

CITY OF SOUTH LAKE TAHOE



2016 ANNUAL BUSINESS PLAN

Adopted February 2, 2016



Elected Officials

Wendy David, Mayor
Austin Sass, Mayor Pro Tem
Hal Cole, Councilmember
JoAnn Conner, Councilmember
Tom Davis, Councilmember

Susan Alessi, City Clerk
David Olivo, Treasurer

City Manager

Nancy Kerry

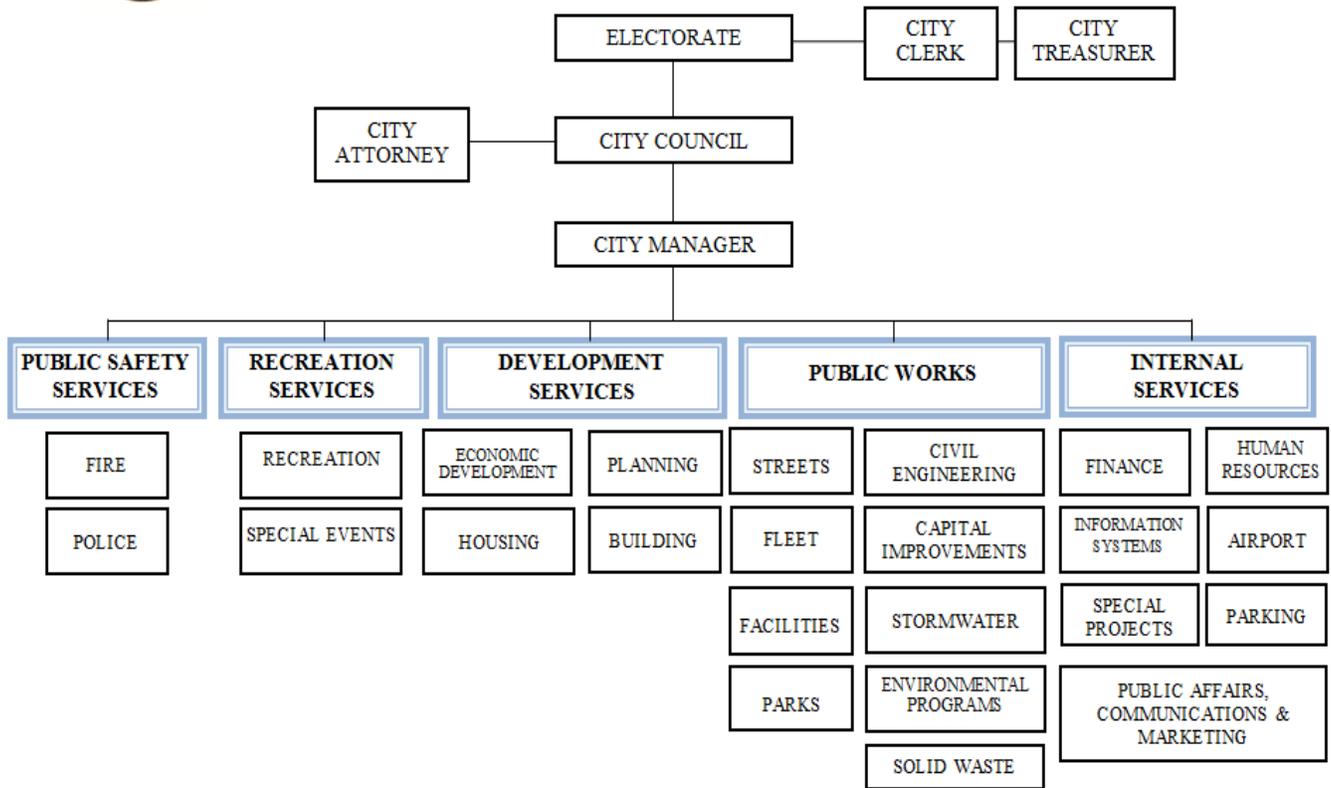
City Attorney

Tom Watson

City Organization



ORGANIZATIONAL STRUCTURE





Mission and Core Values

We are dedicated to providing essential, outstanding and cost-effective services that enhance the vitality and quality of life of our residents, businesses and guests.

