



# STRATEGIC PLAN UPDATE

April 2009

*“Anything less than a conscious commitment to the important is an unconscious commitment to the unimportant.”*

*“The Main Thing is to Keep the Main Thing the Main Thing”*

Stephen R. Covey  
**First Things First**

*I would like to acknowledge all Department Heads and their staff members for their hard work and contribution in preparing this updated document and for the work they do on a consistent basis to provide excellent service to the people of the community. I want to provide particular recognition to Tina Shannon, Executive Assistant who offered ideas and helped to assemble all submittals into this document.*

David Jinkens  
City Manager

**City of South Lake Tahoe  
Strategic Plan Goals  
REPORT ON PROGRESS MADE IN 2008-2009  
REPORT BY THE CITY MANAGER**

<b>Goal #</b>	<b>Goal Description</b>
1	Complete General Plan by 2008 (Workforce Housing, Smart Growth/Green Cities, Tahoe Valley Community Plan, Demo Project /Mixed Use, Recreation Element, Dog Park/56 Acre Project)
1	Obtain Funds to Repair Airport Runway by FY 2008/09
3	Complete Highway 50 Project By ??
4	Complete Conceptual Design of 56 Acre Project by January 2008
5	Construct Joint-Use Facilities with Fall 2009 Occupancy
6	Implement Tahoe Valley Community Plan
7	Improve Lake Clarity (Implement a Master Storm water Drainage Program by Maintaining Open Space, Forest Fuel Reductions and Area wide BMPS)
8	Prepare and Adopt a Street Repair Plan by October 2007
8	Measurement Plan For Better Customer Service And Response Time (Internal and External, PIO, Town Hall)
8	Develop a Criteria for Evaluating Internal Operations versus Outsourcing Opportunities

\*City Council voted on priority of goal. Goals that received a tie vote are listed with the same goal number

### **GOAL 1 (tie): Complete General Plan by 2008**

A contract with Mintier & Associates was approved on August 21, 2007 and a fully executed agreement was sent to Mintier on 10/18/07. With the assistance of City staff as well as input from the General Plan Advisory Commission (GPAC) and the Planning Commission (PC), **Part I Policy Confirmation** was prepared and on 2/12/08 the City Council reviewed the General Plan Draft Policy Guidance Package and directed staff to utilize the summary as a baseline for the General Plan Update and as input to the Regional Plan Update

**Part II Housing Element** was approved by the Council on 12/9/08 and determined by the State Office of Housing and Community Development (HCD) to meet the state statutory requirements on 1/26/09. State HCD applauded the work of the City to remove governmental barriers to delivering workforce and affordable housing. Our new Housing Element includes programs and strategies for the next five years and assists the City in competing for grant funds to implement these programs and the use of other tools to achieve the same.

**Part III General Plan Update** includes the remainder of the general plan elements as well as the design guidelines. The *Background Report* has been completed and was presented to the City Council on 9/9/08. The *Background Report* will also serve as the environmental setting portion of the EIR. The *Issues, Opportunities and Vision* section of the General Plan Update was presented to the City Council on 1/6/09. Three community workshops (11/7/07, 6/20/08 and 11/5/08) and four GPAC/PC meetings have been held (1/7/08, 8/14/08, 10/23/08 and 12/11/08) to assist in formulating these documents. During February of 2009, staff conducted four stakeholder meetings regarding transportation, public services, recreation and land use to assist in formulating proposed general plan policies and alternatives. The Alternatives Report and Policy Documents will be prepared during the Spring and Summer of 2009 with additional public and GPAC/PC meetings conducted. The General Plan Elements and associated environmental document are scheduled for adoption in the Spring of 2010 and the revised Design Guidelines will be ready for adoption in the Fall 2010.

The goal of this planning effort is to develop City goals and policies in the General Plan that provides the City Council with maximum land-use flexibility consistent with regional environmental thresholds and have the city plan incorporated into the Regional Plan.

The Dog Park was completed and is now operational. A great success that has been received well by the community.

### **GOAL 1 (tie): Obtain Funds to Repair Runway by FY 2008/09**

With the assistance of an FAA grant for \$6,990,000 and a State matching grant of \$174,750, the Runway was completely reconstructed during the period of

August 4, 2008 – November 14, 2008. This was a great accomplishment by the City with the cooperation and support of FAA, DOA, TRPA and Lahontan.

**GOAL 3: Complete Highway 50 Project**

The Phase I project is now fully funded again. This is the second time that it has been fully funded. The Phase I project is from Trout Creek to Ski Run Boulevard. The project contains curb and gutter and new asphalt paving throughout. On the mountain side of the roadway there is also new pathways and upgrades to existing pathways, as well as lighting and landscaping. On the lake side of the roadway there are ADA ramp improvements and some new lighting and some minor pathway improvements. Most of the pathways and landscaping on the lake side of the roadway will have to wait until funding can be identified for the Harrison Avenue Bike Trail and the El Dorado Beach Bike Trail projects.

The Phase I project is scheduled to begin in the summer of 2010 with completion in the summer of 2014. The project funding itself is mostly safe as there are limited funds at risk, according to TRPA.

Staff will continue to pursue full-funding opportunities for all phases of project development (roadway, pedestrian lighting, landscaping and bicycle facilities).

**GOAL 4: Complete Conceptual Design of 56 Acre Project by January 2008**

Between January of 2007 and January of 2008, Royston, Hanamoto, Alley and Abey (RHAA) worked with City government, El Dorado County and the 56 Acre Project Steering Committee to complete the Project Goals, Inventory and Analysis in April of 2007, Development of Conceptual Alternatives in July of 2007, Preparation of a Preferred Plan in October of 2007 and Development of the Final Concept Plan, which was presented to the City Council and County Board of Supervisors during January of 2008.

On January 29, 2008 the Council authorized staff to request additional funds from the CTC for more detailed planning regarding the final concept plan. On March 19, 2008, the CTC Board approved a planning grant augmentation in the amount of \$800,000 for the City of South Lake Tahoe to proceed to final design and permitting for site improvements at the El Dorado Beach portion of the 56-Acre Recreation Improvement Project (Phase I). Since that time, project activities have focused on preparation for Phase I detailed design and construction drawings to address the El Dorado Beach portion of the project. TRPA and City applications were filed with the associated site plans and elevations and were under review when grant fund expenditures were suspended by the State on 12/17/09. City Staff working with the CTC staff has substituted alternative funds which will enable the permitting and final design to be completed during the next few months. Staff has submitted requests for Federal

stimulus and earmarked funds for the construction of the Phase I Construction. Additional CTC funds for construction will also be pursued in May. Along with the CTC grant request, staff will need to provide an extended lease with El Dorado County for the subject property so that we can demonstrate that the City has control over the site.

The City Council authorized in March 2009 the completion of plans for the Phase I component and to prepare bids for the project. Permitting for the project is underway. The CTC Board will review grant monies available for the Project at their May meeting.

**GOAL 5: Construct Joint-Use Facilities with Fall 2009 Occupancy**

Conceptual design work on the Joint Use Facility was suspended in the Fall 2006 because of the failure to secure partnering agreements and funding shares.

During this performance period, the City Council agreed with a proposal from its Council Committee to move the site of the proposed facility from School District property to a City owned parcel at Bijou Park. In addition, the Council agreed to pursue construction of a facility that incorporated a City Hall, Police Building, offices for Fire management, and EOC and Council Chambers and meeting room space.

