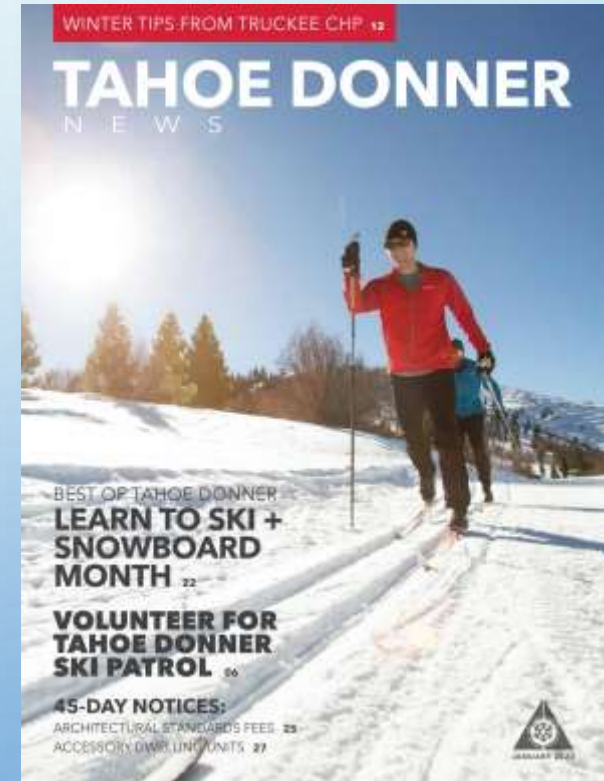




**PRELIMINARY FINDINGS AND RECOMMENDATIONS
GOVERNANCE, MANAGEMENT & OPERATIONAL
ASSESSMENT**

SUMMARY OF FINDINGS AND RECOMMENDATIONS RELATED TO BOARD AND MANAGEMENT OF TAHOE DONNER

- INTERVIEW WITH BOARD MEMBERS
- INTERVIEWS WITH DEPARTMENT HEADS
- CORE COMPETENCY EVALUATION ASSESSMENT TOOL
- BALDRIDGE SURVEY ON BEST PRACTICES
- QUESTIONNAIRE COMPLETED BY BOARD & DH'S
- WEBSITE RESEARCH INTO POLICIES, BUDGET, INFORMATION
- OBSERVATION OF BOARD MEETINGS
- INDIVIDUAL CONVERSATIONS WITH BOARD & STAFF
- PERSONAL OBSERVATIONS AS A HOMEOWNER & CUSTOMER



TAHOE DONNER SURVEY ON LEADERSHIP, MANAGEMENT & OPERATIONAL BEST PRACTICES

40 QUESTIONS FROM 7 CATEGORIES

1. LEADERSHIP

2. STRATEGY

3. CUSTOMERS

4. MEASUREMENT, ANALYSIS & KNOWLEDGE MANAGEMENT

5. WORKFORCE

6. RESULTS



Are We Making Progress as Leaders?

How do you know?

Are your values, vision, mission, and plans being deployed?

Does your leadership team understand and support them?

Are they communicated to, understood by, and supported by all members of your workforce?

Are your communications effective?

Is the message being well received?



Get Started Today!

✓ Download *Are We Making Progress as Leaders?*
http://www.nist.gov/baldrige/publications/progress_leaders.cfm

✓ If necessary, modify the questionnaire to address your specific needs to add questions, use language specific to your organization.

✓ Distribute the questionnaire to your leadership team.

✓ Download the companion document, *Are We Making Progress?*, to see if your leaders' perceptions agree with those of your workforce.

Use This Tool to Quickly Assess Your Leaders' Perceptions

In today's environment, if you are standing still, you are falling behind. Making the right decisions at the right time is critical. Following through on those decisions is challenging; deploying strategy is much more difficult than developing strategy. If deployment is so challenging, the questions are, Are you making progress? Would your workforce agree? How do you know?

Are We Making Progress as Leaders? and the companion document for employees, *Are We Making Progress?*, are designed to help you know. These tools show you whether your perceptions agree with those of your workforce. They will help you focus your improvement and communication efforts on the most critical areas.

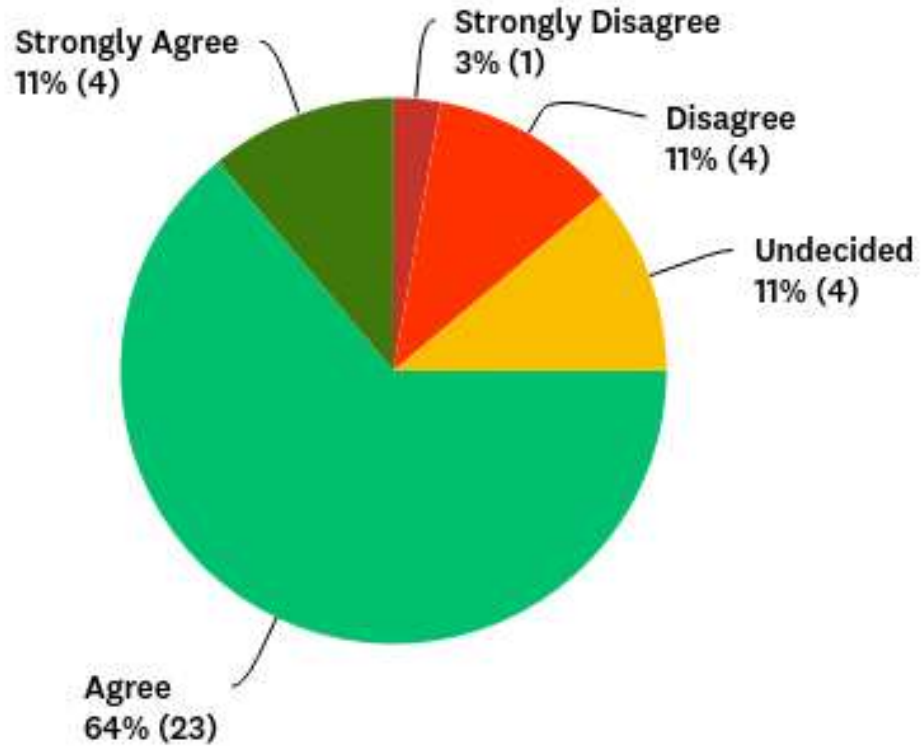
The questionnaires are organized by the seven Baldrige Criteria for Performance Excellence categories, part of the Baldrige Excellence Framework. These questionnaires identify opportunities for improvement and direct you to more detailed questions in the Criteria. They also may help you identify some ideas for making improvements and recognizing opportunities for innovation.

Ask your leadership team to complete this questionnaire. It will challenge you to address issues critical to your organization's success.