We treat each other and those we service with courtesy, consideration and value.

We welcome and find new and better ways of conducting business and providing services.

We take ownership of our decisions and responsibilities for our conduct and performance.

We are honest, trustworthy and committed to doing the right thing.

We strive to deliver services that produce the highest level of value, results and satisfaction for our customers.

We will create an organizational culture built on outcomes and “keeping score” of our results.

Respect

Innovation

Accountability

Integrity

Customer-Focused

Results-Driven

Strategic Priorities

In March 2015, the City Council re-affirmed the current Strategic Priorities will remain the same for Fiscal Year 2015-2016:

- ❖ **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*

- ❖ **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.*

- ❖ **Public Trust and Accountability:** *To enhance civic engagement and maximize information outreach by listening to, understanding and fostering mutual respect with the community.*

- ❖ **Quality Core Services:** *Maintain and improve upon the City's basic core services including but not limited to, Police, Fire, Public Works and Recreation, and the administrative services in support of these services.*

Business Plan Initiatives to Support Strategic Plan Priorities

PRIORITIES	ECONOMIC DEVELOPMENT
	Initiative 1: Economic Development Strategy
	Initiative 2: Evaluate New Special Event Locations
	Initiative 3: Expand Recreational Investment Opportunities
	Initiative 4: Community Design Guidelines
	Initiative 5: Bijou Park Master Plan
	FISCAL SUSTAINABILITY
	Initiative 6: Reorganize Fire Department
	Initiative 7: Implement Asset Management Program
	Initiative 8: Adopt Revenue Generation Strategy
	IMPROVE THE BUILT ENVIRONMENT
	Initiative 9: Implement Tahoe Valley Area Plan
	Initiative 10: Implement Community Investment Program
	Initiative 11: Implement Recreation Master Plan
	Initiative 12: Establish Visual Appeal Index
	Initiative 13: City Hall/Visitor Center Remodel
	Initiative 14: Revitalize Hotel Districts
	PARTNERSHIP DEVELOPMENT
	Initiative 15: Promote South Shore Legacy Principles
	Initiative 16: Implement TRPA Memorandum of Understanding
	Initiative 17: Broaden Community Outreach
	PUBLIC TRUST AND ACCOUNTABILITY
Initiative 18: Improve Development Review & Permitting Services	
Initiative 19: Develop Best Practices Policies and Procedure for Public Works Department	
Initiative 20: Municipal Code Revisions	
Initiative 21: Generate Fire/Life Safety through Public Education	
Initiative 22: Establish Anti-Property Crime Program	

Business Plan Initiatives

PRIORITIES	QUALITY CORE SERVICES
	Initiative 23: Improve Residents Quality of Life
	Initiative 24: Strengthen Organizational Culture
	Initiative 25: Engage Tiger Team for Active Code Enforcement
	Initiative 26: Update Policies & Increase Efficiencies in Human Resource Department
	Initiative 27: Implement Customer Service Recognition Program
	Initiative 28: Improve Customer Experience at Recreation Center
	Initiative 29: Reorganize Finance Department

**The key is not to
prioritize what's on
your schedule, but to
schedule your
priorities.**

-Stephen Covey



ECONOMIC DEVELOPMENT

INITIATIVE 1: ECONOMIC DEVELOPMENT STRATEGY		LEAD: CITY MANAGER
Performance Measure	<ul style="list-style-type: none"> Economic Development innovation is at the core of strong cities. Retain a strong small business sector, increase local sales tax revenue Attract \$1 Billion in Capital Investments to the South Shore within 10 years (40% goal attainment by end of 2016) Attract and retain businesses to the South Shore Support local businesses in the community 	
Action Plan	<ul style="list-style-type: none"> Adopt Legacy Action plan calling for attraction of capital investment Identify signature economic development projects and assist developers in project development Issue Request for Proposals for Economic Analysis of the Airport, Socio-economic analysis of Vacation Home Rentals and a Cost-Benefit study of new event center Implement the Airport Master Plan and Recreation Master Plan Conduct long-range analysis of TAU/CFA commodity needs 	
Timetable	<ul style="list-style-type: none"> Action items to be completed by December, 2016 Spring 2016: in collaboration with CTC hire consultant and conduct TAU/CFA analysis; report to community/City Council Summer 2016 	