The City Council also approved an application to the State Office of Homeland Security for a \$1 million grant to construct a new EOC at the site. That grant was not authorized by the State. The conceptual plan including future project schedule and probable costs of \$28.5 million was reviewed by the City Council. Direction was given to staff to proceed with the initiation of a Statement of Qualifications (SOQ) for a design consultant. The proposal deadline was February 2, 2009. The SOQ process is on hold and the proposals have not been opened. The design estimated to cost approximately \$1.6M and submittal of a formal design proposal would be the next step in the process once a consultant(s) are selected from the SOQ process.

The City requested a direct appropriation through Senator Feinstein's Office to fund the facility.

If all funding sources come through and all assumptions made in the conceptual report presented to the City Council are found to be accurate, design and construction would follow with occupancy in October of 2011, according to the schedule prepared by CM Works.

The project cannot be completed unless adequate funds are identified to fund it. It should also be noted that City staff met with TRPA staff on 1/29/09 to discuss actions associated with locating City Hall in Bijou Park (i.e. Bijou Park Master Plan Amendment, possibly adding Government Offices as an allowable or

special use in Special Area #1 and the associated environmental documentation. We agreed to cooperatively pursue these items.

**GOAL 6: Implement Tahoe Valley Community Plan**

On February 14, 2006 the proposed community plan developed by the TVCP Team was presented to the City Council. The Council formed an Ad Hoc Subcommittee. On 6/6/06 Mintier & Associates was hired to assist the City in reviewing planning documents, including the draft TVCP. On 8/1/06 the Council Ad Hoc Subcommittee met to review the comments received from the TVCP Team regarding the proposed TVCP. On 11/7/06 Mintier's agreement was amended to include the refinement and completion of the TVCP. On 4/3/07 the draft TVCP prepared by Mintier & Associates was presented to the City Council for information only.

Pacific Municipal Consultants (PMC) is under contract to prepare the draft EIR/EIS. They have completed an administrative draft EIR/EIS which is under review by City and TRPA staff. This document evaluates four alternatives: *Alternative 1-No Project*; *Alternative 2-Revitalized Local Center*, which was prepared in conjunction with the TVCP Team; *Alternative 3-Smart Growth with High Density Clusters*, which was prepared by Mintier & Associates; and *Alternative 4-Gateway Core Design Alternative*, which includes concepts that came out of the 2005 design charette process as well as input from the interns sponsored by Design Workshop and will provide the basis for the City Council and TRPA Governing Board to select the preferred alternative.

In order to insure that the impacts of all four alternatives are thoroughly and equally evaluated and that the analysis is consistent with the other work that is taking place in the Tahoe Valley area (i.e. proposed Redevelopment Project Area No. 2, two Community Enhancement Projects, etc.) it has taken longer to prepare the draft EIR/EIS than anticipated. Because the Tahoe Valley Community Plan is expected to be used both before and after the Regional Plan Update underway, alternatives have been designed to render this EIS/EIR of more lasting value than other community plans in the past.

To simplify, combinations of alternatives may become designated as the preferred alternative, and what is the preferred alternative may evolve over time. However, the EIS/EIR work is intended to support these choices. The consequence of this approach is that both TRPA and City staff have concluded the work is incomplete and not ready for publication due to, adjustments needed to the traffic analysis that reflects the best research and local experience with mixed-uses, and a more compact land use ("Smart Growth") in appropriate districts that would be needed to implement more pedestrian friendly places.

To repeat the traffic assumptions of the past 20 years would not produce for individual project proponents the public benefit intended when conducting the traffic analysis on a wider area basis. Typically, a project consistent with an approved EIS/EIR can obtain a less costly environmental review process, and

rely on the community plan work in this important respect. Several layers of work by separate parties are needed to revise the draft on this topic. Supplemental research sources and expertise is being evaluated so that project management can proceed. Traffic analysis is central to the delays now being experienced because it affects the conclusions reached for land use, carbon impacts, and enters into many other summarizing and supplementing chapters of the document (e.g., cumulative impacts; consistency with regulations).

City and TRPA staffs are at the same time in the process of reviewing a Screencheck Draft which includes responses to the extensive comments that were generated from the review of the Administrative Draft. Additionally, because the Administrative Draft was expedited, produced at an earlier time with the content that was ready for review, some of the chapters are being reviewed for the first time in the Screencheck Draft, and generating the same extensive degree of comment and correction. Also, the Screencheck Draft is a wholesale revision of the Administrative Draft, which has slowed and complicated efforts to verify that requested changes have been implemented as instructed by two sets of staff. The magnitude of technical changes, edits and corrections, and the verification that they have been implemented as instructed, will be time consuming and require a new and red-lined draft for internal review given how the document was put forward for review in piecemeal fashion.

The goal is to complete environmental review of alternatives and bring a recommended option to the Council by late 2009.

The Community Survey revealed that a majority of those surveyed go out of town to shop for general retails purposes because there is more variety of products offered (89%), cost of product (81%) or the store they want is not in town (67%).

### **GOAL 7: Improve Lake Clarity**

This is an ongoing process. The next 10-year EIP program has been prepared with a funding cost of \$2.21B in 2006 dollars. Much of the work is unfunded. A local share for eligible Basin projects of 8% (or \$176,800,000) has been proposed. The local share alone is an enormous financial burden on all Basin agencies that may be insurmountable without other matching grant funds be found and made available.

Kennedy-Jenks under contract with the City completed the Drainage Master Plan (DMP) for the City and the Storm Water Management Plan (SWMP) for the NPDES permit.

The DMP is used for determining and eliminating problem drainage areas through EIP and CIP projects. The SWMP is proposed for amendment which would allow inclusion of TMDL requirements. The \$2.21B EIP Basin-wide funding estimate takes into account projects necessary to comply with TMDL requirements. For all future design projects, City staff will make a determination on relevancy, compliance with the storm drainage master plan, maintenance

costs, any regional BMP practicality, and inclusion of possible recreation components. The first such project is the Bijou Area ECP and City staff continues to pursue grant funding for this project.

Public Works staff is currently undertaking the development of the Storm Water Management Plan (SWMP) as required by the NPDES permit. One component is the development of a tracking data base. This will be accomplished through the implementation of a GIS system. This will locate and track data associated with the City's drainage system. The City is also in receipt of a pollution load reduction strategy grant. This will allow the City to identify areas where pollutant loads threaten Lake water quality. Between this study and the GIS system, staff will be able to identify at risk areas and prioritize maintenance, improvements, and inspections.

The City's comprehensive 40 page grading ordinance has been presented to the Council and was adopted on March 11, 2009. This ordinance adds a new Chapter 36 to the City Code entitled, "Grading, Erosion and Sediment Control for Activities Involving Grading and Soil Disturbance" It takes effect on April 17, 2009 prior to the deadline contained within the SWMP and NPDES permit.

The TRPA deadline for installation of BMP's in Tier One locations was October 15, 2006. A one year grace period was granted until October 15, 2007. Many of the parcels in South Lake Tahoe including City owned parcels are out of compliance. TRPA staff has indicated that violation notices may soon be sent out to sensitive parcel locations. Budget constraints prevented City staff to hire a design consultant to develop plans and specifications and then bid the work in order to bring City owned parcels into compliance was not approved during budget discussions for FY 08-09. As such, the City remains out of compliance for its parcels. City staff continued to believe that a comprehensive storm drainage system is superior in treating storm water to the use of "french drains".

The Community survey told us that 63% of those surveyed said that drainage on city streets should be improved.

