Environment: Initiative</b>	<b>Service</b>	<b>Department</b>	<b>Performance Measures</b>
1. Development Permit Review and Issuance	Core	Development Services	Improve Customer Service rating of Development Services, Permit processing (Baseline results established by September 30, 2011).
2. Code Enforcement	Core	Police, Development Services	Establish Code Rangers program. Improve resident ratings of the City's Overall Appearance and Cleanliness as Excellent / Good by 10% in both categories. 200 percent increase in total number of Code Citations and Violation Notices (FY 2010/11 compared to FY 2011/12).
3. Land Use Planning	Core	Development Services	Adopt General Plan by June, 2011 and Tahoe Valley Community Plan by December, 2011.
4. Affordable Housing	Core	Development Services	Support The Aspens at South Lake Affordable Housing project to obtain tax credit financing. Complete annual housing monitoring reports on time 100% of the time.
5. Safe Streets / Snow Removal Program	Core	Community Services	By December, 2011 will establish system to track City responses within 48 hours. Remove snow from the City's 130 miles of roadway within 32 hours/80% of the time, and install GPS on snow plows.
6. Park & Facility Maintenance Program	Core	Community Services	By September 30, 2012, software to prioritize maintenance and repairs will be installed resulting in a five percent (5%) reduction in operating costs and ten percent (10%) reduction in fuel usage. A 90% rating on customer surveys will demonstrate responsiveness.
7. Environmental Improvements/ Stormwater Management	Core	Development Services	2011/2012 will include establishing meaningful performance measures to achieve local agency requirements and goals of NPDES permit.
8. Development Review Team	New	Development Services	By September 30, 2011, DRT, will be established and identify performance standards (timing) for each type of permit processed and measuring performance to those standards.
9. City Development Online	New	Development Services	Improved percentage of customers surveyed (internal/ external) who rate Department responsiveness as Excellent/ Good. Resident surveys will demonstrate greater responsiveness to the community; public trust and accountability will be strengthened.
10. Capital Improvements Five-Year Plan and Asset Database	New	Development Services	By September 30, 2011, adoption of the CIP Plan and by September 30, 2012 five percentage point (5%) increase of Residents rating the City's Overall Appearance as Excellent / Good (from 26% to 31%).

*Initiative & Business Services Summary (Cont.)*

<u>Improve the Built Environment: Initiative</u>	<u>Service</u>	<u>Department</u>	<u>Performance Measures</u>
11. Fixin' Highway 50	New	Development Services	This is an overarching program to encompass the Business Façade Program, Business Improvement Districts, Public Art Program and Gateway signs.
12. Fixin 50: Gateway Monument Program	New	Development Services	Installation of at least two Monument Entry Signs by September 2012.
13. Fixin' 50: BID Toward Prosperity	New	Development Services	Establishment of at least two new BIDs by September 2012.
14. Fixin' 50: Business Façade Program	New	Development Services	Creation of the program loan guidelines, design standards, and funding mechanisms by May, 2012; Improved Resident Rating of City's Overall Appearance.
15. Fixin' 50: Public Art, Street Sculpture	New	Public Affairs	Five new public and street art sculptures installed by September 2012.
16. Neighborhood Service Teams	New	Volunteer Coordinator, Police	Establishment of six (6) NSTs and completion of six "clean-up" days by September, 2012.
17. Expanded Code Services	New	Police Department	Establishment of code enforcement assignment and tracking system that can quantify all code violation work. 95% compliance in code citations issued. Five percent (5%) increase of Residents rating the City's Overall Appearance as Excellent / Good; ten percent (10%) increase rating City's Cleanliness as Excellent /Good.
18. City Code Update	New	Development Services	Development standards updated to remove redundant and ineffective regulations. Stormwater standards clarified to address which standards are enforceable.
19. Sign Ordinance Improvements and Enforcement	New	Development Services	Recommended procedures will be presented to the City Council by October, 2011.
20. Foreclosure Nuisance Resolution	New	Development Services	A process to address foreclosed properties that are a nuisance will be established and communicated with CSOs.
21. Code & Permit Coordination	New	Development Services	Improved processes as identified by Internal customer service surveys.



## *Public Trust and Accountability*

<b>Public Trust and Accountability: Initiative</b>	<b>Service</b>	<b>Department</b>	<b>Performance Measures</b>
1. Government Transparency	Core	City Clerk's Office and Public Affairs	By June 30, 2011 a "Council Action Update" process will be established, summarizing Council actions. By September 30, 2011 an improved government transparency and easier submission of Public Records requests via online services.
2. City Website	Core/ New	Public Affairs & Communications	A new website will be launched by June 2011 (led by Information Technology). By September 30, 2011 the new online "Communications Center" will be complete and updated regularly. The website will be updated frequently and evaluated for usage and efficiency.
3. Human Resources	Core	Human Resources	<i>2011/12 will include enhanced Workforce Training to improve internal and external customer service, online posting of salaries and benefits to improve transparency, and community surveys to rate, track and improve customer service.</i>
4. Financial Reporting & Accountability	Core	Finance	See Fiscal Sustainability performance measures.
5. Public Communications Strategy	New	Public Affairs & Communications	External Communication Strategy adopted by June 30, 2011 and Council Action Updates released bi-monthly within 24 hours of Council meetings, Annual State of the City Address each Fall. Increased percentage of customers surveyed (internal/ external) who rate City's overall responsiveness as Excellent/ Good; Ten percent (10%) increase in those who rate the City as welcoming to the public.
6. Internal Communications Strategy	New	Human Resources	By June 30, 2011, Monthly Employee Newsletter, Quarterly all-hands meeting will be delivered on time. Annual employee surveys with measurable improvements to demonstrate improved relationships and performance.
7. Community Voices (Surveys)	New	Public Affairs & Communications	Annual Citizen and Customer Service Surveys conducted by December, 2010, results of Business Plan Key Intended Outcomes will be reported. Informal online surveys, feedback polls and user group surveys will collect additional community "voices."
8. City E-News!	New	Public Affairs & Communications	Measurable increase in public engagement associated with electronic newsletters, measureable increase in number who receive E-news (currently=zero), increase in percentage of website users, and 10% increase in Resident Rating of City's Ability to get Information to the Public.