INITIATIVE 2: EVALUATE NEW SPECIAL EVENT LOCATIONS		LEAD: CITY MANAGER
Performance Measure	<ul style="list-style-type: none"> Increase TOT by 5% attributed to special events supported or hosted by the City 	
Action Plan	<ul style="list-style-type: none"> Identify long-term SnowGlobe location and bring forward five-year agreement for discussion by the City Council and/or Community Play Consortium Board Issue RFP for cost/benefit analysis of event space at airport Conduct cost/benefit analysis of SnowGlobe at current location Work in conjunction with LTVA to attract and promote events 	
Timetable	<ul style="list-style-type: none"> RFP for cost/benefit of airport event center issued early 2016; completed summer 2016. 	



Economic Development

INITIATIVE 3: EXPAND RECREATIONAL INVESTMENT OPPORTUNITIES		LEAD: PUBLIC WORKS
Performance Measure	<ul style="list-style-type: none"> • Create an opportunity for Economic Development through expansion of the recreation facilities in the area known as the “56 acre Project.” 	
Action Plan	<ul style="list-style-type: none"> • Complete transfer of the county-owned improved land in the 56 acre project site from the county to the city (city current provides all M & O for site) • Enter into new lease agreements with building tenants to provide long term tenant stability • Complete Recreation Complex redesign with ROI investment strategy • Develop investment strategy for improved areas of the project site • Relocate Street Maintenance Division from Rufus All to D Street to create additional space for recreational investments in the project site • Renovate existing building on D street as well as construct new facilities to encompass the creation of a new Municipal Corporation Yard • Conduct evaluation of potential voter tax initiative for investment in capital projects prioritized by voters for recreation, infrastructure and roads 	
Timetable	<ul style="list-style-type: none"> • 2016 for all key action plan initiatives as identified above 	

INITIATIVE 4: COMMUNITY DESIGN GUIDELINES		LEAD: DEVELOPMENT SERVICES
Performance Measure	<ul style="list-style-type: none"> • Provide user-friendly design guidelines for community members; the guidelines will graphically illustrate to developers how to meet the City’s design standards. The document will provide examples of architectural and design strategies that may be employed to achieve the desired mountain identity. 	
Action Plan	<ul style="list-style-type: none"> • Develop scope of work for consultant (2015, completed) • Conduct community outreach with property owners, business owners, and residents • Work with Planning Commission to adopt content and illustrations 	
Timetable	<ul style="list-style-type: none"> • Early 2016: Community workshops/outreach • Spring 2016: document finalized 	





Economic Development

BIJOU PARK MASTER PLAN



INITIATIVE 5: BIJOU PARK MASTER PLAN		LEAD: DEVELOPMENT SERVICES
Performance Measure	<ul style="list-style-type: none"> Adoption of Bijou Park Master Plan 	
Action Plan	<ul style="list-style-type: none"> Conduct community outreach through workshops, surveys, and meetings Present concepts, ideas, and alternatives for uses Evaluate recommendations to present to City Council with Engineer's estimates City Council consider and recommend alternatives Prepare action plan for finalization of plan, fundraising and community engagement 	
Timetable	<ul style="list-style-type: none"> Spring 2016: hire consultant or assign staff to begin project planning Identify costs and revenue sources for the project Fall 2016: Initiate planning process 2017: Implement recommendations; schedule for Community Investment Program or City Council to authorize projects 	



