#	Recommendation Text	Division/Department Lead	Summary Description	Rationale	DH Team Recommendation
1	Update and reaffirm The Truckee Way as the Town's operating principles.	Town Management	Review and modernize the Town's core values to ensure alignment with current practices.	Conflicting priorities have created confusion; reaffirming The Truckee Way will help unify messaging and organizational focus.	Low Priority: Revisit at a later point
2	Develop a five-year strategic plan.	Town Management	Create a comprehensive long-term strategic plan to guide decision-making.	A five-year plan provides consistency and links goals to budget allocations, improving alignment and outcomes.	Council Retreat in 2027
3	Implement a department-based annual business planning process and establish associated performance metrics.	All Departments / Town Management	Establish annual planning and metrics for each department to guide progress.	Standardizing planning improves accountability and allows better tracking of departmental contributions.	FY 2026/27
4	Ensure the economic development strategic plan is updated as planned.	Economic Development/ Assistant Town Manager	Complete and execute the planned update o	Stakeholders seek proactive business supp	Calendar 2026
5	Evaluate existing priorities and service levels and make necessary adjustments where gaps in workload capacity exist.	Town Management	Assess current workloads and adjust priorities or service levels as needed.	Staff burnout and unrealistic expectations necessitate better alignment of goals with available resources.	On-Going
6	Enhance current practices to be followed when considering the addition of new initiatives.	Town Management	Adopt formal criteria for deciding when to take on new initiatives.	Helps manage workload capacity by ensuring only essential or time-sensitive initiatives are added.	Council Retreat in 2027
7	Evaluate the interests, means and methods used to engage the community and make necessary adjustments.	Town Management / IDEA	Improve and align community engagement practices with organizational culture.	Community feedback indicates a disconnect between outreach efforts and implementation, reducing trust.	ATAP formed. Repeat community engagement suvey in two years, CAC, R2SC, Downtown Railyard Corssing, performance metrics with engagement.
8	Create short- and longer-term phasing and funding plans to ensure adequate staffing and structures are in place.	All Departments	Develop staffing and resource plans aligned with service goals.	Workload pressures and structural inefficien	On-Going
9	Evaluate and implement prudent and sustainable funding options.	Finance	Explore various long-term revenue strategies and cost-recovery options.	New services and strategic goals require sta	On-Going. General Plan Maitenance Fee, fee study,
10	Formally adopt an internal control policy framework as a basis for designing, implementing, operating, and evaluating internal controls.	Finance	Establish a formal internal control policy using industry best practices.	Reduces financial risk and promotes accountability through structured safeguards.	In Process - Short-Term (Fall 2025)
11	Implement an encumbrance system to appropriately account for budget to actual expenses and mitigate the risk of waste and fraud.	Finance	Adopt an encumbrance accounting system that connects spending to approved budgets.	Aids in financial transparency and prevents overspending by matching obligations with budgeted funds.	Explore adding for PD in the Spring 2026
12	Conduct a comprehensive best practice review of the decentralized procurement function.	Finance	Review and improve the procurement process across departments.	Decentralized procurement creates inefficiencies and exposes the Town to compliance risks.	Not recommended as a priority at this time.
13	Develop performance measures for each department to report progress and inform resource allocation decisions.	All Departments	Create consistent performance metrics tied to departmental goals.	Helps measure effectiveness, support budgeting, and improve accountability.	Phased Approach: Leading with Admin Services. Assistant Town Manager position will help guide this townwide
14	Develop a town-wide succession planning program aimed at cross-training existing staff and preparing them for future advancement.	Human Resources	Formalize succession planning through cross-training and career development.	Addresses future retirements and staffing continuity by developing internal talent.	Evaluate further succession planning in FY 2028. Focus currently on skills building and performance management training for staff
15	Procure and implement an applicant tracking system as soon as practical.	Human Resources	Automate hiring processes through dedicate	Manual processes are inefficient and delay r	Completed
16	Assess available performance management software to determine if purchasing such a program is practical and financially feasible.	Human Resources / Town Management	Evaluate options for software that supports s	Using software may streamline evaluation pr	Completed: Neogov
17	Establish a town-wide information technology governance structure.	Information Technology	Create a formal governance process involving stakeholders in IT planning.	Improves coordination, avoids redundancy, and ensures alignment of tech decisions with Town goals.	Included in Workplan for FY 2025/26
18	Conduct a comprehensive review of software solutions, subscriptions, and systems currently in use.	Information Technology	Inventory and assess current systems to identify redundancies and inefficiencies.	The Town uses too many isolated systems, causing inefficiencies and high costs.	Review in FY 2027. Biz analyst focus after permit software
19	Prepare and fund an information technology strategic plan to help guide system solution decisions.	Information Technology	Develop a long-term IT strategic plan aligned with Town priorities.	A strategic IT roadmap will drive efficiency and reduce fragmented tech decisions.	Completed: IT completes an annual workplan and given the rapid changes in the environment staff feels this is sufficient
20	Ensure department heads implement formal meeting structures.	All Departments	Establish regular internal meetings across all divisions.	Enhances internal communication, alignment, and staff engagement.	FY 2026/27: Re-evaluate in a year when staff has been hired and restructures are complete.
