

Attachment 1: Recommended Recovery Team Initiatives

Note: Initiatives are sorted by Theme and not ranked in any order or priority

Initiative	Theme	Description	Recovery Team Role	Benefits	Staff /Timeline
1) Communicate Cost Recovery Benefits	Budget and Cost Recovery	Communication plan for cost recovery benefits to explain what it means for community and businesses.	Recovery Team/ Finance supports Communications and Consultant to develop a communication plan and execute	Understanding and buy-in from community and businesses that fee changes may be necessary to continue to support business growth in an efficient manner. Support from Council to move initiative forward.	2-3 months; Consultant, Comms, Recovery Team/Finance
2) Improve Customer Service through Department Efficiency Goals	Budget and Cost Recovery	Each department develops an efficiency goal that can improve a City service and reduce costs.	Recovery Team facilitates with the City Manager each Department Head and their Managers to develop either a tech-based or process-based efficiency goal related to an improvement.	Efficiency and process improvements in the City will improve customer service, reduce costs, provide value to the Council, and increase collaboration and creativity within the departments.	2-3 months led by department head and facilitated by Recovery team
3) E-Signature and Streamline Contract Review and Approval Process	Organizational and Process Efficiency	Advance implementation of e-signature, contract review and approval process to improve efficiencies and reduce time needed to complete contracts.	Recovery Team supports a taskforce designed to plan and execute an e-signature and improved contract review process.	Greater efficiency for staff to deliver services to the community quickly, and faster business transactions to avoid delays in projects or community services	~8 months; Taskforce includes Clerk, CAO, IT, Recovery support
4) Improved Online Services for Community & Businesses	Organizational and Process Efficiency	The City is improving online access to city services. There is need for a communication plan educate staff internally and promote changes externally.	Recovery Team supports Communications and Consultant to develop a communication plan and execute	Online services results in increased transactions, access to information, improved trust and transparency between parties. Buy-in from staff.	2 months; Consultant and Comms with Recovery support
5) Streamline Development Review Process	Organizational and Process Efficiency	The Internal Development Review Team has responded and collaborated very well during COVID. It is also improving its processes and help customers quickly accomplish projects. This needs to be communicated to the general public, development community, and Council.	Recovery Team supports Communications and Consultant to develop a communication plan and execute	General public recognizes the work of the IDR team and experience improved, expedient services working with the City. Council understands this improvement and is able to articulate benefits to constituent and support further changes.	2-3 months; Consultant and Comms with Recovery support
6) Outreach Series Engaging Businesses and Community	Partnerships	Multi-part interactive townhall-style series to improve communication with businesses and community at-large, answer questions and concerns, and reach new community members.	Recovery Team facilitates series with Communications, Consultants and partners. Themes can range from state of the local economy, how we can support our businesses, and the importance of tourism.	Improved communication with businesses/community will enhance collaboration, allow City to better understand needs and change services to reflect needs, and increase awareness of new ideas.	3 months; Consultant, Comms, other City staff, Recovery Team

7) Partnerships to Improve City Services	Partnerships	Each department comes up with an idea(s) to develop a partnership with an outside agency (i.e. nonprofit or for-profit) to improve or reimagine a City service.	Recovery Team facilitates with the City Manager each Department Head and their Managers to come up with ideas and partnerships for a City service improvement. Examples include Rec services to nonprofits; IT call service outsourced; Valet Parking	Partnerships that improve or reimagine city services can lead to increase efficiency and reduced costs. Increase collaboration and creativity within the departments.	2-3 months led by dept head and facilitated Recovery Team
8) Business Attraction Strategy	Partnerships	Target industry and develop an outreach and incentive plan to attract businesses in key cluster or technology enhancement: tech service, healthcare, food and wine production, other light production	Recovery Team supports Economic Development and partners (Chambers, County, etc.) to develop a specific outreach plan and execute	This will create a new strategy and information to be utilized in the future. Diversification of economy.	3 months to establish strategy; Led by ED Team, with partners and Recovery Team Support
9) Celebrate Workforce Adaptation and Transition	Workforce Support	Craft communications to highlight the successes of transition to remote work, continuation of services, and the leaps with technology and training both for internal and external uses. Set the stage for future of City services.	Recovery Team supports Communications and Consultant to develop a communication plan and execute	Highlight responsible and able government and propel sense of accomplishment for staff and increase use of technology.	2 months; Consultant and Communication with Recovery Team support
10) Flexible Workforce and Successful Work from Home Norms	Workforce Support	Working from home and flexibility for managers have been well-received. The City must set norms and guides on how best to work remotely and support supervisors on leading remote teams.	Recovery Team supports HR to set citywide norms/style guide and a plan to support supervisors and workforce.	Workforce understands expectations, maintains productivity, increase job satisfaction, and helpful with recruiting new staff. Supervisors can confidently lead their teams.	2-3 months; Led by HR with Recovery Team support

Recovery Team Members

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