FISCAL SUSTAINABILITY

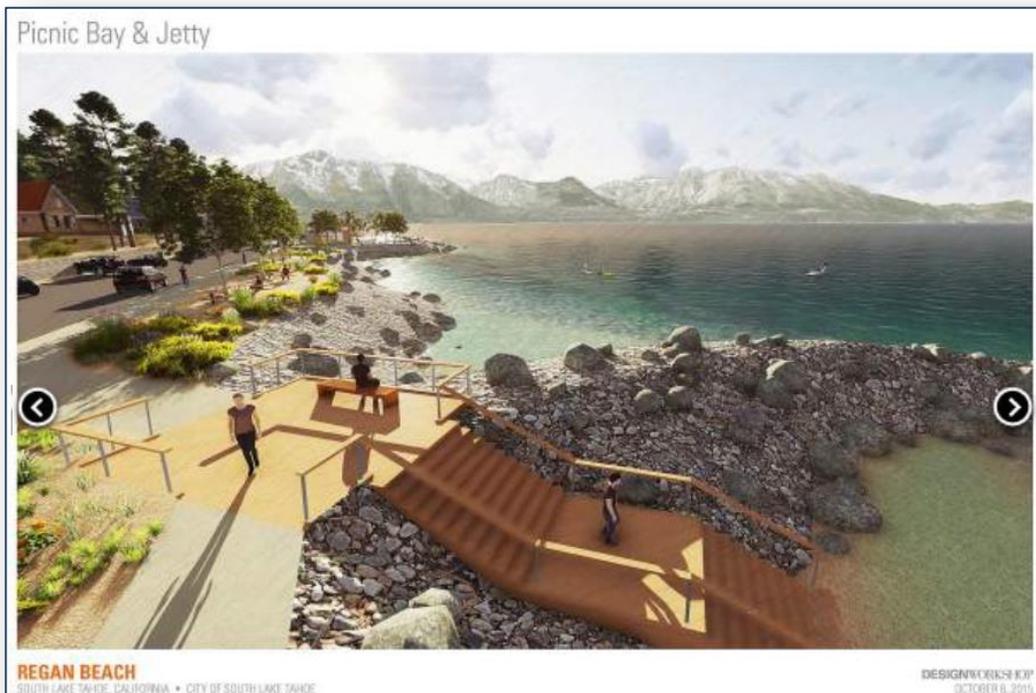
INITIATIVE 6: COMPLETE FIRE DEPARTMENT REORGANIZATION		LEAD: FIRE
Performance Measure	<ul style="list-style-type: none"> • Create a more fiscally sustainable department through staffing, promotion and reorganization of personnel to fill vacancies 	
Action Plan	<ul style="list-style-type: none"> • Successfully negotiate a comprehensive Career Development Guide to utilize during recruitment and promotions • Conduct a comprehensive academy process to ensure the newly promoted or hired personnel are adequately trained to perform their job • Implement a task book process consistent with career development guide • Recruit and fill leadership positions of new structure (Battalion Chief) 	
Timetable	<ul style="list-style-type: none"> • In process; ongoing 	

INITIATIVE 7: IMPLEMENT ASSET MANAGEMENT PROGRAM		LEAD: PUBLIC WORKS
Performance Measure	<ul style="list-style-type: none"> • Enhance Fiscal Sustainability through revenue generating programs supported by improved and well maintained City infrastructure and assets 	
Action Plan	<ul style="list-style-type: none"> • Purchase Asset Management Software and Services to help with the collection of extensive data needed to implement the program (<i>completed</i>) • Launch Service Request Portal to community • Evaluate Citywide Pavement and Facilities Condition Index (<i>completed</i>) • Establish Investment Plan (to be presented to the City Council summer 2016) • Evaluate and report program effectiveness 	
Timetable	<ul style="list-style-type: none"> • 2015: purchase and install new software (<i>completed</i>) • Summer 2016: evaluate return on investment and demonstrate program effectiveness 	



Fiscal Sustainability

INITIATIVE 8: ADOPT REVENUE GENERATION STRATEGY		LEAD: CITY MANAGER
Performance Measure	<ul style="list-style-type: none">• Create a policy for new revenue generation with directed projects, goals and performance measures for investment with demonstrated ROI and multi-utilization of revenues.	
Action Plan	<ul style="list-style-type: none">• High priority projects that were identified by the City Council presented to the community through statistically valid survey for ranking and prioritization• Adoption of conceptual plans and engineer's assessment of those projects and program	
Timetable	<ul style="list-style-type: none">• Spring 2016: City Council determination of identified revenues sources and course of action for public action	