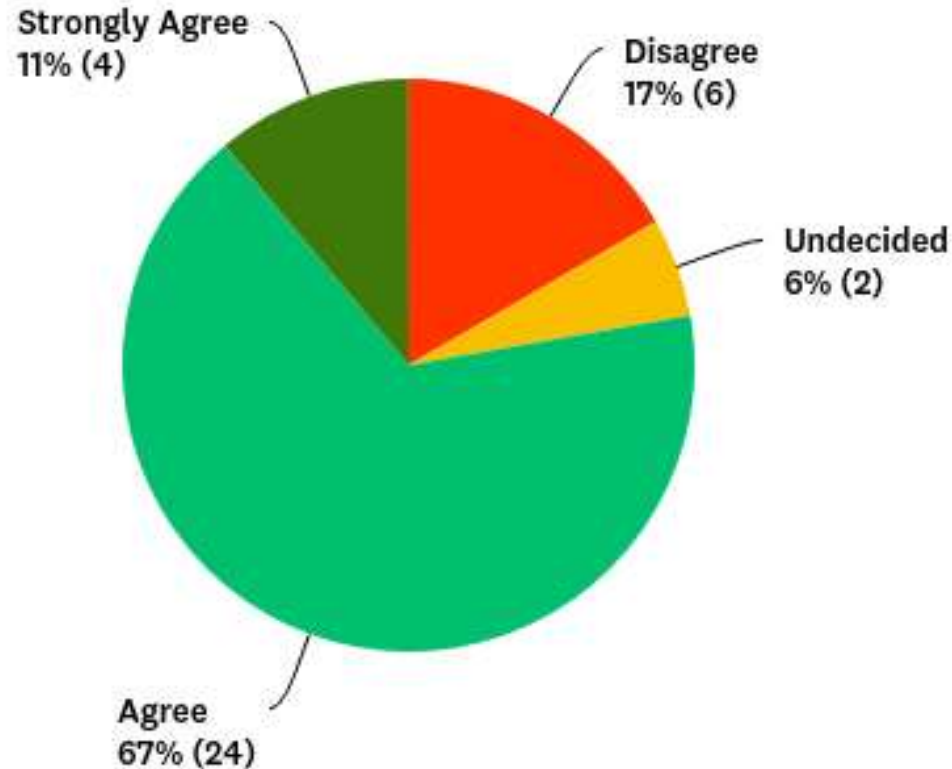
(Im)Prove Your Performance™

Baldrige Performance Excellence Program • www.nist.gov/baldrige

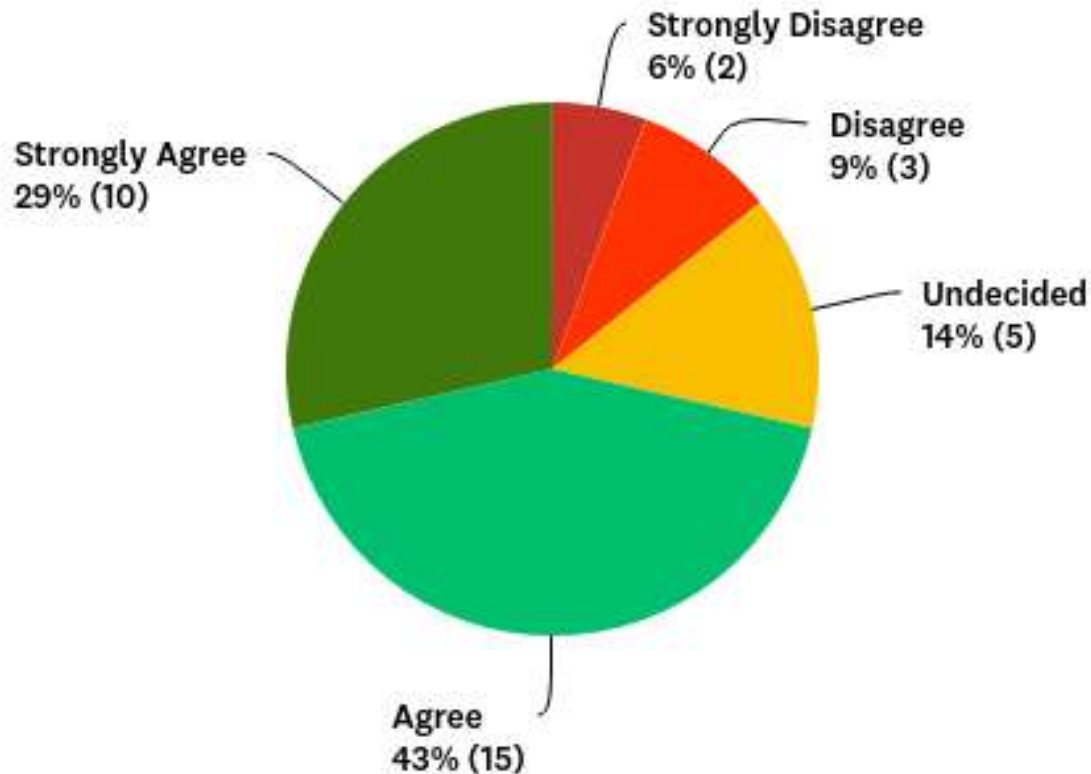
Q2: OUR WORKFORCE KNOWS TAHOE DONNER'S "VISION". (WHAT SUCCESS LOOKS LIKE AND WHAT WE ARE TRYING TO ACCOMPLISH IN THE FUTURE)



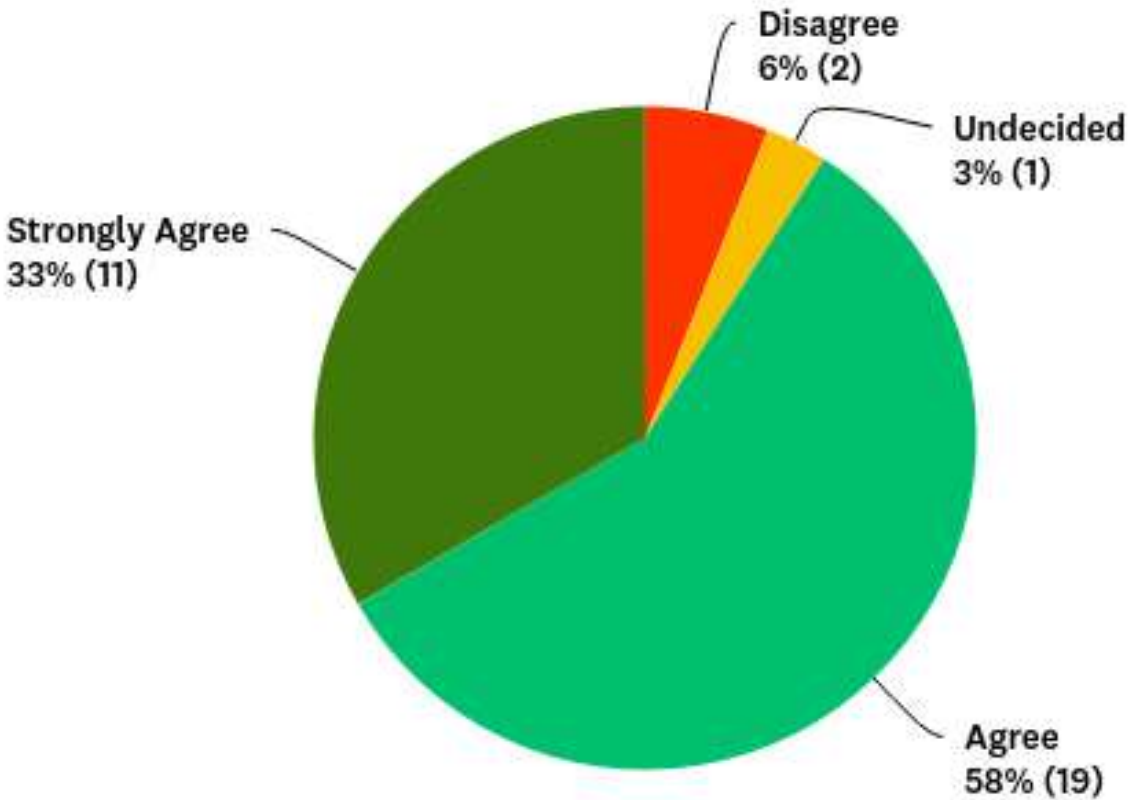
Q3: OUR WORKFORCE KNOWS TAHOE DONNER'S "VALUES". (OUR GUIDING PRINCIPLES AND BELIEFS)



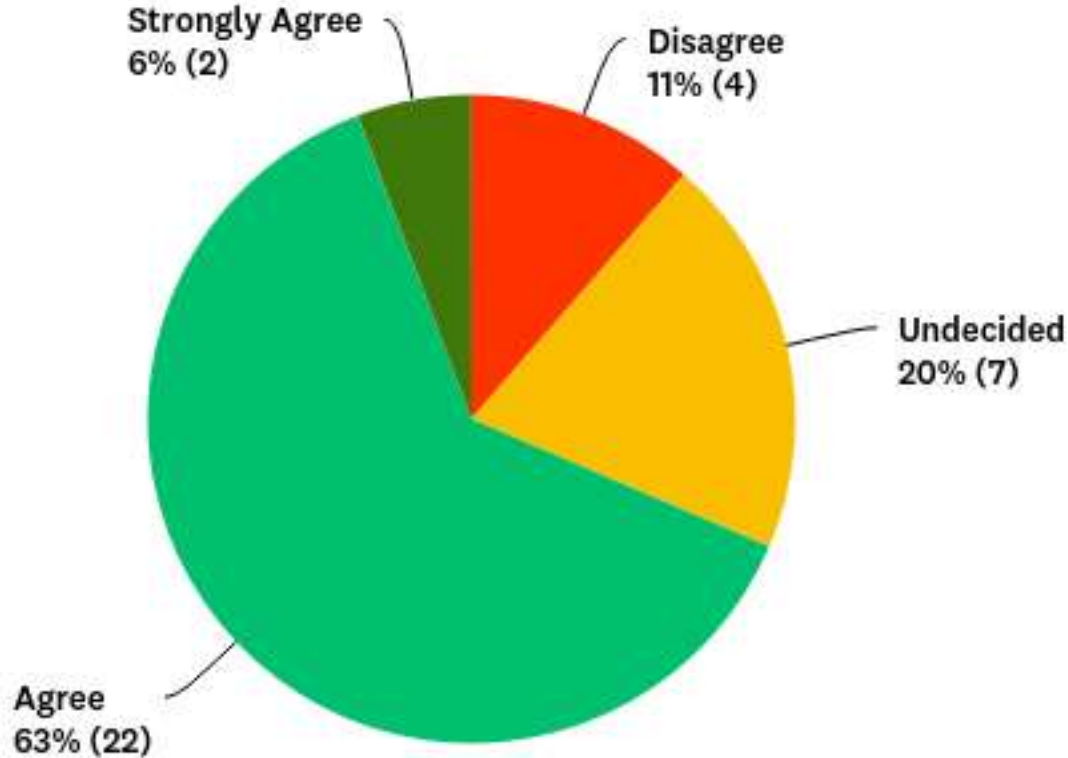
Q5: OUR LEADERSHIP TEAM CREATES A WORK ENVIRONMENT THAT HELPS OUR EMPLOYEES DO THEIR JOBS WELL.



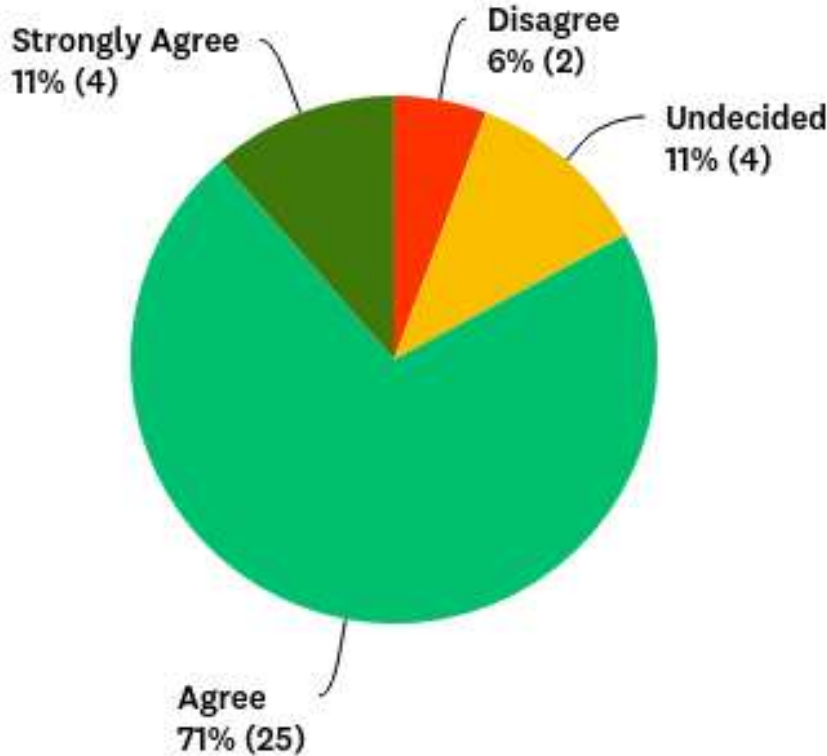
Q38: OUR ORGANIZATION DEMONSTRATES HIGH STANDARDS AND PROFESSIONAL BEHAVIOR.