**GOAL 8(tie): Prepare & Adopt Street Repair Plan by October 2007**

The plan was completed and submitted to the City Manager and City Council in February of 2008. The document indicates that \$2.9M in 2006 asphalt dollars must be spent annually to maintain roads at current levels. Although the City has spent nearly \$2M on road repairs since the Pavement Management Plan was completed in 2006, the average Pavement Condition Index rating continues to fall. This is because that road repair funding prior to 2006 was deficient. It is apparent that there are more needs for street renovation and repair than available discretionary dollars that must compete with other City General Fund priorities. While PW staff proposed an additional \$500K annually for street preservation of streets in better condition, that amount was not approved in the FY 08-09 budget.

City management staff is also evaluating the opportunity now and in the future to use existing and new RDA funds for major street reconstruction in designated RDA Project Areas. Staff will continue to seek grant funds for street repair and renovation as well. The reality remains however that street maintenance and repair remain under funded and a committed long-term source of revenue is needed to address the issue. Public Works staff has also submitted a request to TRPA for Stimulus funding exceeding \$24M for local road repair. The status of that request is unknown at this time.

The economic slowdown and impact on City revenues has resulted in the withering away of funds for a streets program this year from the General Fund, and this situation over time must be corrected if we are to institute and sustain a comprehensive street repair and renovation program as called for in our Streets Master Plan.

The Community Survey detected a strong community preference for seeing (90% opinion) to see resources used for street repair.

In addition, 76% of the survey said sidewalks, lighting and landscaping is either essential or very important.

**GOAL 8(tie): Measurement Plan for Better Customer Service & Response Time**

Research was done on software systems that have been used in other cities to improve customer service with the public. Contact has also been made with Lake Tahoe Community College about doing customer service training on-site for employees. Many employees of the City who are “front counter” personnel have already attended this training. We are also looking into options for training that is geared towards internal customers as well as external.

In the results of December 2008 National Research Center Study, City staff were found to be well received by the public. 70% of the survey respondents rated their overall impression as good or excellent. Obviously, we will continue to strive to improve.

**GOAL 8(tie): Develop Criteria for Evaluating Internal Operations versus Outsourcing Opportunities**

The City’s financial policies were amended by the City Council in August 2008. The Productivity Policy’s Section B, Contracting for Services, was updated with criteria for evaluating internal operations versus outsourcing opportunities, as requested by the City Council in its April 2007 Top Ten City of South Lake Tahoe Strategic Goals. The update includes criteria to effectively determine a Sourcing Strategy, assessing sourcing needs, and criteria for evaluating sourcing alternatives based upon best practices as outlined by the Government Finance Officers Association, and Gartner Inc. the worlds leading information technology research and advisory company.

While the City already contracts for a wide variety of services, these additional criteria will assist in better integrating both internally and externally provided service alternatives to fulfill its strategic goals, business objectives and technology needs.

## **2008 Accomplishments**

### **Economic Development**

#### **Major Goals and Objectives in progress:**

- Support evaluation of new redevelopment area (documents now ready for publication by Council)
- Support 2 CEP projects (extensions of 1 year pending with TRPA)
- Support TVCP process (admin review done; screen check review done; legal and TRPA coordination work to finalize publication)
- Support Ski Run Marina owner's improvement efforts (March Council presentation)
- Support development of RDA properties on Ski Run (Council redirected staff on this goal; properties to be sold)
- Support transactional activity of convention center (none pending presently)
- Expand business recognition efforts

#### **Grant activities:**

- HCD grant application (re-submission) for Kyburz parcel (March Council meeting)
- HCD grant application for micro enterprise assistance (award announcements pending)
- HCD 2005 grant completed (Feb 09) and work to close grant pending
- EDA grant work (submitted; award announcement pending)
- RLA: scope of lending revised Dec '08; submission and approval by HCD pending

### **Fire Department**

#### **Fuel Reduction:**

- Completed in excess 100 acres of fuel reduction work on City owned properties since 2007
- Developing 400 acres of treatments funded through round 9 of SNPLMA and from Forest Service Federal Stimulus funds
- Providing funding for up to 200 residential stipends for homeowner treatments from round 9 of SNPLMA

**Fire Training:**

Fire Department staff completed over 10,000 hours of training for 2008 calendar year which result in nearly \$25,000 in revenue from instructional services agreement with LTCC

**Grants:**

Obtained close to \$2.15 million in grant funding

- for equipment and programs in fire suppression approx \$300,000
- fire prevention/fuel reduction approx \$1.6 million
- and emergency management approx \$250,000

**Wild Land Fire Prevention:**

In 2007, participated in and maintained strong influence with the Bi-state (Angora) fire commission.

- Working on implementation of recommendations from the commission

**Cost Share/Apportionment:**

Negotiated a successful suppression cost share on the Angora Fire.

- Working with neighboring jurisdictions to ensure consistency within the cost share process
- Negotiated successor cooperative agreement with the United States Forest Service

**Fire Department Fleet:**

- Designed and replaced Patrol 2 with a much more capable vehicle.
- Implemented enhanced rescue program with the re-use of Patrol 3 as a rescue vehicle (Squad 3)
- Worked with Finance Department to acquire type III wild land fire engines to better protect the City

**Mutual Aid Coordination:**

Successfully managed the role of Operational Area Coordinator for the Tahoe Basin within Region IV of the California mutual aid system. This includes the orientation and training of the public safety communications center.

**Emergency Management:**

Working with the California Office of Homeland Security, coordinated participation within the Golden Guardian Exercise program exercising the EOC and Staff to enhance city preparedness

Acquired Reverse 9-1-1 system for use during emergencies

- presently working toward implementation
- Negotiated a 5 party MOU for the use and maintenance
- Negotiated 2007 residual DHS funds for acquisition of T-1 high capacity phone lines for system implementation

**Staffing:**

Completed recruitment for the replacement of two retired Fire Division Chiefs

- Hired Division Chief Marty Scheuerman (From Reno Fire Dept)
- Promoted Division Chief Greg Gstettenbauer (20 year veteran of the SLTFD)

**Promotions and New Hires:**

- Promoted two Fire Captains, Jon Anderson and Rob Hembree
- Promoted two Fire Engineers, Leslie Asbury and Kim George, the first female fire employees to hold this rank in the history of the City of South Lake Tahoe
- Hired new firefighters, Jody Benavidez, Holt Cawelti, and Justin Keys

**Fire Department Strategic Plan:**

Following the City Strategic Planning process, the fire department will conduct a re-visitation of the fire strategic plan to evaluate assumptions and re-affirm, as necessary, the major plan themes

**Community Development****Planning Division****Strategic Plan Accomplishments:**

- City Council adoption and California Department of Housing and Community Development certification of a new General Plan Housing Element
- Completed permitting of the Dog Park at Bijou Park
- Completed California Environmental Quality Act documentation for the Airport runway repairs and the City Bicycle Master Plan

**Large Projects currently underway:**

- General Plan Update
- Tahoe Valley Community Plan
- FEMA Flood Insurance Rate Map re-study and comprehensive update. The last comprehensive re-study was completed in 1978
- Non-conforming sign compliance strategy and public information distribution
- Assisting with Lakeview Commons project management, CEQA and permitting
- Facilitating accurate count for the 2010 Census

**Building Division****Large Projects underway or completed:**

- In final stages of completion of the Ski Run Center
- Completion of the first phases of the D Street business complex

- Completion of Marriott phase III, Embassy Vacation Resorts and Sky Forest Acres

### **Parks and Recreation**

- Completed and opened Bijou Dog Park
- Community Playfield Bathroom & Concession Facility – permitted and construction ongoing
- Completed Regan Beach Design Study
- Completed Senior Center in ground Sidewalk Heating and Ice Melt System
- Developed and Implemented Department Website
- Completed and Opened Explore Tahoe Visitors Center
- Recycling Grant Lead – Awarded \$394,000
- Developed and Implemented We Can Health Program
- Implemented Community for Healthy Kids, LOCC
- Implemented College Internship Program