IMPROVE THE BUILT ENVIRONMENT

INITIATIVE 9: IMPLEMENT TAHOE VALLEY AREA PLAN		LEAD: DEVELOPMENT SERVICES
Performance Measure	<ul style="list-style-type: none">The newly adopted Plan provides a blueprint for incentivizing development, creating a greenbelt that incorporates area-wide stormwater and BMP's, SEZ restoration, recreation, transportation and business attraction elements through a walkable and bikeable environment	
Action Plan	<ul style="list-style-type: none">Design greenbeltWork with Public Works/Engineering to ensure people-oriented areas are planned before infrastructure/stormwater system designedContinue work with private property owners/businesses for areawide stormwater system/BMPsConsider policies to assist in building mixed use areas that stimulate the economy	
Timetable	<ul style="list-style-type: none">Spring 2016: Identify Greenbelt Plan and Tahoe Valley redevelopment policies for adoption by council2016: Identify potential sources of funding and leverageable assets to attract capital for the construction of greenbelt	





Improve the Built Environment

INITIATIVE 10: IMPLEMENT COMMUNITY INVESTMENT PROGRAM		LEAD: PUBLIC WORKS
Performance Measure	<ul style="list-style-type: none"> Improve the Built Environment to increase recreation and wellness opportunities and provide significant environmental benefits as described in the adopted Community Investment Program 	
Action Plan	<ul style="list-style-type: none"> Complete the El Dorado to Ski Run Bike path to close one of the last gaps in cross town connectivity for pedestrians and bicyclists Complete the Bijou Bicycle Terrain Park Select Design for rehabilitation of Regan Beach Complete Sierra Tract ECP to reduce harmful discharge into Lake Tahoe and UTR 	
Timetable	<ul style="list-style-type: none"> 2015/2016: Finalize agreements with property owners 2016: Select alternative and identify sources of funding for construction remodel of Regan Beach Summer 2016: El Dorado to Ski Run Bike Path constructed Summer 2016: Complete Sierra Tract Erosion Control Project 	

INITIATIVE 11: IMPLEMENT RECREATION MASTER PLAN		LEAD: RECREATION
Performance Measure	<ul style="list-style-type: none"> Improve Recreation Facilities and strengthen Public/Private Partnerships with One South Shore identity to focus on recreation as primary economic driver Form new Joint Powers Authority for public/private partnership to share in the management and construction of new community play fields 	
Action Plan	<ul style="list-style-type: none"> Establish a recreation consortium represented by members of public and private recreation providers Engage public is Recreation Center Remodel and select design and develop plans for Regan Beach renovation 	
Timetable	<ul style="list-style-type: none"> 2015: Form new JPA (Community Play Consortium) 2016: Select final design and identify sources of funding for constructing new community play fields 2016: Construct new community play fields 	





Improve the Built Environment

INITIATIVE 12: ESTABLISH VISUAL APPEAL INDEX		LEAD: CODE ENFORCEMENT
Performance Measure	<ul style="list-style-type: none">• Create an attractive visual appeal along the commercial corridor by encouraging businesses on Highway 50/Lake Tahoe Blvd to improve their storefronts and comply with local ordinances	
Action Plan	<ul style="list-style-type: none">• Proactively Enforce illegal signs/banners along Hwy 50• Incentivize businesses to upgrade properties by creating public/private liaison to help them through permitting processes as needed	
Timetable	<ul style="list-style-type: none">• Enforce city sign code (on going)• Early 2016: meet with City Planners• Spring 2016: develop numerical visual scoring tool, deploy initial scoring teams• May 2016: recognize businesses with favorable scores, identify and notify low-scoring commercial properties• Fall 2016: conduct another round of scoring, note improvements and provide report to City Council	





Improve the Built Environment

INITIATIVE 13: CITY HALL/VISITOR CENTER REMODEL		LEAD: PUBLIC WORKS
Performance Measure	<ul style="list-style-type: none">• Improve, remodel and revitalize the local and visitor experience at City Hall at the airport by establishing a new visitor's center and remodeling the lobby	
Action Plan	<ul style="list-style-type: none">• Complete sale of coverage from airport land to Barton Hospital – establish capital improvement account as revenue source for project• Select final design for remodel with the inclusion of visitors center• In collaboration with Lake Tahoe Visitor's Center, design satellite location for airport• Bring forward to City Council project and construction approval, which will include new HVAC system• Construct remodel and host grant opening	
Timetable	<ul style="list-style-type: none">• 2015: select architect, review and finalize plans (<i>in process</i>)• January 2016: complete sale and transfer of coverage to Barton Hospital• Jan/Feb 2016: select final design, release project for bidding• April 2016: Award project and initiate construction (approx. 9 weeks)	