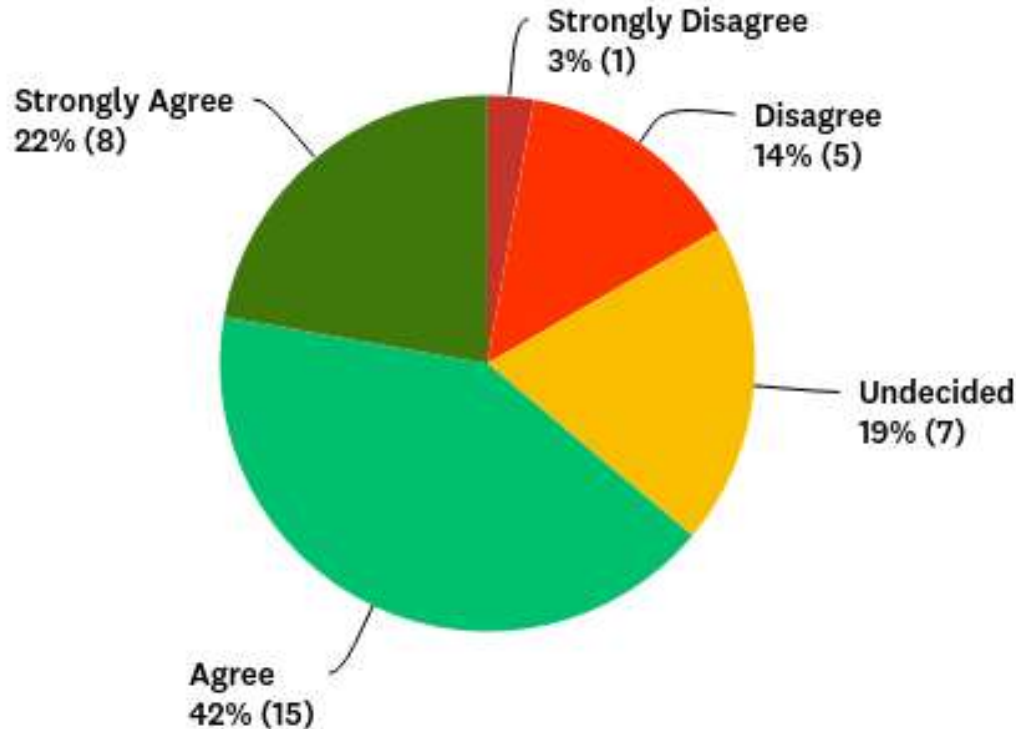
Q29: THE TAHOE DONNER WORKFORCE HAS GOOD PLANS AND PROCESSES FOR DOING ITS WORK EFFICIENTLY AND EFFECTIVELY.



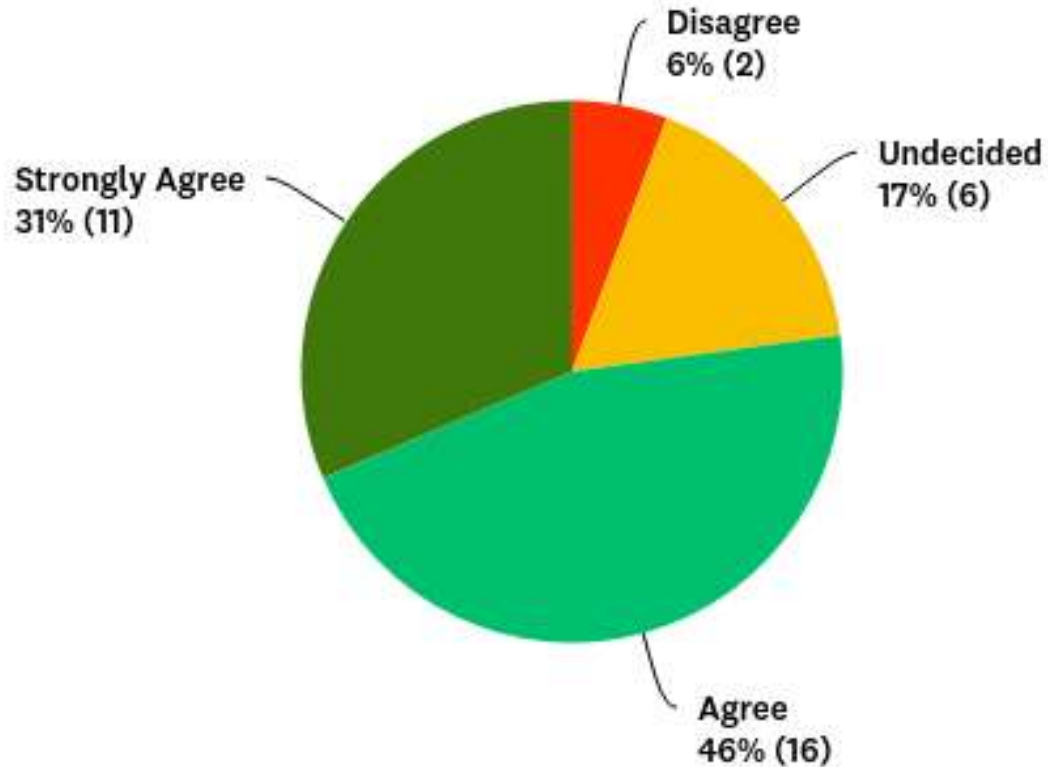
Q30: OUR EMPLOYEES ARE ENCOURAGED AND EMPOWERED TO IMPROVE THEIR WORK PROCESSES WHEN NECESSARY & APPROPRIATE.



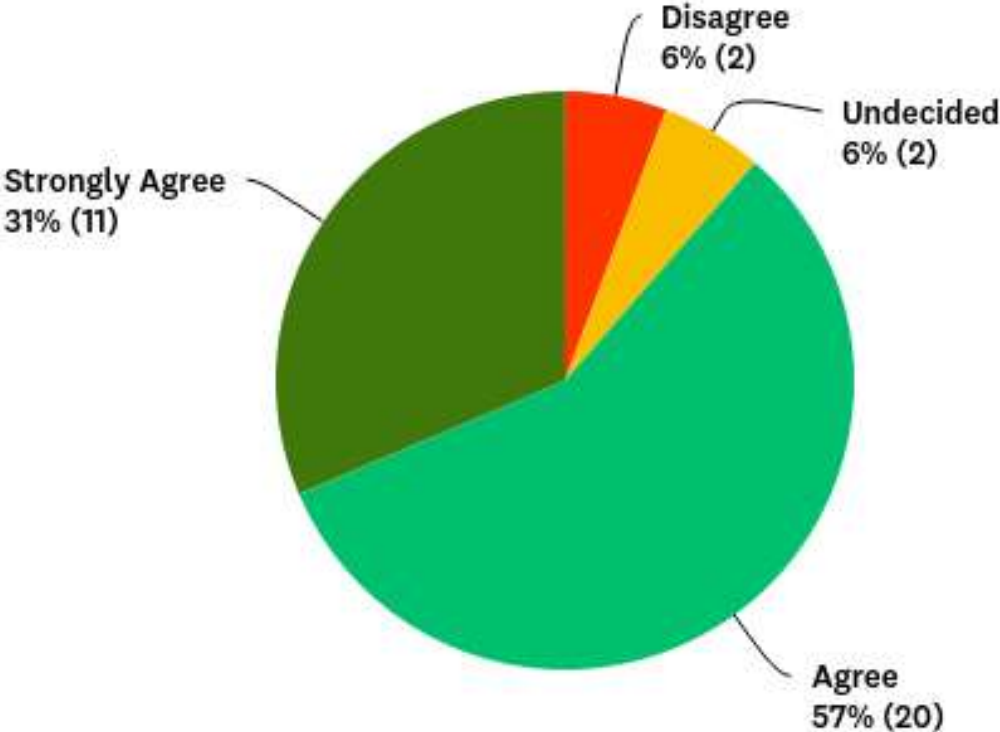
Q6: OUR LEADERSHIP TEAM SHARES INFORMATION ABOUT ISSUES, CHALLENGES AND OPPORTUNITIES FACING TAHOE DONNER IN A TIMELY AND EFFECTIVE MANNER.