### **Airport, Transit & Solid Waste**

- Resolved outstanding Notice of Violation. March 23, 2008 TRPA Governing Board unanimously approves Settlement Agreement eliminating \$500,000 fine against the City.
- Received \$7,437,606 in State and Federal Grants for Airport
- Prepared Environmental Document, applications and received all regulatory approvals for Airport Runway Reconstruction within 4 weeks
- Reconstructed Airport Runway - \$7, 000,000 + project. The project included restoration of approximately 5 acres of Stream Environment Zone (SEZ) and installation of approximately 205,000 square feet of porous asphalt as a BMP( Best Management Practice) making it one of the largest SEZ restoration and BMP improvement projects ever in the Tahoe Basin
- Cured 23 long standing (over 6 years) FAA Safety Discrepancies – currently “0” discrepancies
- Airport Staff constructed five new offices in Airport Terminal increasing aviation uses and Airport revenue
- Supported 19<sup>th</sup> annual Lake In The Sky Air Show (10,000 attendees), Celebrity Golf Tournament flight operations, and two “fly-ins” enhancing local economy
- With the support of the Building Department and Fire Marshal, conducted the 1<sup>st</sup> comprehensive Airport “Hangar Inspection” in over a decade to enhance safety of airport hangars
- Airport Maintenance staff accomplished significant repairs to Airport Terminal balcony enhancing safety and saving City approximately \$40,000 (compared to contractor bid price for repairs)

- Established Quarterly Airport Newsletter
- Established Airport Safety Committee
- Awarded \$394,000 in grant funds for Recycle Tahoe from Department of Conservation
- Awarded \$564,000 in grant funds for Multi-Family Recycling Program from Department of Conservation
- City Council awarded Proclamation from Department of Conservation
- Held two Public Workshops for City Sustainability Action Plan
- City Council Adopted City Sustainability Action Plan with 5 significant next sustainable steps for the City
- Distributed several thousand “green” bags and water bottles, including distribution at Environmental Summit
- Representative on League of California Cities Environmental Quality Policy Committee
- Significantly overhauled transit routes and the fare structure resulting in increased service within City limits. The City receives 85% of transit service and pays for 28% of the cost to provide this service.
- Implemented 24 - hour demand response transit service within City limits
- Awarded \$53,000 in Homeland Security Grants to improve the South Y Transit Station (work has commenced)
- Awarded \$348,000 in FY 07-08 Proposition 1B PTMISEA funds for purchase of new transit vehicles
- Through STATA, awarded over \$1.5 million dollars of additional State and Federal funds for purchase of a total of 9 new transit vehicles (3 large, 4 cutaways, and 2 mini-vans)
- Awarded \$400,000 in FY 08-09 Proposition 1B PTMISEA funds for purchase of a neighborhood cutaway bus, bus shelters, schedule holders and make improvements to the City Bus Garage
- Through STATA, hired a maintenance auditor to audit the City’s transit fleet
- Conducted comprehensive evaluation of transit provider’s conformance with long standing contract provisions and discovered several discrepancies, including several safety and maintenance issues which have been resolved
- 5 fixed route buses and 1 cutaway bus (of the fleet of 10 City buses) have been brought back into an operable condition and is undergoing repainting to the new BlueGO fleet design
- Renovate and repaired City Bus Garage, including bringing heating units into compliance with the Fire Code
- Implemented community token program for non-profit organizations including providing free tokens to the Police Activities League (PAL)
- Implemented new bus stop maintenance program with STATA and Clean Tahoe Program
- Relocate bus stops along Hwy 50 to locations that are off the highway and provided input to Caltrans regarding the development of more bus

- turnouts during the construction of the Trout Creek to Ski Run Blvd improvements
- Installed three new bus shelters in conjunction with the Public Works and Parks and Recreation Department on State Route 89 and Ski Run Boulevard
  - Finalized STATA's Bus Garage lease generating \$36,000 a year in revenue for the general fund.
  - Committed to upgrading the City's fleet of buses to 2002 or newer by the end of 2009 with compressed natural gas as the fuel for the large buses and gasoline for the small buses and vans.
  - Served as City representative on Tahoe Area Coordinating Council for the Disabled (TACCD) and as representative for TACCD to STATA Board
  - Elected Vice-President of STATA Board

### **Redevelopment & Housing:**

- During FY 2007/08, the Redevelopment & Housing Department celebrated the completion of the new construction of Sky Forest Acres, an 18-unit affordable housing project for persons with disabilities; TRPA recognized the project as an exemplary *Best in the Basin* public service project.
- The Department also celebrated the completion of the substantial rehabilitation of Sierra Garden Apartments, a 76-unit low-income affordable housing project, which significantly improved the quality of living for the residents.
- The groundbreaking ceremony for Tahoe Senior Plaza II, aka *Kelly Ridge*, occurred in June 2008. The 33-unit project will provide low-income Seniors a beautiful new place to call home by Summer 2009.
- Since October of 2007, the Housing division closed escrow on three (3) First-Time Homebuyer acquisitions (\$390,000) and nine (9) Moderate Income Homebuyer acquisitions (\$708,393) assisting 12 families with new home ownership! In addition, a total of \$375,631 was invested in seven (7) Housing Rehabilitation projects improving the quality of housing for these local families. Staff successfully completed an \$800,000 grant from California Housing and Community Development Department to continue the First-time Homebuyer Program.
- During FY 07/08 staff continued facilitating the development of the construction of the Condo/Hotel/Convention Center Project. This will be on going for the next four or more years.
- Staff continued to market Redevelopment and the Project Area to future developers on specific Project sites. Completed a *Request for Interest* (RFI) on two Agency-owned sites on Ski Run Boulevard.
- The Department celebrated several Redevelopment-Agency assisted project completions including the facilitation of Diamond Resorts Corporation through the permit process for Phase IV of the EVR Project, resulting in a project opening March 2008; and the facilitation of the

completion of Phase 3 of the Marriott Timber Lodge, which opened June 2008.

- Successfully negotiated and completed the reconveyance of property back to the Agency from Diamond Resorts.
- This past year saw the coordinated efforts of many to create a new redevelopment project area under the direction of City Council and City Manager. This year, staff worked with the consultants to survey the area proposed resulting in some areas recommended for removal; designed and implemented a user-friendly new web site [www.ctcip.org](http://www.ctcip.org) to allow community members easy access to all related documents, maps, and frequently asked questions; hosted community workshops; and presented various documents for City Council and public review.
- Staff participated in the review of the General Plan and Housing Element Update. Completed a Strategic Implementation Plan for the Housing Element Update.
- Unveiled the *KEYS to Home Ownership (KEYs)* program, which was created and designed by staff with assistance from the South Tahoe Association of Realtors® and Saint Joseph Community Land Trust. The KEYs program is a no-cost homeownership education program, which will train and prepare community members who wish to become homeowners.