Improve the Built Environment

INITIATIVE 14: REVITALIZE HOTEL DISTRICTS		LEAD: CITY MANAGER AND DEVELOPMENT SERVICES
Performance Measure	<ul style="list-style-type: none">• Revitalization and Redevelopment of older motels and hotels in the Stateline and highway 50 areas	
Action Plan	<ul style="list-style-type: none">• Produce and adopt Legacy Action Plan identifying Revitalization of Hotel Districts as priority of City• Produce Developer “Play Book” to attract capital investments• Adopt policy to provide Commercial Floor Area (CFA) to developers willing to invest in hotel/motel district areas• Work with local real estate professionals to encourage and attract investment	
Timetable	2016 <ul style="list-style-type: none">• Developer Play Book finalized and Legacy Action Plan adopted• Develop strategy with local real estate professionals• In collaboration with TRPA, establish CFA/TAU conversion strategies	





PARTNERSHIP DEVELOPMENT

INITIATIVE 15: PROMOTE SOUTH SHORE LEGACY PRINCIPLES		LEAD: CITY MANAGER
Performance Measure	<ul style="list-style-type: none">• Adoption of Legacy Principles throughout the South Shore by private and public agency partners	
Action Plan	<ul style="list-style-type: none">• The South Shore CEO Roundtable will continue its year-long effort to finalize Legacy Principles and Action Plans• Local CEOs will encourage adoption and promote cohesive strategy for south shore	
Timetable	<ul style="list-style-type: none">• Campaign launched by summer 2016	

Legacy Action Plan

- *Collaborating Leadership*
- *Environmental Integrity*
- *Education, Culture & Recreation*
- *Bold & Innovative*

The South Lake Tahoe Legacy Action Plan consists of principles, plans, priorities, and major projects that will guide the City's collective action for environmental stewardship, improve economic diversity & contribute to a sustainable and vibrant community for this & future generations.

Explore interactive maps, discover projects & progress at www.slt.unshelved.net



Partnership Development

INITIATIVE 16: IMPLEMENT TRPA MOU		LEAD: DEVELOPMENT SERVICES
Performance Measure	<ul style="list-style-type: none"> The recently approved delegated permit authority with TRPA will decrease permit processing times, incentivizing larger commercial and residential development projects in adopted Area Plans. 	
Action Plan	<ul style="list-style-type: none"> Train City staff in TRPA requirements Develop community outreach materials explaining new processes Monitor and report on compliance with TRPA Code and implementation of Tourist Core and Tahoe Valley Area Plans Develop baseline customer service ratings 	
Timetable	<ul style="list-style-type: none"> 2015 / 2016: conduct surveys, train staff and evaluate performance 	
INITIATIVE 17: BROADEN COMMUNITY OUTREACH		LEAD: PIO
Performance Measure	<ul style="list-style-type: none"> Improve Partnerships with residents through increased community outreach and broadening of information provided to the public 	
Action Plan	<ul style="list-style-type: none"> Increase video library to include city projects and programs Partner with local TV stations and include their content on City TV Channel Increase followers on Social Media outreach Create bi-monthly or monthly video PSA's Work with various departments to schedule community outreach meetings Finance: Develop Finance / Budget Scorecard "Budget in Brief" 	
Timetable	<ul style="list-style-type: none"> Create new video content on a monthly basis throughout 2015 Promote public outreach and 50th Anniversary involvement at Business Expo Promote Fall Citizens Academy Sept 2015 Promote City news, events, programs on a monthly basis 	