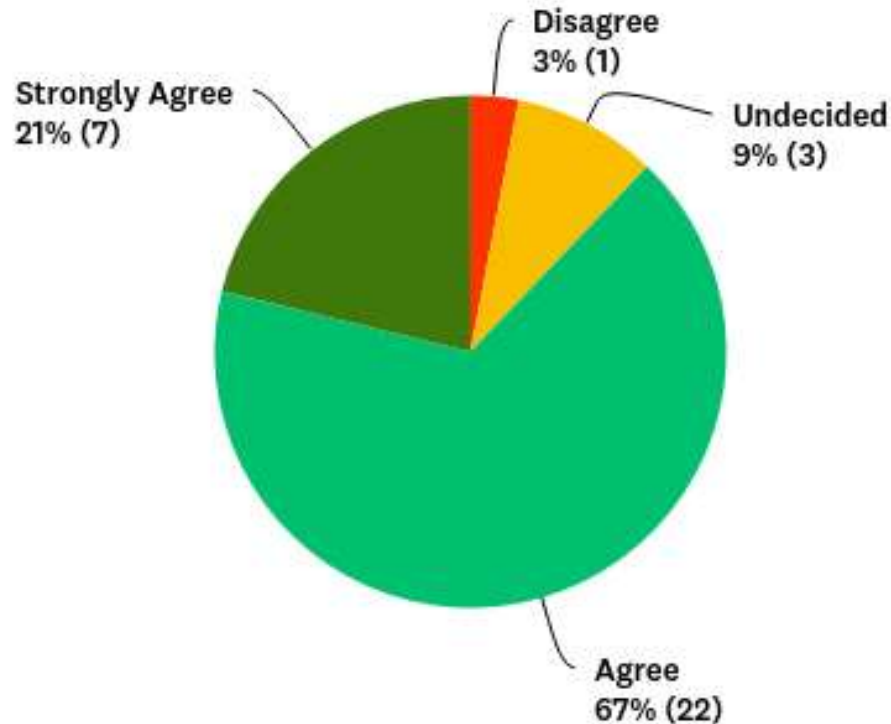
Q13: OUR EMPLOYEES KNOW WHO OUR MOST IMPORTANT CUSTOMERS ARE.



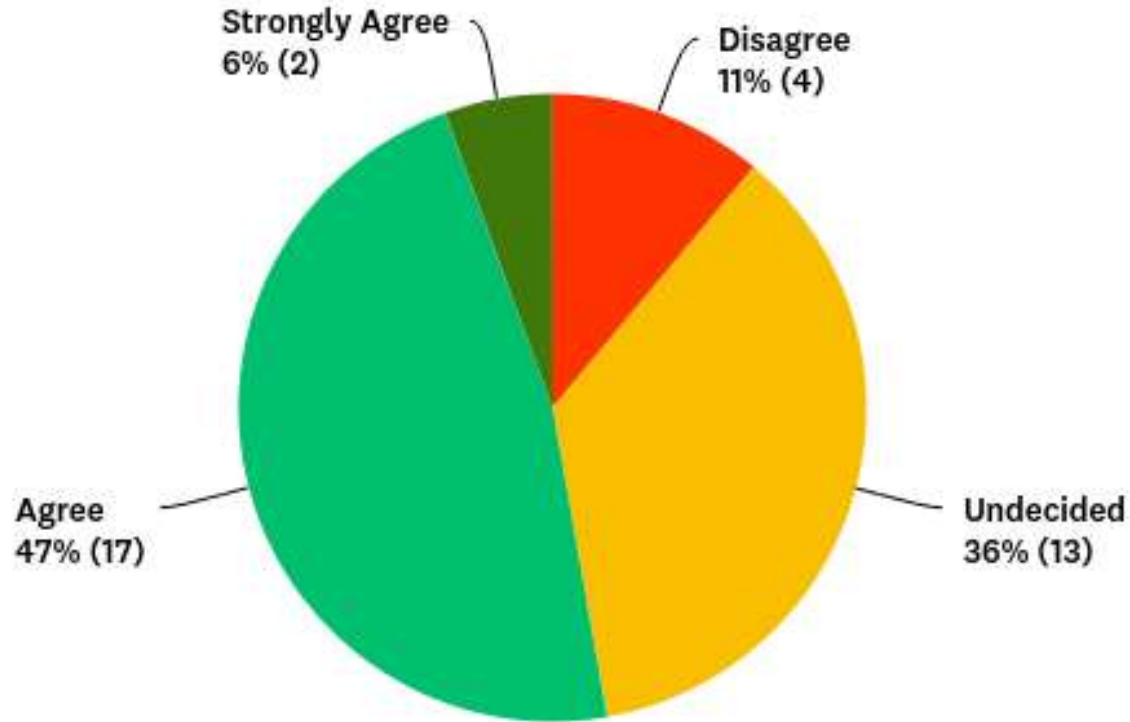
Q18: OUR EMPLOYEES USE FEEDBACK AND INFORMATION FROM HOMEOWNERS AND CUSTOMERS TO MAKE CHANGES THAT IMPROVE THE EFFECTIVENESS OF THEIR WORK.



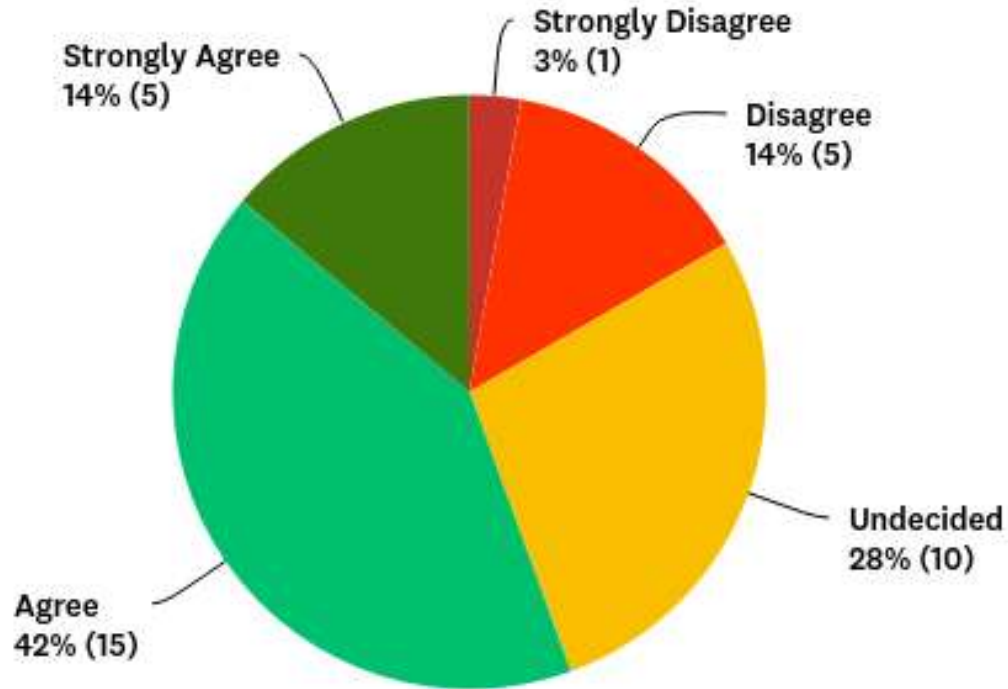
Q32: THE PROGRAMS, SERVICES AND OPERATION OF TAHOE DONNER'S AMENITIES MEET INDUSTRY STANDARDS AND SERVICE EXPECTATIONS OF OUR HOMEOWNERS AND CUSTOMERS.



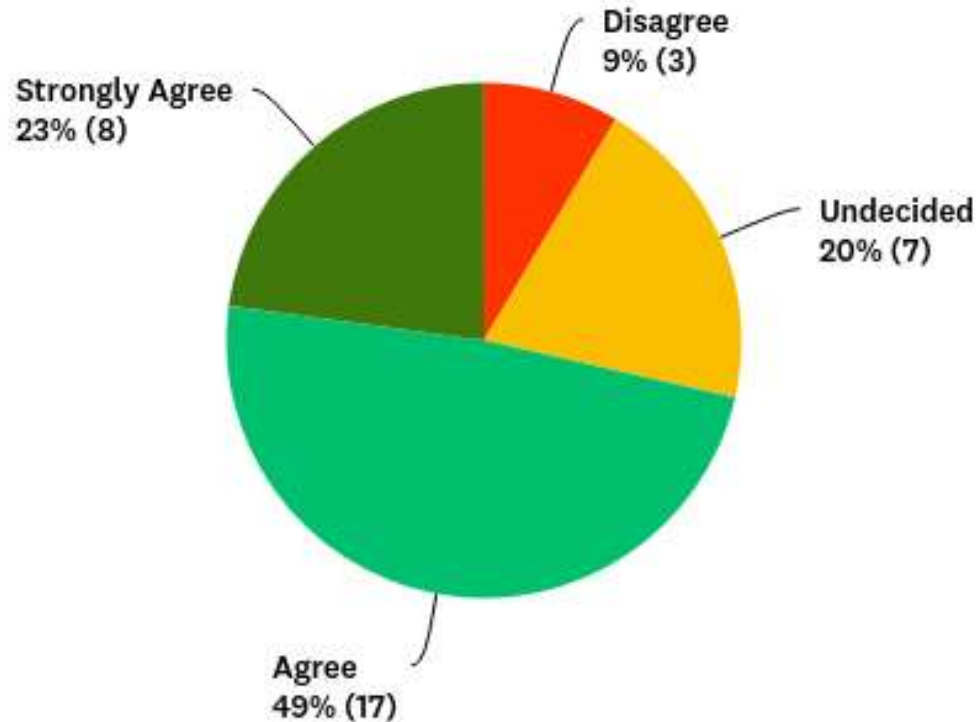
Q11: OUR EMPLOYEES KNOW HOW TO TELL IF THEY ARE MAKING PROGRESS ON THEIR TEAM'S PART OF TAHOE DONNER'S STRATEGIC PLAN.