## **Public Works**

### **Administration:**

- Updated Strategic Plan Goals
- Submitted projects to numerous stimulus agencies
- Initiated update to fully-burdened hourly rate study
- Requested and received funds from TRPA for down payment of funds for sweeper purchases
- Requested, received reimbursement, and submitted a final report to Natural Resources Conservation District for Angora Fire Project sandbagging
- Completed a saturation mailing: sent out approximately 15,000 flyers to homeowners, renters, and post office customers regarding snow removal operations
- Prepared, printed and sent 15,750 snow removal flyers with South Tahoe Refuse bill
- Initiated work on updating Snow Video
- Completed Maintenance Efficiency Plan for TRPA
- PW Admin. assisted with 75 Agenda Report Transmittals and 75 staff reports from 2/08-3/3/09
- PW Admin handled 340 documented citizen inquiries from 1-2-08 – 12-31-08
- Assisted in purchasing new sign making software
- Prepared and distributed Statement of Qualifications for Government Center

## **Engineering:**

### EIP Work Completed in FY 2008:

- Initiated Bijou Erosion Control Project (ECP)
- Sierra Tract ECP, (Phase 1a) was completed
- Developed Policy & Procedures for Public Works Encroachment Permits & Pavement Cutting
- Upper Truckee River Stream Environment Zone (SEZ) Restoration Project: A scheduled three-year project was initiated; two years of construction was completed in the first year of construction
- Rocky Point Erosion Control Project (ECP), Phase 4: Contract work was completed in 2008; adaptive management is scheduled to progress in 2010
- Initiated Al Tahoe Erosion Control Project (ECP)

### CIP Work Completed in FY 2008:

- Street Repair Plan Update
- South Y Intersection Improvements
- Lake Tahoe Blvd. Pavement Repair- Infiltration Trench Installed
- Pavement Management Plan Update
- Mansard Roof Replacement at Services Center and Fire Sta. #3
- Police Station Boiler Replacement
- Airport Parking Lot Drainage Analysis Report
- 2008 Roadway Rehabilitation Project (Al Tahoe Blvd., Pioneer Trail, Needle Peak Rd., and Wildwood Avenue
- Fire Sta. #1 Repaving
- South Lake Tahoe Playing Field Snack Shack Foundation and Flat Work
- Initiated Grading Ordinance
- Received Department of Boating & Waterways (DBW) grant in the amount of \$540,000
- Stormwater Management Plan Update
- Drainage Master Plan Update
- Stateline Storm drain Analysis Report
- Made application for Proposition 84 funds

## **Facilities Maintenance:**

- Installed motion sensors (total of 61 light switches) to reduce energy usage at the following City buildings:
  - Services Center
  - Fire Station #3
  - Administrative Center
- Implemented a Service Comment Card procedure to measure department standards
- Window replacements at Services Center & Fire Station #3 for energy efficiency

- Diagnosed and assisted Police Dept. boiler replacement
- Corrected aesthetics in front of City's gateway Welcome sign
- Built office for Administrative Assistant to Public Works Dept.
- Installed new flag pole for Motor Pool facility
- Replaced and upgraded Nederman exhaust systems at Fire Station #3 and Motor Pool

### **Motor Pool:**

- Received a General Motors sanction for our facility to perform warranty repairs on all GM vehicles
- Implemented a procedure for prior notification to other City Departments and/or Division before proceeding with any major repairs.
- A customer service feedback program has also been initiated.
- Placed a request to the California Air Resource Board to use the *Accelerated Turnover Option*. On July 30, 2008 we received approval to use this option which affects 14 out of 28 heavy duty vehicles in our fleet. Without this option we would have been required to retrofit new emission controls to these 14 vehicles at an average cost of \$18K per unit.
- Implemented a new procedure for work order input into our Vehicle Management System (VMS). Previously once the repairs or maintenance were completed, our leadsmen would gather the information from our mechanics and enter that data into the VMS. This was extremely time-consuming for our leadsmen. Our new process allows our mechanics to enter the data themselves freeing up our leadsmen.
- Motor Pool developed performance specifications and acquired the following ten (10) new vehicles to replace obsolete units in our fleet:

#### **Public Works**

- One Backhoe
- One Snow Blower
- Two 56K GVW Dump Trucks
- One 4x4 Utility Truck
- One Pool Car

#### **Fire Dept**

- One 4x4 Brush Truck

#### **Police Dept**

- One 4x4 Sedan

#### **Building & Safety**

- One 4x4 Sedan

- Prepared bid specifications for two (2) new dustless sweepers
- Significant improvements made in the shop utilization of the vehicle management system

- Initiated a more comprehensive warranty tracking process, which has virtually eliminated the chance of repurchasing a part that would normally be covered by warranty.
- Performed a significant change to our inventory of hydraulic fittings and hoses; these items are normally charged to shop supplies account, now this inventory is in the Streets snow removal account. This has not only saved time and budgeting but now the use of these items will be 50% refunded through the State of California.
- Motor Pool, in cooperation with Purchasing, is now able to eliminate old parts in the inventory through the surplus process.

#### **Street Maintenance:**

- Street Maintenance completed “Safety Through The Work Zone” training for all staff and upgraded a 5-yard 10-wheel dump to a 12-yard truck to allow maximum hauling for more efficiency.
- Completed the Snow and Ice Removal Plan
- Initiated the Anti-Icing Program
- Constructed two (2) bus shelters (one on Hwy. 89 and one on Ski Run Blvd.)

## **FINANCE**

### **Accounting/Financial Services Division**

#### **Financial Policies:**

- Updated City’s existing financial policies on Strengthening Financial Position and Productivity, which met Strategic Plan Goal #10 – Evaluation Criteria for Outsourcing.
- Developed new Cash Policy for petty cash, cash handling and bank deposits.
- Developed new Investment Policy for Retiree Health Trust

#### **Financial Reporting:**

- Prepared the 2006-2007 Comprehensive Annual Financial Report (CAFR) and met the criteria to receive the Certificate of Excellence in Financial Reporting Award from Government Finance Officers Association of the United States and Canada.
- Presented comprehensive quarterly financial reports to City Council with meaningful analysis regarding the financial position of the City of South Lake Tahoe.
- Prepared the annual GANN limit and Statement of Indebtedness Report.
- Prepared and submitted State Controller’s reports for the City, Streets, Transit, and Joint Powers Financing Authority.
- Prepared a monthly Parking Garage financial report.

- Developed financial reporting for the City's Other Post Employment Benefits (OPEB) liability for retiree healthcare, and provide financial information to update actuarial valuation under GASB 45.
- Prepared all schedules and gathered required documents to complete annual financial audit for fiscal year ended 9/30/08. Audit has been completed and we are currently working on preparing the 2007-08 Comprehensive Annual Financial Report, including Management's Discussion and Analysis, and other components of the document.
- Prepared required schedules provided information and met with the PERS auditors to ensure a favorable review.
- Prepared all other financial and compliance reports accurately and timely.

#### **Budget:**

- Developed a more comprehensive and informative budget process that includes community outreach, departmental goals and performance data. Assisted in development of the City of South Lake Tahoe "Budget 101" video.
- Developed the 2008-2009 budget document that meets the standards to receive the certificate of excellence in budgeted from the Government Finance Officers Association. Submitted this document to Government Finance Officers Association for award consideration.
- Worked with City Manager, City Departments and Council Finance/Budget Committee to develop the 2008-09 General Fund Cost Containment Plan presented to and adopted by City Council March 3, 2009. Gathered information regarding potential budget changes due to economic downturns, and provided analysis and schedules used to review options prior to making budget decisions.
- Currently preparing mid-year budget amendments for City Council adoption April 7, 2009.