PUBLIC TRUST & ACCOUNTABILITY





Public Trust and Accountability

INITIATIVE 18: IMPROVE DEVELOPMENT REVIEW & PERMITTING SERVICES		LEAD: DEVELOPMENT SERVICES
Performance Measure	<ul style="list-style-type: none"> Reduce permit processing time by 15% of current averages and improve customer satisfaction ratings regarding efficiencies and overall effectiveness Automate Development Services Department to expedite building and permitting process review time 	
Action Plan	<ul style="list-style-type: none"> Develop a triage system for incoming permit applications (<i>completed</i>) Purchase, implement and utilize ipads for inspectors and field work Offer online permit applications/submittals for simple building and planning permits and online inspection requests Provide 24-hour counter service with Open Counter, an online service Remodel lobby of Permit Center to improve service, expedite processing and create a more customer-service-oriented environment Provide staff training to ensure goals are clear and expectations for service are encouraged and promoted 	
Timetable	2016 <ul style="list-style-type: none"> Summer 2016: prepare drawings for lobby redesign; select and order equipment Following building season, construct remodel and install equipment 2016/2017: hold open house(s) for community members 	

INITIATIVE 19: DEVELOP BEST PRACTICES & POLICIES FOR PW DEPT		LEAD: PUBLIC WORKS
Performance Measure	<ul style="list-style-type: none"> Build Public Trust and confidence in the City's Public Works Department and staff through the effective implementation of best practices 	
Action Plan	<ul style="list-style-type: none"> Review and update the Departments Policies and Procedures to include best practices consistent with the American Public Works Association 	
Timetable	<ul style="list-style-type: none"> Complete review and analysis of current practices and draft Policies and Procedures by Summer 2016 	



Public Trust and Accountability

INITIATIVE 20: MUNICIPAL CODE REVISIONS		LEAD: CITY ATTORNEY
Performance Measure	<ul style="list-style-type: none"> Condense current Municipal Code from 36 chapters to 9 chapters for ease of use 	
Action Plan	<ul style="list-style-type: none"> Each department code being rewritten over the next 24 months with final revisions to be complete by December 2016 	
Timetable	<ul style="list-style-type: none"> In process; ongoing 	

INITIATIVE 21: GENERATE FIRE/LIFE SAFETY THROUGH PUBLIC EDUCATION		LEAD: FIRE DEPARTMENT
Performance Measure	<ul style="list-style-type: none"> Provide the citizens of South Lake Tahoe the opportunity to learn about fire safety, wildland hazards and community preparedness in an effort to Build Public Trust and increase Partnership Development 	
Action Plan	<ul style="list-style-type: none"> Deliver the South Tahoe Action Team (STAT) program to 100 citizens Conduct an annual open house of all Fire Stations and Wildfire Safety Expo 	
Timetable	<ul style="list-style-type: none"> In process; ongoing 	

INITIATIVE 22: ESTABLISH ANTI-PROPERTY CRIME PROGRAM		LEAD: POLICE DEPARTMENT
Performance Measure	<ul style="list-style-type: none"> Implement programs to mitigate the effects of Property Crime 	
Action Plan	<ul style="list-style-type: none"> Install GPS Tracking devices on high-theft items Continue with the implementation of the Anti-theft Dot Program Increase prevention efforts through a variety of monthly press releases 	
Timetable	<ul style="list-style-type: none"> 2015: deploy and register Anti-Theft DOT Program (250 registered) Early 2016: encourage additional DOT registrants (goal: 500) Early 2016: Deploy GPS trackers Throughout 2016: Crime reports to community 	



QUALITY CORE SERVICES

INITIATIVE 23: IMPROVE RESIDENTS QUALITY OF LIFE		LEAD: CITY MANAGER
Performance Measure	<ul style="list-style-type: none"> • Create 500 new jobs and invest \$30M of capital in recreation and infrastructure/asset management and replacement by 2018 	
Action Plan	<ul style="list-style-type: none"> • Implement Economic Initiatives and adopt One South Shore identity among stakeholders in 2015 • Attract \$1B in capital investment in the South Shore by 2025 • Ensure public is informed of City and community progress through public outreach media sources and civic engagement 	
INITIATIVE 24: STRENGTHEN ORGANIZATIONAL CULTURE		LEAD: CITY MANAGER
Performance Measure	<ul style="list-style-type: none"> • Reduce turnover percentage citywide and increase employee's awareness and line of sight between tasks and strategic priorities measured through employee surveys or other measures 	
Action Plan	<ul style="list-style-type: none"> • Publish monthly employee newsletters, including city information and recognition • CM provide direction to departments establishing performance measures between CC Adopted priorities and initiatives and employees tasks and work plans; performance reviews to include connectivity between City Council priorities and work performance • Encourage organization-wide team play • Continue bi-monthly All Hands Meetings and year-end acknowledgement of achievements 	
INITIATIVE 25: ENGAGE TIGER TEAM FOR ACTIVE CODE ENFORCEMENT		LEAD: CITY ATTORNEY
Performance Measure	<ul style="list-style-type: none"> • Utilize TIGER TEAM for active code compliance issues in an effort to continuously improve the visual quality of the built environment 	
Action Plan	<ul style="list-style-type: none"> • Continue monthly meetings to coordinate code enforcement across department lines • Engage the assistance of a receiver to help achieve compliance with hotels and abandoned properties 	