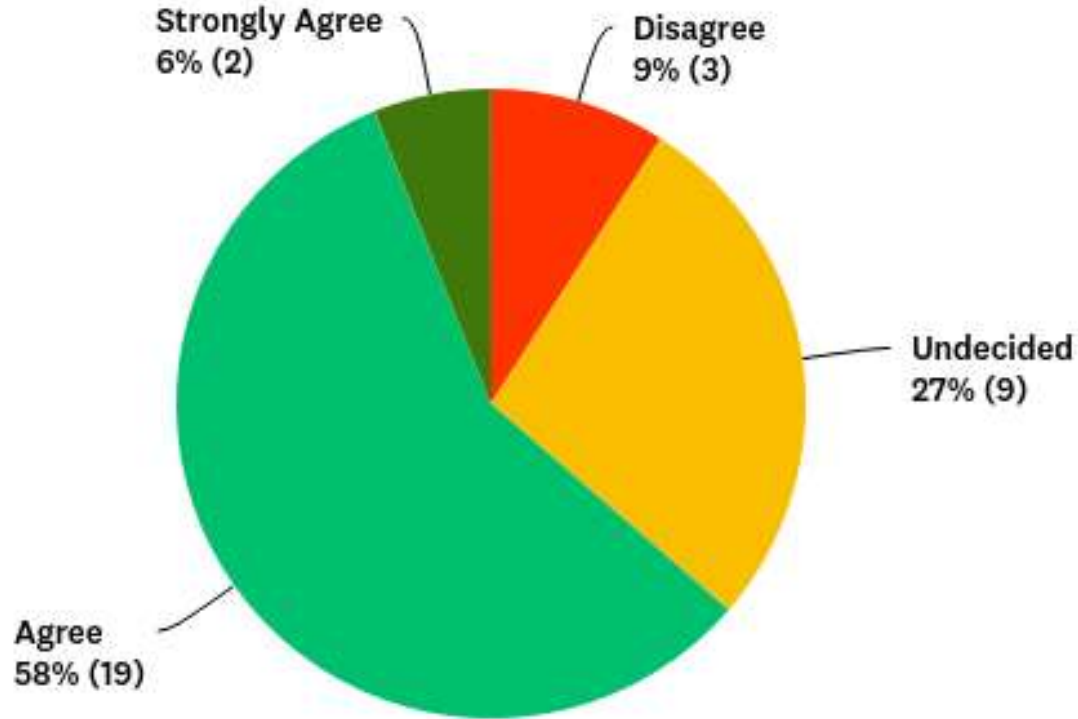
Q9: OUR ORGANIZATION IS FORWARD THINKING AND ENCOURAGES NEW IDEAS AND INNOVATION.



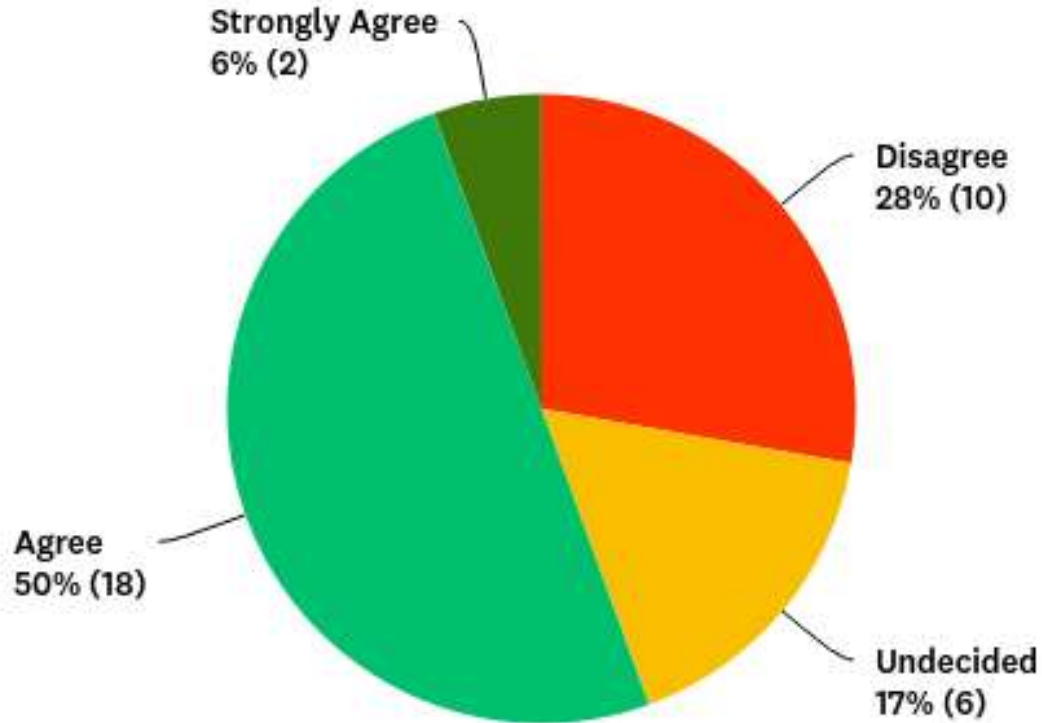
Q23: OUR LEADERSHIP TEAM ENCOURAGES AND ENABLES OUR EMPLOYEES TO DEVELOP THEIR KNOWLEDGE AND SKILLS SO THEY CAN IMPROVE THEIR PERFORMANCE & ADVANCE IN THEIR CAREERS.



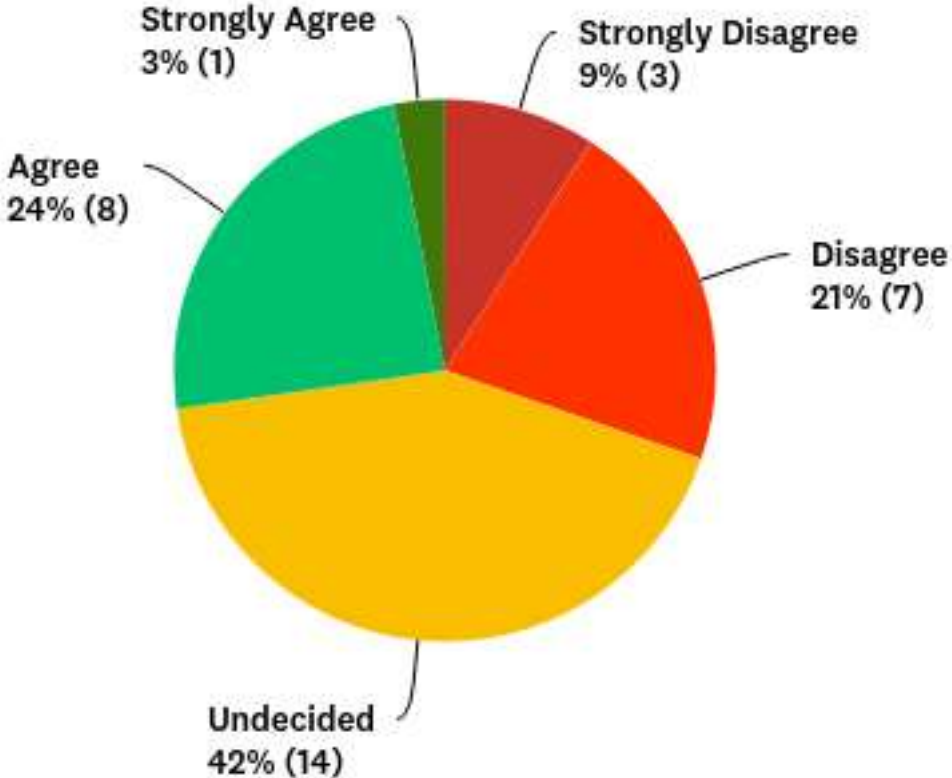
Q35: TAHOE DONNER HAS THE RIGHT PEOPLE WITH THE RIGHT SKILLS IN THE RIGHT JOBS TO DO ITS WORK EFFICIENTLY AND EFFECTIVELY.



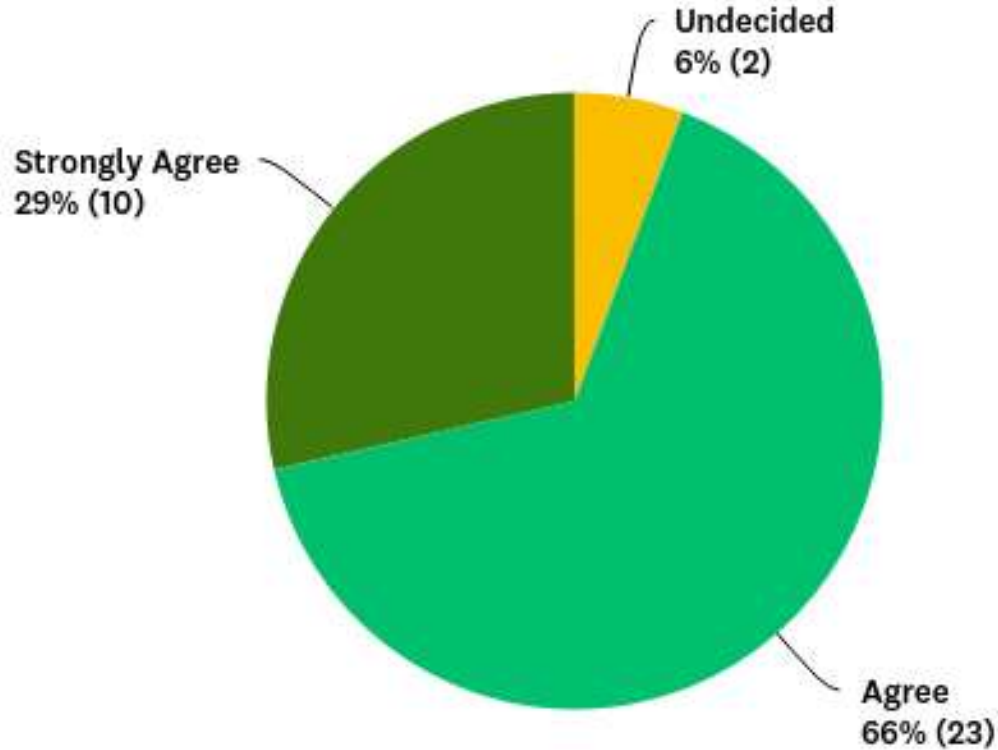
Q12: OUR ORGANIZATION IS FLEXIBLE AND MAKES CHANGES QUICKLY WHEN NEEDED.