*Initiative & Business Services Summary (Cont.)*

<u>Public Trust and Accountability: Initiative</u>	<u>Service</u>	<u>Department</u>	<u>Performance Measures</u>
9. The City At Work Campaign	New	Public Affairs & Communications	Increase in number who view video/web and newsletter updates (currently=zero) and increase in percentage of website users; Ten percent (10%) increase in Resident Rating of the City's Welcoming of Citizen Involvement, and Ability to get Information to the Public.
10. South Lake Tahoe Volunteer Corp	New	Volunteer Coordinator	Rollout of Program June, 2011; Six (6) NSTs established by September, 2012; Ten percent (10%) increase in Resident Rating of the City's Welcoming of Citizen Involvement and Opportunities to Participate in Community Matters.
11. Student Government Day	New	City Clerk's Office	Demonstrated increase in awareness of government functions among participants; Ten percent (10%) increase in Resident Rating of the City's Welcoming of Citizen Involvement and Opportunities to Participate in Community Matters.
12. South Lake City Academy	New	Public Affairs & Communications	Demonstrated increase in awareness of government functions among participants; Eleven percent (11%) increase in Resident Rating of the City's Welcoming of Citizen Involvement and Opportunities to Participate in Community Matters.
13. Team South Lake Workforce Development	New	Human Resources	Annual Employee Survey results will demonstrate improved relationships between coworkers, between management and employees, increased job satisfaction, awareness of City issues and improved overall communication.



## *Partnership Development*

<u>Partnership Development: Initiative</u>	<u>Service</u>	<u>Department</u>	<u>Performance Measures</u>
1. Police Services	Core	Police Department	5% increase in total number of cases cleared (UCR clearance rate), 90% or better overall department effectiveness as measured by poll of key stakeholders such as prosecutors, Women's Center staff, courts, probation.
2. Fire and Emergency Management Services	Core	Fire Department	By September 30, 2011 fractile response times as a performance measures relative to service level objectives will be established. Minimum standards set by El Dorado County Contract will be maintained: Urban response time of 10 minutes for paramedic ambulances, 20 minutes for rural responses, 60 minutes for unscheduled inter-facility transfers and 4 hours for scheduled inter-facility transfers.
3. Recreation Services	Core	Community Services	By September 30, 2012 user fees will be increased to obtain 75% cost recovery, internal Customer Service program will be developed, and Clean Up South Lake days in collaboration with Clean Tahoe, South Tahoe Refuse and neighborhoods will be expanded.
4. Crime Prevention Program	New	Police Department	Establishment of the Crime Prevention Program, and overall increase in total number of cases cleared (5%), and 90% or better overall department effectiveness as measured by poll of key stakeholders such as prosecutors, Women's Center staff, courts, probation.
5. Repeat Offender Program	New	Police Department	Performance Measures: Implementation of this program to include establishment of agreements with all affected agencies by September, 2011; and the arrest of 12 targeted repeat offenders by September, 2012.
6. Field Time Maximization	New	Police Department	10% reports completed by complainants by September, 2012. Decrease of 5% of time officers spend writing reports and paperwork (measured in a survey of officers, September, 2012). Increase 5% of time for CSOs to support police field operations (as calculated by the CSO Supervisor).
7. Ready-Set-Go! Fire Training	New	Fire Department	Community members will rate Customer Service of Fire Personnel delivering the program as Excellent or Good. 85% of residents in annual survey will rate Fire Department services as excellent/good.
8. Community Emergency Response Team (CERT)	New	Fire Department	Launch the Program by Dec, 2011. Graduate first class by May, 2012 and conduct classes at least twice per year.

*Initiative & Business Services Summary (Cont.)*

<u>Partnership Development: Initiative</u>	<u>Service</u>	<u>Department</u>	<u>Performance Measures</u>
9. Emergency Management/ Preparedness	New	Fire Department	Resident survey will show 10% increase among those who rate the City's Emergency Preparedness as Excellent or Good. Training Exercises will result in Excellent or Good rating by outside evaluators.
10. Commission on Fire Accreditation International	New	Fire Department	Initiate the process by December, 2011 and complete the process by September, 2012.
11. Legislative Outreach Plan	New	Public Affairs & Communications	Increase in funding to the City and local community linked directly to advocacy performance; greater number of fiscal notes in legislative actions; discernible improvements in access to legislators.
12. CAREs Program	New	Community Services	Efforts to hold the South Lake CAREs days on the same day citywide will be made to enhance sense of community pride and community spirit.
13. Regional Leaders Annual Forum	New	Public Affairs & Communications	By September 30, 2011, a baseline survey of regional leaders will be conducted to measure interest and expected outcomes. Measureable performance indicators will be developed following survey.
14. Partner Agency Initiative	New	Development Services	Quarterly coordination meetings with partner agencies will begin by September 30, 2011