Quality Core Services

INITIATIVE 26: UPDATE POLICIES & INCREASE EFFICIENCIES IN HUMAN RESOURCE DEPARTMENT		LEAD: ASD/HR
Performance Measure	<ul style="list-style-type: none"> • Reduce onboarding time of new hires by two hours and utilize available time to improve efficiencies in Human Resources Division • Reduce the number of grievances and personnel related legal actions by updating personnel policies to current standards • Reduce Workers Compensation claims by 10% in the first full year of updated safety program 	
Action Plan	<ul style="list-style-type: none"> • Completion of onboarding videos to alleviate the need for one on one. Review current new hire forms for streamlining and utilize the NeoGov module that allows for City forms to be filled out online • Update vetted personnel policies and establish a Red Flag program whereby all disciplinary issues will be discussed with HR prior to action taken. Continue to provide training for all Manager/Supervisory personnel. • Develop a city-wide safety manual that will contain a safety training program tailored for each departments specific needs 	

INITIATIVE 27: IMPLEMENT EXCEPTIONAL CUSTOMER SERVICE RECOGNITION PROGRAM		LEAD: CITY MANAGER
Performance Measure	<ul style="list-style-type: none"> • Improved employee recognition and improved customer service ratings by community members 	
Action Plan	<ul style="list-style-type: none"> • Establish annual customer service recognition program for employees • Promote program and recognition to city staff • Recognition outstanding service – going above and beyond normal routines • Encourage community members to recognize excellence • Promote excellence in the workplace 	
Timeline	<ul style="list-style-type: none"> • 2016's program launched November 2015: Service, Innovation and Creativity • On-going recognition staff-to-staff 	



Quality Core Services

INITIATIVE 28: IMPROVE CUSTOMER EXPERIENCE AT RECREATION CENTER		LEAD: RECREATION
Performance Measure	<ul style="list-style-type: none"> • Provide Quality Core Services by improving the efficiency and security of processing daily transactions and improving customer service ratings as well as establishing repeat customers • Decrease processing time for single transactions • Establish patron connection to department identity 	
Action Plan	<ul style="list-style-type: none"> • Install a printer at front desk & upgrade POS system to expedite processing • Upgrade WIFI reliability to make a public accessible registration station usable and increasing ability to process multiple transactions simultaneously. • Re-Brand division from Community Services to Recreation Services • Attend continuous training relating to customer service 	
Timetable	<ul style="list-style-type: none"> • 2016: Establish and install new equipment ; provide staff training and evaluate customer opinions 	

INITIATIVE 29: REORGANIZE ADMINISTRATIVE SERVICES / FINANCE DEPARTMENT		LEAD: ASSISTANT CITY MANAGER/ FINANCE
Performance Measure	<ul style="list-style-type: none"> • Improve internal and external customer service and provide improve succession planning opportunities for staff through reorganization of the Administrative Services Department 	
Action Plan	<ul style="list-style-type: none"> • Evaluate staff assignments, tasks and performance requirements • In coordination with all staff, consider new processes, staff assignments, positions and create new organization to improve efficiencies, leverage skills and provide opportunities for professional development • Hire new personnel for new positions created • Implement new organization; conduct on-going evaluations for improvement 	
Timetable	<ul style="list-style-type: none"> • All action items will be completed in 2016 	