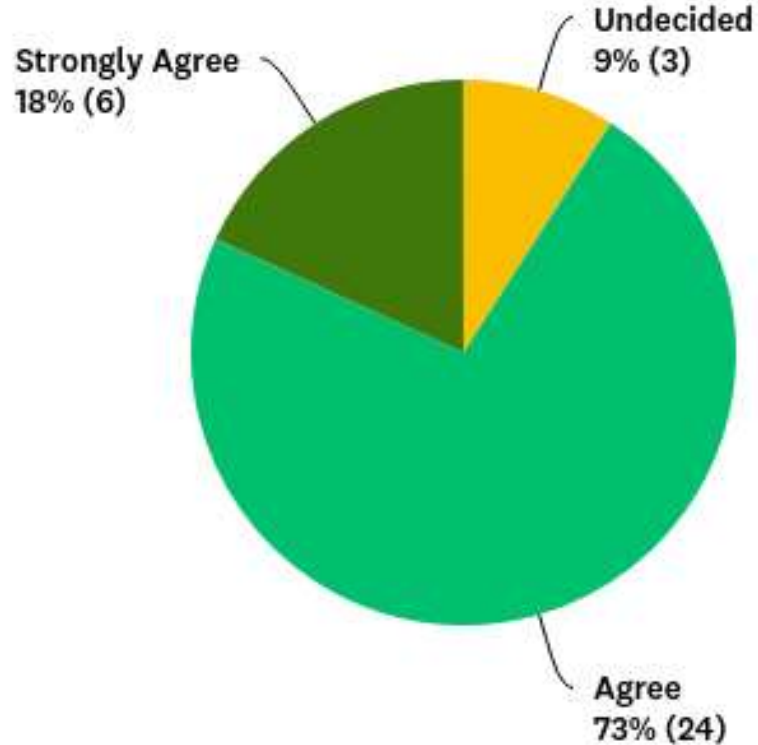
Q36: OUR ORGANIZATION REMOVES THINGS THAT GET IN THE WAY OF PROGRESS AND SUCCESS.



Q27: OUR WORKFORCE IS COMMITTED TO TAHOE DONNER'S SUCCESS IN SERVING OUR HOMEOWNERS AND CUSTOMERS.



Q40: OUR EMPLOYEES BELIEVE TAHOE DONNER IS A GOOD PLACE TO WORK.





PRELIMINARY FINDINGS AND RECOMMENDATIONS RELATED
TO FUTURE GENERAL MANAGER, BOARD OF DIRECTORS
AND MANAGEMENT TEAM

MOST IMPORTANT ROLES THAT GENERAL MANAGER PLAYS IN LEADING THE TAHOE DONNER TEAM.

- **WORK WITH BOARD OF DIRECTORS**

- CONDUIT BETWEEN BOARD AND STAFF
- PROVIDE INFORMATION ON OPERATIONS
- INTERPRET AND IMPLEMENT BOARD DECISIONS

- **LEAD, GUIDE, DIRECT AND MANAGE OPERATIONS**

- BIG PICTURE
- PEOPLE SKILLS: CREATE & MOTIVATE TEAM
- BALANCE & ARBITRATE COMPETING INTERESTS

- **GENERAL MANAGEMENT SKILLS**

- DOING RIGHT THINGS IN THE RIGHT WAY
- FINANCIAL SKILLS & BUSINESS ACUMEN

- **SPECIAL SKILLS**

- PLANNING & DEVELOPMENT
- UNDERSTANDING OF OPERATING LARGE COMPLEX SYSTEM



WHAT SKILLS OR COMPETENCIES ARE ESSENTIAL FOR THE GENERAL MANAGER TO HAVE?

- GOOD INTERPERSONAL SKILLS
- ABILITY TO BUILD COLLABORATIVE RELATIONSHIPS
- RESULTS & FUTURE ORIENTATION
- POLITICAL SAVVY
- ADAPTIVE & FACILITATIVE LEADERSHIP SKILLS
- CRITICAL THINKING SKILLS
- ORGANIZATIONAL DEVELOPMENT APTITUDE
- ABILITY TO STRENGTHEN VISION & CULTURE



The background features a light blue to medium blue gradient. Scattered across the surface are numerous water droplets of various sizes, some with soft shadows and highlights, giving a fresh and clean aesthetic.

**WHAT CRITICAL FUNCTIONS ARE
UNIQUE TO THE GM THAT AREN'T
PROVIDED BY OTHER TD
MANAGERS?**

THE BOARD/GM RELATIONSHIP IS DEPENDENT ON THE GM ACCOMPLISHING THE FOLLOWING:

- PROVIDE INFORMATION ON MANAGEMENT & OPERATIONS
- EDUCATE THE BOARD ON GOVERNANCE RULES & POLICIES
- DETERMINE DESIRED RESULTS AND DEVELOP WORK PLANS
- WORK WITH INDIVIDUAL BOARD MEMBERS EFFECTIVELY
- TAKE DIRECTION FROM THE BOARD AS A WHOLE.
- PROVIDE STABILITY & MAINTAIN “BIG PICTURE” PERSPECTIVE
- ACT AS THE CONDUIT AND BUFFER
- ENSURE COMPLIANCE WITH GOVERNANCE POLICIES
- PROVIDE BRIEFINGS WITH PRESIDENT & BOARD MEMBERS



WHAT DOES EMPLOYEE TEAM NEED & WANT FROM GM?

- A LEADER – EXPERIENCED, EMPOWERING & ADAPTABLE
- TIMELY COACHING: FEEDBACK, FOCUS & STRATEGY
- INSPIRATIONAL CHAMPION OF TAHOE DONNER
- FOSTER INTERDEPENDENCE & COLLABORATION
- DELEGATOR WHO OPTIMIZES TALENT & CAPACITY
- CLEAR EXPECTATIONS OF DESIRED RESULTS
- GO BETWEEN WITH BOARD WHO'S GOT YOUR BACK
- FACILITATIVE LEADER THAT BUILDS CONSENSUS
- NAVIGATE PROBLEMS, RESOLVE COMPETING INTERESTS



WHAT DOES BOARD AND GM NEED FROM EACH OTHER?

- LEADERSHIP, ROLE CLARITY & BOUNDARIES
- BE A TEAM WITH MUTUAL RESPECT & TRUST
- SHARED AGREEMENT ON DESIRED RESULTS AND STRATEGIES TO ACHIEVE THEM
- EMPOWERMENT TO DETERMINE “THE MEANS”
- RESPONSIVENESS & ACTION ORIENTATION
- TIMELY INFORMATION ON IMPORTANT ISSUES
- FISCAL RESPONSIBILITY & BUSINESS ACUMEN



WHAT DOES TAHOE DONNER TEAM DO CONSISTENTLY WELL?

- EXCELLENCE IN PROGRAM, SERVICES & AMENITY OPERATIONS
- ADAPTING TO SEASONAL CHANGES & USER DEMANDS
- OUTSTANDING CUSTOMER SERVICE
- ATTRACTS & RETAINS GREAT EMPLOYEES
- ATTRACTIVE & WELL MAINTAINED FACILITIES
- HOMEOWNER RESPONSIVENESS



WHERE COULD TAHOE DONNER IMPROVE?

- ADHERENCE TO GOVERNANCE POLICIES & PRACTICES
- ESTABLISH PERFORMANCE EXPECTATIONS FOR GM
- RESEARCH & ADOPT BEST PRACTICES & INDUSTRY TRENDS
- A BOARD FOCUSED ON “ENDS” NOT “MEANS”
- STRONGER & SUPPORTIVE RELATIONSHIPS BETWEEN BOARD MEMBERS, COMMITTEES & MANAGEMENT TEAM
- BETTER AND MEANINGFUL COMMUNICATION
- MORE EFFICIENT AND EFFECTIVE BOARD MEETINGS



WHERE COULD TAHOE DONNER IMPROVE?

- ESTABLISH & COMMUNICATE CLEAR & MEASURABLE RESULTS
- UPDATE STRATEGIC PLAN WITH STRATEGIC OUTCOMES, OBJECTIVES, WORK PLANS, MEASUREMENTS AND METRICS
- GREATER EMPHASIS ON ORGANIZATIONAL DEVELOPMENT, GROWING TALENT AND SUCCESSION PLANNING
- BUSINESS LIKE APPROACH AND BUSINESS PLANS FOR OPERATIONS
- IMPROVED INTERNAL COLLABORATION AND INTERDEPENDENCE
- FUTURE ORIENTATION, PROACTIVITY & “PLAY OFFENSE”
- OPERATIONAL PRIORITIES ON CORE CUSTOMERS & FUNCTIONS
- DEVELOP WORK PLANS IN EARLY SPRING TO PLAN THE BUDGET



REFINE TAHOE DONNER'S STRATEGIC PLAN



MOST IMPORTANT RESULTS INDICATE TAHOE DONNER IS BEING MANAGED & OPERATED SUCCESSFULLY

1. SAFE COMMUNITY

THE TAHOE DONNER COMMUNITY IS SAFE; FIRE, ACCIDENTS & CRIME ARE PREVENTED, EMERGENCIES THAT THREATEN PEOPLE AND PROPERTY ARE RESPONDED TO QUICKLY AND CAPABLY AND THE PUBLIC IS EDUCATED ABOUT PERSONAL & PUBLIC SAFETY.