#### **Accounting Procedures and Operations:**

- Developed methodology and completed calculation of City infrastructure and final valuation of assets to implement accounting requirements under GASB 34.
- Created new funds when necessary to comply with City changes (Vacation Ordinance, SWMP, etc.)
- Provided city-wide procedures for disaster accounting to capture costs, and apply for state and federal reimbursements, used in the Angora Fire disaster, for the Golden Guardian exercise November 2008.
- Reviewed internal controls and assist auditors in the implementation of Statements of Accounting Standards (SASs) 104 to 114.
- Improved encumbrance accounting procedures and worked with Purchasing Division to implement. We are still working on the budget block portion of this meeting. I believe we should be able to implement this change by April 30<sup>th</sup>.
- Processed 26 bi-weekly payrolls (over 8,200 checks totaling \$16.4 million) and retro-active pays for all City employees and implemented the

negotiated MOU salary changes effective 10/1/2008. We are also gearing up to implement salary changes for 4/1/2009.

- Sent timely annual W-2 and 1099 forms to employees and vendors.
- Processed over 5,200 accounts payable checks (approximately 100 per week) totaling \$13.0 million.
- Met with key city personnel regarding grant funding and proposed a plan for meeting grant goals without duplication of work or effort.
- Helped implement the HRA/RMSA medical programs for new employees.
- Researched the Domestic Partner tax issue between federal and state and recommended changes to the Payroll system to comply with the current laws.

#### **Debt Management:**

- Completed formation of the South Tahoe Redevelopment Agency's Community Facilities District 2007-1 (Convention Center Hotel Condominium Units) in preparation of three proposed bond issuances authorized under the Owner Participation Agreement and Method of Finance for the Convention Center project.
- Currently working on new proposal from developer to issue Mello-Roos bonds and restructure existing project debt.
- Ensured all annual debt compliance items were completed timely, such as continuing disclosure documents, trustee certificates, and arbitrage rebate calculations.
- Ensured that all debt related transactions were executed properly and accounted for timely and accurately, including the monitoring of trustee accounts and debt service payments.
- Secured lease purchase financing for various major equipment purchases city-wide.

#### **Treasury Division**

- Invested funds in accordance with City's Investment policy, always ensuring safety, liquidity and yield.
- Completed annual Investment Policy update, adopted by City Council.
- Established Retiree Health VEBA Trust for OPEB liability under GASB 45, including selection of investment advisor, trustee and administrative services.
- Developed new Investment Policy for Retiree Health Trust
- Served second annual term as President of the California Municipal Treasurers Association (CMTA), with over 1,000 members. The mission of the association is to protect the fiscal integrity of its members by promoting the professional advancement and alliance of public agency treasurers through education and legislative activism.

## **Purchasing Division**

### **Purchasing Procedures and Operations:**

- On-Line/Electronic Bidding was accomplished in March 2008. Purchasing contracted with Planet Bids and is now posting bid opportunities and downloadable bid specifications on-line. Bid results and bid award information are also posted on-line. These are very valuable tools for both the City and the bidding community.
- Purchasing crafted a Request for Qualifications for the Energy Retrofit at the Parks and Recreation Complex on Rufus Allen Blvd. Aircon Energy received Council approval to proceed with an implementation design that should allow project completion by the end of 2008.
- Local bidder's preference has been adopted by the City Council to encourage and assist our local vendors within the City of South Lake Tahoe. Purchasing wrote a new "How to Do Business" Guide which has incorporated the 5% local bidders preference information.
- Complete amendment to Chapter 22 – Purchasing, of the City Code has been written and will go to Council on July 15, 2008.
- Clarified Purchase Order process with Public Works that will assist auditors with complete purchasing records kept in one location vs. multiple on all Public Works Contracts awarded by Council.
- Assisted departments/divisions in expanding their record keeping capabilities which has resulted in keeping track of dollars spent citywide. By encouraging the use of Purchase Orders vs. Payment Requests, reports can be generated and e-mailed to departments that help resolve payment issues and better track department expenses.
- In an effort to bring more revenue into the City via our surplus property disposition program, Staff has set up an eBay account and sold its first item on March 6<sup>th</sup>. The item was an old Mobile Breathing Air Compressor that was used by the Fire Department for many years. It subsequently had a major clutch fire and has been out of service for years. Parts were no longer commercially available and the unit was estimated to have a very minimal scrap value if taken to auction. The unit sold for \$1,800 on eBay which will be deposited back into the City's General Fund. A "Surplus Property Auction" link has been established on the City's website so that local and out of the area citizens can participate in buying City property once it has reached the end of its useful service.

### **Outreach to Local Businesses:**

- Spoke with South Shore Chamber of Commerce regarding possibility of doing a workshop for local businesses on How to Do Business with the City of South Lake Tahoe. I am looking at either a Brown Bag Lunch meeting or a Join us for Coffee type of morning meeting.
- Spoke with Purchasing Agent for STPUD about putting together a Cooperative Bid for Auction Services using a local company. This could include the LTUSD to maximize volume of surplus sold.

- Purchasing staff has begun visiting local businesses to introduce ourselves when we are in their area(s). To date, we have had contact with over thirty different local businesses.

### **Supporting City's Sustainability/Green Efforts:**

- Purchasing is currently working with a local "Green" business, Emmaculate Conceptz, and is getting price quotes on recycled products such as cups, plates, paper towels, toilet paper and dinnerware. City Clerks office is very interested in what our price quotes reveal.
- Purchasing is now distributing Purchase Orders to all of our departments citywide electronically which only uses one piece of paper instead of six. We are in discussions with I.T. on sending our Purchase Orders to vendors electronically instead of by fax or mail.
- Purchasing has begun working with local vendors such as Scotty's who would like to send the City their invoices and statements electronically, whenever possible.
- Purchasing is working with janitorial product suppliers so that we go as "green" as possible with cleaning products throughout the City. Our new local janitorial Service, J & L Kleening, is also using "green" products to clean City facilities.

### **Providing Excellent Customer Service to City Departments and to External Vendors:**

- In an effort to improve the customer service Purchasing is providing to both our internal and external customers, we have just recently conducted two online surveys using Survey Monkey. The external survey is provided through a link on the City's webpage. Comments were generally very good in both areas, but staff is taking measures to improve in areas we received suggestions in to be even more customer friendly. To date, we have received 42 responses from City staff and 6 responses from suppliers.
- Purchasing 101 training is being scheduled for all City departments so that they all get a better understanding of Purchasing Policies and Procedures and how Purchasing can better assist with their buying needs. Training dates so far are March 26<sup>th</sup> for Motor Pool, Streets and Facility Maintenance, April 9<sup>th</sup> for Parks and Recreation and April 23<sup>rd</sup> for the Fire Department.

### **Ensuring Professional Purchasing Policies and Procedures City-wide:**

- Purchasing Manager for City was elected President of the California Association of Public Purchasing Officers (CAPPO) and serving a one year term through January 2009.
- Purchasing Technician has begun his course work study and training to achieve his Certified Professional Public Buyer (CPPB) certification through the Universal Public Purchasing Certification Council. His test is scheduled during the week of May 4<sup>th</sup>.

- The Achievement of Excellence in Procurement (AEP) agency award was submitted on May 29, 2008. Purchasing Manager was notified on June 10, 2008 that City of South Lake Tahoe had won this prestigious award. One of the criteria in obtaining the AEP award is the Use of Term or Annual Contracts in conducting City business in the amount of at least 25%. For the City, these are Blanket Purchase Orders which streamline the Purchasing process and allow for fewer Purchase Orders to be generated through out our fiscal year. Since it is estimated that the cost to generate a Purchase Order is approximately \$100 in staff time, this procurement tool is also very cost efficient. The City achieved 45.4% in annual contracts in 2007/2008 that will go towards the points necessary to be awarded the Achievement of Excellence in Procurement this year.
- Purchasing has been tasked with developing a city-wide telecommunication equipment policy. A draft has been completed and is in the process of being reviewed by City staff.