2. QUALITY OF LIFE & RECREATION OPPORTUNITIES

HOMEOWNERS AND VISITORS BENEFIT FROM AN ABUNDANCE OF PUBLIC & PRIVATE AMENITIES, RECREATION PROGRAMS, SERVICES AND EVENTS THAT MAKE THE TAHOE DONNER COMMUNITY MORE HEALTHY, LIVABLE, BEAUTIFUL AND ENJOYABLE.

3. FISCAL RESPONSIBILITY & SOUND FINANCIAL MANAGEMENT

ASSESSMENTS FROM HOMEOWNERS AND REVENUES FROM PROGRAMS, SERVICES AND AMENITY OPERATIONS ARE RESPONSIBLY MANAGED TO ENSURE A BALANCED BUDGET, ADEQUATE FUNDING FOR SERVICES, CAPITAL IMPROVEMENTS AND ADEQUATE RESERVES FOR EMERGENCIES WHILE PROVIDING HOMEOWNERS AND MEMBER ACCOUNTABILITY AND TRANSPARENCY.



**STRATEGIC
OUTCOMES**

MOST IMPORTANT RESULTS INDICATE TAHOE DONNER IS BEING MANAGED & OPERATED SUCCESSFULLY

4. NATURAL RESOURCES & ENVIRONMENTAL HEALTH

TAHOE DONNER PROTECTS, PROMOTES AND ENHANCES A HEALTHY & SUSTAINABLE NATURAL ENVIRONMENT THROUGH ACQUISITION, PRESERVATION AND PROTECTION OF OPEN SPACE, NATURAL RESOURCES AND WILDLIFE. TAHOE DONNER PROMOTES NATURAL RESOURCE CONSERVATION SUSTAINABLE LIVING PRACTICES WITHIN ITS ORGANIZATION AND HOMEOWNERS

5. WELL PLANNED, DEVELOPED & MAINTAINED INFRASTRUCTURE

TAHOE DONNER EFFECTIVELY PLANS, DEVELOPS AND MAINTAINS ASSOCIATION OWNED LANDS, TRAILS, INFRASTRUCTURE AND AMENITIES THAT ENHANCE QUALITY OF LIFE AND ATTRACTIVENESS OF THE TAHOE DONNER COMMUNITY.

6. HIGH PERFORMING ORGANIZATION

TAHOE DONNER IS A GREAT PLACE TO WORK AND IS MANAGED IN AN EFFICIENT AND EFFECTIVE MANNER THAT MAXIMIZES RETURN ON INVESTMENT AND MEMBER SATISFACTION FROM ASSOCIATION ASSESSMENTS AND EARNED INCOME



MOST IMPORTANT RESULTS INDICATE TAHOE DONNER IS BEING MANAGED & OPERATED SUCCESSFULLY

7. MEMBER COMMUNICATION & ENGAGEMENT

HOMEOWNERS ARE INFORMED AND HAVE KNOWLEDGE AND APPRECIATION OF TAHOE DONNER PROGRAMS, AMENITIES AND SERVICES, AND HAVE THE OPPORTUNITY FOR MEANINGFUL INPUT INTO THE GOVERNANCE AND MANAGEMENT OF THE ASSOCIATION THROUGH STAFF AND THE BOARD.

8. COLLABORATIVE LEADERSHIP & STRATEGIC ALLIANCES

STRATEGIC ALLIANCES ARE DEVELOPED AND MAINTAINED WITH THE TOWN OF TRUCKEE, SPECIAL DISTRICTS, UTILITY DISTRICTS AND OTHER PUBLIC AGENCIES THAT SERVE TAHOE DONNER AND OUR HOMEOWNERS.

9. COVENANTS AND ARCHITECTURAL STANDARDS

TAHOE DONNER'S ESTABLISHED COVENANTS AND ARCHITECTURAL STANDARDS AND ADHERED TO THROUGH MEMBER EDUCATION, HOMEOWNER INSPECTION PROGRAM AND ENFORCEMENT PROCESSES AND PROCEDURES.

**STRATEGIC
OUTCOMES**





STRATEGIC PLAN OUTCOME #1: SAFE COMMUNITY





THE TAHOE DONNER COMMUNITY IS SAFE; FIRE, ACCIDENTS & CRIME ARE PREVENTED, EMERGENCIES THAT THREATEN PEOPLE AND PROPERTY ARE RESPONDED TO QUICKLY AND CAPABLY AND THE PUBLIC IS EDUCATED ABOUT PERSONAL & PUBLIC SAFETY.

STRATEGIC OBJECTIVES:

- SATISFACTORY LEVELS OF PUBLIC SAFETY, EMERGENCY RESPONSE AND CRIME & FIRE PREVENTION ARE MAINTAINED IN TAHOE DONNER THROUGH RELATIONSHIPS AND AGREEMENTS WITH THE TOWN OF TRUCKEE FOR POLICE SERVICES AND THE TRUCKEE FIRE PROTECTION DISTRICT FOR FIRE SERVICES.
- A PROACTIVE APPROACH TO MAINTAINING THE HEALTH OF TAHOE DONNER NATURAL RESOURCES IS ESTABLISHED FOR FIRE SAFETY THROUGH AN EFFECTIVE AND INDUSTRY LEADING: FOREST MANAGEMENT PLAN, HOMEOWNER DEFENSIBLE SPACE INSPECTION PLAN, INSURANCE INDUSTRY EDUCATION PROGRAM FOR HOMEOWNERS, SHORT AND LONG TERM PROGRAMS TO CREATE EARLY WARNING SYSTEMS AND SAFETY SYSTEMS AND BY WORKING COOPERATIVELY WITH NEIGHBORING PROPERTIES TO CREATE FIRE SAFE BUFFER ZONES
- NATURAL DISASTERS, INCLUDING FIRE EMERGENCIES ARE PREVENTED, MINIMIZED OR MITIGATED THROUGH COMMUNITY EDUCATION, AND ENFORCEMENT OF DEFENSIBLE SPACE REGULATIONS.
- EMERGENCY PREPARATION, RESPONSE AND RECOVERY PLANS ARE DEVELOPED AND IMPLEMENTED FOR NATURAL AND MAN-MADE DISASTERS AND EMERGENCIES.
- COMMUNITY INVOLVEMENT, EDUCATION AND PARTNERSHIPS ARE EXPANDED AND ENHANCED TO INCREASE THE LEVEL OF PUBLIC TRUST AND KEEP THE COMMUNITY SAFE.
- WORK COOPERATIVELY AND COLLABORATIVELY WITH NEIGHBORING PROPERTIES AND LAND OWNERS (USFS, TRUCKEE DONNER LAND TRUST, 7CS, ETC.) TO CREATE FIRE SAFE BUFFER ZONES, ENCOURAGE FUELS MANAGEMENT AND SUPPORT EXISTING EFFORTS IN LARGE SCALE LANDOWNER FIRE HAZARD MITIGATION PROJECTS AS ORGANIZED IN EMERGING CONSORTIUM ARE INTERTWINED AND COORDINATED.



MISSION, VISION & VALUES	KEY STRATEGIC OUTCOMES	COMMUNITY DASHBOARD OUTCOME METRICS	STRATEGIC OBJECTIVES	
<p>VISION To provide world-class municipal services through operational excellence and a culture of innovation</p> <p>MISSION Exceptional service for an exceptional community</p> <p>VALUES <ul style="list-style-type: none"> • Outstanding Service • Innovation & Creativity • Respect & Integrity • Initiative & Collaboration • Teamwork & Stewardship </p> 	 <p>COMMUNITY & NEIGHBORHOOD LIVABILITY</p> <p>Provide a high quality built environment and support quality, diverse neighborhoods</p>	<ol style="list-style-type: none"> 1. Housing Opportunity Index 2. Number of Affordable Housing Units Resourced 3. Number of Noise Complaints 4. Response Time to Graffiti Removal 5. Voluntary Code Compliance 	<ol style="list-style-type: none"> 1.1. Improve access to a broad range of quality housing that is safe, accessible and affordable. 1.2. Preserve the significant historical character of the community. 1.3. Direct and guide growth in the community through appropriate planning, annexation, land use and development review processes. 1.4. Preserve and provide responsible access to nature. 1.5. Preserve and enhance the City's sense of place. 1.6. Promote health and wellness within the community. 1.7. Leverage and improve collaboration with other service agencies to address the prevention of homelessness, poverty issues and other high priority human service needs. 	<ol style="list-style-type: none"> 1.8. Expand organizational and community knowledge about diversity, and embrace cultural differences. 1.9. Develop clear goals, strategic definition and description of the City's social sustainability role within the community. 1.10. Address neighborhood parking issues. 1.11. Maintain and enhance attractive neighborhoods through City services, innovative enforcement techniques, and voluntary compliance with City codes and regulations. 1.12. Foster positive and respectful neighbor relationships and open communication, as well as provide and support conflict resolution.
	 <p>CULTURE & RECREATION</p> <p>Provide diverse cultural and recreational amenities</p>	<ol style="list-style-type: none"> 1. GSC - Total Participation 2. Golf Courses - Total Participation 3. Lincoln C. - Total Participation 4. MOD total participation 5. Natural Areas Programs - Cumulative Participation per Capita 6. Paved Trails - Number of Visits 7. Recreation Programs - Total Participation 	<ol style="list-style-type: none"> 2.1. Improve low and moderate income citizen access to, and participation in, City programs and facilities. 2.2. Develop effective marketing strategies that drive optimal attendance and revenue. 2.3. Develop effective Operation and Maintenance (O&M) funding alternatives for City subsidized facilities and programs. 2.4. Maintain and enhance the current culture, recreation and parks systems. 	<ol style="list-style-type: none"> 2.5. Plan, design and implement citywide park, recreation and trail improvements. 2.6. Develop a clear strategic definition and description of the City's role in the culture and arts while leveraging partnerships with other community organizations. 2.7. Promote a healthy community and responsible access to nature.
	 <p>ECONOMIC HEALTH</p> <p>Promote a healthy, sustainable economy reflecting community values</p>	<ol style="list-style-type: none"> 1. Commercial Vacancy Rates 2. Electric System Average Interruption Duration Index (SAIDI) in Minutes 3. Local Unemployment Rate 4. Lodging Occupancy Rates 5. Net Percent Change in Local Jobs 6. New Commercial Permit Dollar Volume per Capita 7. New Residential Permit Unit Volume 	<ol style="list-style-type: none"> 3.1. Align economic health goals and strategy across all levels of the organization and refine and agree upon the economic tools the City uses. 3.2. Improve policies and programs to retain, expand, incubate and attract primary employers where consistent with City goals. 3.3. Support workforce development and community amenities initiatives that meet the needs of employers within the City. 3.4. Improve effectiveness through collaboration with economic-health oriented regional partners. 3.5. Sustain high water quality to support the community and water-dependent businesses. 3.6. Maintain utility systems and services; infrastructure integrity; and stable, competitive rates. 	<ol style="list-style-type: none"> 3.7. Support sustainable infill and redevelopment to meet climate action strategies. 3.8. Preserve the City's sense of place. 3.9. Provide transparent, predictable and efficient processes for citizens and businesses interacting with the City. 3.10. Address Downtown parking issues identified in the adopted Parking Plan, including funding, convenient access, and integrated transit and alternate mode solutions. 3.11. Encourage the development of reliable, ultra high speed internet services throughout the community.