## **Revenue Division**

### **Transient Occupancy Tax Audits and Collections:**

- Completion of TOT audits to yield over \$600,000 collected in delinquent tax.
- Clean-up of numerous motel and business license accounts with unresolved issues and payments due.
- Further developed tracking list of motel audits to include date of completion and next scheduled audit date in accordance with Council desired scheduling.
- Tightening of TOT payment tracking to decrease delinquency rate and successfully collect amount due to City. Since July 2007 the percentage of timely payments has trended upward.
- Completed written procedures for collection of TOT.
- Filed Small Claims action for delinquent TOT <\$2,000
- Recommended to Legal department filing of lawsuit for delinquent TOT >\$20,000
- Worked with Motel Task Force (PD & Bldg) on coordinated collection efforts for delinquent TOT (The Block & Cedar Lodge). Filed criminal charges for \$200,000 owed to City, will participate in upcoming legal process.
- Routine filing of liens against delinquent motel properties to secure amounts due.
- Held hearings for "Intent to close" businesses due to non-payment; 2 businesses closed, 1 pending.
- Amended TOT ordinance to strengthen collection and clarify various issues.
- Audit in progress for VHR property management company.
- Completed 3 "random" motel audits October- December 08.
- By 3/1/09 12 audits completed and/or in progress compared to 10 in previous year.

- TOT audit program continues, but more frequently is due to collection concerns; now dealing with foreclosure issues and the fall-out of new procedures from foreclosures.
- Documentation of TOT audit procedures has begun, but is not yet complete due to complexity.

**Business Tax Licensing and Collections:**

- Amended Business Tax ordinance to strengthen collection and clarify various issues.
- Modified Business & Professions Tax application to obtain verification subject to City Code requirements.
- For FY 08/09 Business License renewals, 68% paid on time compared to 63% for FY 07/08.
- Improved Business Tax collections: on 3/31/07 the delinquent rate was 10.1% and on 3/31/08 the delinquent rate was only 2.1%. By 5/15/08 only .74% of the accounts remained unpaid.

**Economic Development Loan Collections:**

- Worked with ED and Legal divisions to pursue legal action and/or restructuring of delinquent loans. Of 4 delinquent loans 1 has begun paying again, 2 are to be processed through the Legal system, and 1 will be considered for possession of collateral.
- Began reporting to credit bureaus of payment history of Economic Development loans as a collection tool.
- Began partnering with CA EDD for AB63 data-sharing agreement to cross check businesses reporting to the State and not to the City.
- Completed major phases of staff cross-training in Accounts Receivable and IFAS training.
- Received Certified Revenue Officer certification for Revenue Division Manager and Revenue Accountant.
- Implemented Monthly Revenue Activity Report to track revenues.

**Continued implementation of Egov/internet payment processing:**

- Implemented Egov system for internet bill payment of Business Tax and Transient Occupancy Tax which included extensive software programming, development of FAQ's,
- Developed procedures for tracking and reporting electronic payments and reconciliation to Community Plus and IFAS.
- Modifications to Egov website for planned software upgrade.

**Overall strengthening of City's collection policies and procedures:**

- Monthly Aging reports are run for monitoring of accounts receivable on a routine basis for better monitoring and follow-up of delinquencies.
- Sent staff to annual California Municipal Revenue and Tax Association conference for training, information sharing, and networking. Attainment of Certified Revenue Officer certificate for Accounting Manager and

Accountant, based on demonstrated knowledge of revenue collection procedures and laws.

**Meaningful reporting of historical data and TOT statistics:**

- Since October 2008 Monthly Revenue Activity Report now includes charts, graphs, and comparisons as information becomes relevant.
- Monthly report includes areas of TOT audits and collections; Business Tax collections and number of businesses opened and closed; Egov payments; VHR permits issued, closed, paid, and delinquent; and ED loan status.
- Basic training of Cognos report-writing, need additional training.

**Financial reporting:**

- Streamlined and accurate reconciliation and reporting of monthly TID revenues.
- Completed the first full year cycle of Tourism Improvement District accounting, reporting and disbursements.
- Provided timely financial reporting to Ski Run BID of revenues, expenses, and delinquent account collections. Assisted the BID with budget development.

**Improve Community Outreach:**

- Revenue Division brochure discussed and “outlined”, but is stalled due to staff vacancy. Goal to complete by BL renewal season (June/July).
- Business Tax application revised to include information commonly asked by applicants and provide clarity to the process for obtaining a business license.

**Use of technology for electronic banking and cash management:**

- Implemented US Bank’s Single Point software to monitor daily cash balances, returned items, electronic deposits, wire transfers, stop payments, and other cash management tools.
- Trained other staff on use of Single Point while maintaining strong internal controls.

**Information Technology Division**

**EOC/Council Chamber Technology:**

- Implemented Granicus system.
- Installed laptop computers in Council dais.
- Installed multi-media podium.
- Installed video cameras and monitors.
- Installed smart board.
- Provided IT support for City Council Meetings.
- Purchased and installed additional battery backup unit to safeguard equipment against power failures

- Started work on Reverse 911 system El Dorado County, Water District, Placer GIS system for Fire Department (grant funded)
- Mobile Command Vehicle (MCV) test
- Prepared for and Participated in the Golden Guardian Exercise coordinated by Fire Chief, Lorenzo Gigliotti

**Router replacement project:**

- Purchased refurbished routers to have spares available in lieu of hardware support payments

**CommunityPlus System Improvements:**

- Purchased & installed new server to handle ComPLUS applications (BL,VHR,TOT, Permits & Parcel Info)
- Rebuilt existing server to be fileserver for Engineering and Building and PW
- Software Upgrade December 2008

**eGov Project:**

- Went “live” June 2008 providing on-line payment services for City permits, business licenses, transient occupancy tax, vacation home rental permits and various other payments.
- Continued work with the software provider to upgrade eGov for CommPlus 8.3 compatibility

**Public Safety Projects:**

- Mobile Command Vehicle went “live” for New Year’s weekend (2008)
- Completed Public Safety mobile computer implementation.
- Currently re-building 40 Police Department computers to improve reliability and speed

**Implement Server Replacement/Redundancy Project:**

- Installed 2 new servers at the Police Department with redundant RAID configurations
- Installed new tape backup unit, configured new Backup server and set up and tested new backup jobs
- Rebuilt SLTPDFICHE server and coordinated Laserfiche support to upgrade to newest version of software
- Built SLTSUNPRO server for Aether Messaging SMS application

**Improve Automated Help-Desk software:**

- Installed new version of Track-It Software; started using it in IT
- Build a user-searchable solution library

**Improve network speeds and computer response times for all departments:**

- Replace aging servers
- Upgraded 24 servers to W2K3; 4 servers are still on W2K

- Purchased Diskeeper software and scheduled defragmentation jobs for servers

#### **Review network security:**

- Installed latest firmware updates on firewalls and reviewed security
- Continued improvements to data backup strategy
- Implemented shadow copies on all W2K3 file servers
- Auditors tested system security against intrusion
- Passed Audit IT Review above average
- Draft Information Technology Disaster Recovery Plan (to auditors)
- Rewired 1700 D Street
- Clean-up of DNS city-wide
- Documenting various network, hardware and software processes

#### **Improve spam filtering, virus protection and web surfing experience:**

- Purchased new web appliance to control web surfing;
- Replace iPrism in May
- Purchased email appliance for spam filtering; installation in April
- Renewed spam filtering, anti-virus and web surfing software licensing and support