MISSION, VISION & VALUES	KEY STRATEGIC OUTCOMES	COMMUNITY DASHBOARD OUTCOME METRICS	STRATEGIC OBJECTIVES	
<p>VISION</p> <p>To provide world-class municipal services through operational excellence and a culture of innovation</p> <p>MISSION</p> <p>Exceptional service for an exceptional community</p> <p>VALUES</p> <ul style="list-style-type: none"> • Outstanding Service • Innovation & Creativity • Respect & Integrity • Initiative & Collaboration • Teamwork & Stewardship 	 <p>ENVIRONMENTAL HEALTH</p> <p>Promote, protect and enhance a healthy & sustainable environment</p>	<ol style="list-style-type: none"> 1. Community Energy Use 2. Outdoor Air Quality Index (AQI) - Fine Particulate Matter 2.5 microns (PM 2.5) 3. Outdoor Air Quality Index (AQI) - Ozone 4. Wastewater Regulation Violations 	<ol style="list-style-type: none"> 4.1. Improve and protect wildlife habitat and the ecosystems of the Poudre River and other urban streams. 4.2. Achieve environmental goals using the Sustainability Assessment framework. 4.3. Implement indoor and outdoor air quality improvement initiatives. 4.4. Reduce Greenhouse Gas (GHG) emissions by creating a built environment focused on green building and mobile emission reductions. 4.5. Demonstrate progress toward achieving net zero energy within the community and the City organization using a systems approach. 	<ol style="list-style-type: none"> 4.6. Engage citizens in ways to educate and change behavior toward more sustainable living practices. 4.7. Increase the community's resiliency and preparedness for changes in climate, weather and resource availability. 4.8. Protect and monitor water quality, and implement appropriate conservation efforts and long-term water storage capability. 4.9. Meet or exceed all environmental regulations. 4.10. Conserve and restore biodiversity and habitat. 4.11. Demonstrate progress toward achieving zero waste within the community and the City organization.
	 <p>SAFE COMMUNITY</p> <p>Provide a safe place to live, work, learn and play</p>	<ol style="list-style-type: none"> 1. Drinking Water Regulation Violations 2. Number of Total Traffic Crashes 3. Part 1 Crimes per Capita Compared to Cities of Similar Size 4. % of Time Fire Contained to Room of Origin 5. % Time PFA Fire Personnel are on Scene Within 5 Min 45 Seconds 6. % of Time Police Priority 1 Calls Responded to Within 5 Minutes 	<ol style="list-style-type: none"> 5.1. Provide facilities and training capabilities to support a high caliber police force. 5.2. Optimize the use of technology to drive efficiency, productivity and customer service. 5.3. Align staffing levels to deliver services that meet community expectations and needs, and increase public safety operational efficiency. 5.4. Protect life and property with natural, aesthetically pleasing flood mitigation facilities through building codes and development regulations. 5.5. Develop and implement emergency preparation, response and recovery plans across the organization in collaboration with other community efforts. 	<ol style="list-style-type: none"> 5.6. Improve safety for all modes of travel including vehicular, pedestrian and bicycles. 5.7. Use data to focus police efforts on reducing crime and disorder within the community. 5.8. Improve community involvement, education and regional partnerships to make our community safer and stronger. 5.9. Partner with Poudre Fire Authority to provide fire and emergency services. 5.10. Provide a high-quality, sustainable water supply that meets or exceeds all public health standards and supports a healthy and safe community.
	 <p>TRANSPORTATION</p> <p>Promote a healthy, sustainable economy reflecting community values</p>	<ol style="list-style-type: none"> 1. Lane Miles of Roadway Pavement Improved 2. Transfort Fixed Route Passengers per Revenue Hour 3. Transfort Fixed Route Ridership 	<ol style="list-style-type: none"> 6.1. Improve safety of all modes of travel. 6.2. Improve transit availability and grow ridership through extended hours, improved headways, and Sunday service in appropriate activity centers. 6.3. Fill the gaps for all modes of travel and improve the current transportation infrastructure while enhancing the aesthetic environment. 6.4. Improve traffic flow for all modes of transporting people, goods and information to benefit both individuals and the business community. 	<ol style="list-style-type: none"> 6.5. Create and implement long-term transportation planning and help local and regional transportation networks operate at a high level of efficiency, including the airport. 6.6. Support efforts to achieve climate action goals by reducing mobile emissions and supporting multiple modes of transportation. 6.7. Create and implement planning, engineering and financial strategies to address adequate infrastructure within the northeast area of Fort Collins.

HOW SHOULD TD MEASURE SUCCESS?



EXAMPLE OF BALANCED SCORECARD TARGET METRICS

FINANCIAL

- GENERATE \$600,000 IN INCOME FROM ALL SOURCES FOR AQUATICS PROGRAMS & FACILITY OPERATIONS.
- ACHIEVE A 100% COST RECOVERY OF DIRECT EXPENSES THROUGH PROGRAM FEES FOR SWIMMING LESSONS
- ACHIEVE A 60% COST RECOVERY OF DIRECT EXPENSES THROUGH ADMISSION AND PASS FEES FOR PUBLIC SWIM

BUSINESS PROCESS - EXECUTION

- ANNUALLY BENCHMARK AQUATICS FEES & CHARGES WITH SIMILAR INDOOR/OUTDOOR POOL COMPLEX
- 80% COMPLIANCE WITH QUALITY ASSURANCE PERFORMANCE STANDARDS THROUGH BI-WEEKLY AUDITS
- ACCIDENTS & INCIDENTS REVIEWED AND DEBRIEFED THROUGH AFTER ACTION REVIEW

CUSTOMER - UTILIZATION & SATISFACTION

- REGISTER AND TEACH 2,000 CHILDREN IN SWIMMING LESSONS EACH SUMMER SEASON
- GENERATE 250,000 VISITS TO THE AQUATICS COMPLEX
- ACHIEVE AN OVERALL PROGRAM SATISFACTION RATING OF "GOOD TO EXCELLENT" BY 85% OF SWIMMING LESSON PARTICIPANTS
- 80% OF AQUATICS COMPLEX VISITORS INDICATE THEY WOULD "RECOMMEND THE COMPLEX TO FRIENDS AND FAMILIES."
- 80% OF THE VISITORS TO THE AQUATICS COMPLEX RATE THE APPEARANCE AND CLEANLINESS OF THE FACILITY AS EXCELLENT.
- 90% OF CUSTOMERS WHO REGISTER FOR AQUATICS PROGRAMS RATE THE PROCESS AS CONVENIENT AND EASY.
- ADMINISTER AND EVALUATE CUSTOMER SATISFACTION SURVEYS WITH SWIMMING LESSONS, PUBLIC SWIM AND FITNESS.

LEARNING AND GROWTH

- PROVIDE 40 HOURS OF TRAINING FOR EACH EMPLOYEE PROVIDING LIFEGUARD AND SWIMMING INSTRUCTOR SERVICES IN ACCORDANCE WITH STATE LAW, RED CROSS STANDARDS AND OTHER APPROVED STANDARDS AND PRACTICES.
- BI-ANNUALLY CONDUCT A RISK MANAGEMENT AND OPERATIONAL AUDIT OF THE AQUATICS COMPLEX BY AN INDEPENDENT EXPERT.



The background features a light blue to medium blue gradient. Scattered across the top and bottom edges are several realistic water droplets of various sizes, each with a highlight and a soft shadow, giving them a three-dimensional appearance.

QUESTIONS, COMMENTS & OBSERVATIONS