#### **Maintain updated Technology:**

- CommunityPlus upgrade to version 8.3 (BL, TOT, VHR, Bldg Permits, Parcel Information)
- eGov upgrade to match upgraded CommPlus
- Monthly Parcel file updates in CommPlus
- Blackberry & Treo PDA support for Council Members and Senior Staff
- Council meeting technology support
- Installed 2 HP Thin Client computers in Motor Pool
- Departmental technology purchasing requests; evaluate, quote, purchase
- Moved computer equipment for Housing/Redevelopment office reconfiguration
- Write, test and implement various payroll calculations for Health Insurance cost share, HSA and RSA account contributions
- Rebuilt 20 computers
- Built 6 new computers
- Coordinated various custom programming projects with SGPS Pentamation
- Research and begin setup for checking departmental budgets at M&O levels in IFAS
- Website RFP in process (first draft, still need to refine)
- Implemented Registered Domestic Partner IRS requirements in IFAS Payroll
- Continual support with the MDCs for Fire – warranty returns and repairs – Engine 2 and FDOPERATIONS vehicle

- Redesigned City homepage and updated finance, planning, and public works web pages
- Deliver daily technical support for all departments and Council members

## **CITY ATTORNEY**

- Completion of comprehensive Grading Ordinance titled “Grading, Erosion and Sediment Control for Activities Involving Grading and Soil Disturbance” This accomplishment is relevant to achieving the Strategic Plan goal of Improving Lake Clarity
- Revised Vacation Rental Ordinance to include new signage requirements and a new CSO position to fund additional enforcement
- Revised Condominium Conversion Ordinance
- Revised Snow Removal Ordinance
- Drafted or assisted with drafting 12 other ordinances
- New Puppy Mill Ordinance
- Concluded two lawsuits with payment of no settlement monies by the City of South Lake Tahoe
- Meyers Landfill litigation is close to conclusion.
- Revised or drafted 99 Resolutions and 103 Contracts
- Managed the handling of 25 claims and 9 lawsuits
- Served as President of PARSAC, the liability risk sharing pool which provides the City with \$30,000,000 of liability coverage

## **Risk Management Division:**

- Processed 25 claims and addressed various safety issues
- Conducted Safety Committee Meetings
- Continue to handle approximately 40 open workers compensation claims per year
- Advocated and promoted safety throughout the City including the Safety Awareness For Employees (S.A.F.E.) Program which has awarded 113 prizes to date
- Handled all details of the implementation of the new Health Insurance Programs including new high deductible plan and new health insurance reimbursements accounts.
- Prepared a 90 minute power point presentation on the new health insurance program which was presented 18 times to various employee groups.

## **HUMAN RESOURCES**

- Further implementation of NEOGOV online application software system
- Completed and ratified labor agreements
- Completed participation in revised health plan including coordination of GASB 45 report and trust with America’s VEBA Solutions
- Significant progress in stream lining and consolidating records within the HR Division

- Completed participation in audit by CalPERS
- Evaluated and implemented changes to the City Offices lobby office to enhance customer service and efficiency

## **CITY MANAGER**

- Pursued City Council's Strategic Plan objectives in ever more challenging financial times.
- Encouraged and supported prudent fiscal management policies, the delivery of services and the maintenance of prudent General Fund reserves.
- Delivered a Community Survey through the National Research Center to determine community attitudes and opinions about local government services.
- Encouraged and supported additional training for police management.
- Actively pursued improvements to the Lukins Water system for upgrades and with Council support obtained PUC support for upgrade planning and execution by the franchisee.
- Offered, encouraged and supported City government service outreach to the Latino Affairs Commission and community.
- Pursued and am pursuing with the Redevelopment and Housing Department the creation of a City-sponsored Commercial and Residential energy efficiency retrofit program.
- Continued practice of examining and reviewing public concerns and complaints. *I answer my own phone at work when I can do so.*

## **POLICE DEPARTMENT**

Crime is down which is a direct result of the excellent work done by the men and women at the PD. Our calls for service remain stable at approx. 35,000 annually and our base population in the community did not change significantly. Crime is down chiefly because of the 38% increase in proactive work done by our Officers. The Department has become results oriented with increasing attention towards accountability and higher expectations.

- Total Uniformed Crime Report – crime down 10% over 2007 (crime was down 4% in 2007)
- Officer proactive activity up 38% over 2007.
- Response time to non emergency calls for service reduced 20% over 2007.
- Zero complaints of racial policing in 2008
- Two citizen complaints from approx. 35,000 calls for service in 2008. Both complaints were not sustained after investigation.

There have been many small but important accomplishments during the year. However, the most significant measurement of our results is the Uniformed Crime Report data showing the reduction in crime. This is an amazing result

during normal economic times even more so during these tough economic conditions. Traditionally during economic down turns crime will rise. Our new Officers are doing tremendous work in the field with these specific and measurable results.

## **CITY CLERK**

- Coordinated (agenda/agenda packets/minutes/notices/distribution) 21 Regular City Council meetings (includes STRA, STJPPA, STJPFA meetings), 12 Special City Council Meeting and 1 Town Hall Meeting
- Continued to provide all meeting agenda packets in their entirety on the City website
- Continued to maintain and oversee all meetings video web stream available via the City website
- Continued programming (at the Charter Head End-Bal Bijou Road) and airing of all City Council meetings (9am & 7pm), public information videos and general information/public notice PowerPoint running 24/7 on Channel 21
- Prepared/coordinated 34 proclamations/certificates of recognition and coordinated 4 quarterly Service Award ceremonies
- Processed and coordinated 2 appeals to the City Council
- Processed 99 Resolutions, 103 Contract/Agreements and 14 Deeds
- Processed 16 Ordinances (proposed first reading noticing and adoption legal publication and coordinated and maintained bi-annual hard copy updates (codification) of the Municipal City Code and update to Code on City website at time of effective date of Ordinance
- Provided courteous and helpful customer/public support for administrative center front reception area and City's general 542-6000 information telephone line part-time via City Clerk Department Administrative Clerk (share part-time reception area support with HR Department)
- Served as Filing Officer, administering the provisions of the State of California mandated Fair Political Practices Commission-Political Reform Act filings, 75 conflict of interest and 14 campaign disclosure statement filers
- Performed Biennial Review and presented to City Council for adoption amendments to City's Conflict of Interest Code Resolution required by the State of California Fair Political Practices Commission
- Successfully filed 7 City Council candidates, monitored and maintained campaign disclosure requirements and compliance of political sign ordinance for the November 4, 2008 General Election (2 City Council Member Seats)
- Updated/Amended City Commission/Board Resolution by consolidating previous separate Commission Resolutions into one main Resolution and also updated information such as meeting frequency and added policy on attendance; provided the City Council with a historical summary of Commissions

- Successfully solicited for Applications (from October – December 2008) for the Airport Commission, Building Board of Appeals Commission, Delinquent Refuse Fees Hearing Board, Latino Affairs Commission, Parks and Recreation Commission, Planning Commission and General Plan Advisory Commission Public Member by which Council made appointments in 2009
- Developed a City Commission Handbook and provided to all City Commissioners at the time of Administering Oath of Office
- Replied to 61 formal written information requests; and numerous informal/general/verbal and city staff requests
- Contracted with ECS Imaging to receive further training on more efficient and quicker scanning and retrieval of electronic documents
- City Clerk and Assistant City Clerk received extensive training in Public Information Officer (PIO) in preparation of the Golden Guardian exercise and have also become members of the El Dorado County PIO Networking Group
- Assistant City Clerk received Certified Municipal Clerk (CMC) designation for the International Institute of Municipal Clerks