21	Establish customer service standards for responding to internal and external inquiries.	All Departments	Set clear expectations for timely responses to inquiries.	Improves consistency and quality of customer interactions across the organization.	FY 2026/27: Assistant Town Manager when hired
22	Conduct a confidential employee satisfaction survey to better understand concerns about morale and workload.	Human Resources	Survey staff on job satisfaction and share the findings openly.	Gathers insights to address burnout and morale issues.	Complete in FY 2026/27 and then yearly after

23	Implement a suite of improvements to advance service excellence and strengthen public trust.	Community Development	Introduce process, communication, and service delivery enhancements.	Addresses public dissatisfaction and internal inefficiencies.	Air Diamond Work, Permitting Software - focus on development community. Overall community satisfaction and trust was high per survey results. Repeat Community Satisfaction Survey every three years
23a	Measure customer satisfaction. Employ a feedback tool, such as www.happy-or-not.com, to allow online and in-person customers to communicate their satisfaction with the services provided.	Community Development	Introduce real-time feedback tools to measure customer satisfaction.	Provides actionable data to improve service delivery and responsiveness.	Explore with Business Analyst: Evaluate different software options
23b	Response standards for customer communications. Establish performance standards to acknowledge all communications by phone, email or text within one business day and, as applicable, accompanied by a "by when (date)" commitment of when follow-up with a more specific or thorough response will occur.	Community Development	Implement web-based training on customer service for all employees.	Reinforces service excellence standards and ensures consistent staff readiness.	Estimated FY 2026/27: Assistant Town Manager when hired
23c	Process improvements. Initiate in the near term with completion in 12 to 18 months, undertake process mapping exercises involving all Town development review disciplines to identify "as is" (current state) process for most common Planning and Building & Safety applications that factor in not only Town staff and external agency needs, but also the "lens of the customer" - those improvements that would benefit the external customer.	Community Development	Consider adding a front-desk staff member to guide visitors.	Improves navigation and efficiency of in-person services.	In Process: AirDiamond Work
23d	Uniform Turnaround. In the near term, establish uniform plan check turnaround times to ensure all Town teams return plan review comments by the same date, creating efficiency, certainty, and transparency for customers.	Community Development	Create measurable standards for customer service and track satisfaction.	Promotes accountability and continuous service improvement.	We currently have turnaround goals posted for building. Software solution should assist with this. Reasses after portal implementation.
23e	Processing Convenience. Procure and implement useful technology that integrates with other Town systems and includes a user-friendly public permit portal that provides customers with remote access 24/7 to the Town team for every step of the process.	Community Development	Adopt technology for 24/7 access to permit-related services.	Improves convenience, reduces in-person interactions, and enhances transparency.	In Process: AirDiamond
23f	Facilitated Workshop. Conduct a facilitated workshop with Planning staff to identify short- and longer-term procedural and structural improvements to streamline land development processes.	Community Development	Facilitate internal workshops to develop planning process improvements.	Initiates staff-led reform and fosters ownership of enhancements.	FY 2026/27: ATAP discussion and interest in Building 101, Planning 101 series. Being explored as part of AirDiamond work
23g	Customer Engagement. Engage contractors and business leaders to discuss planned improvements and identify consensus solutions that developers working with Planning can implement.	Community Development	Solicit external stakeholder feedback to guide process reforms.	Builds trust and fosters collaborative solutions with the development community.	FY 2026/27: ATAP discussion and interest in Building 101, Planning 101 series. Being explored as part of AirDiamond work.
23h	Continous Customer Feedback. Establish a standing facilitated committee of regular participants in the development process to identify and problem-solve challenges/issues.	Community Development / Town Manager's Office	Form a committee of development stakeholders and Town staff to monitor improvements.	Provides ongoing oversight and input for long-term process effectiveness.	FY 2026/27: ATAP discussion and interest in Building 101, Planning 101 series. Being explored as part of AirDiamond work.
23i	Reinforce Checks and Balances. Adjust responsibilities of the Community Development Director by assigning quasi-judicial roles to an external hearing officer.	Community Development	Reassign decision-making roles to avoid perceived conflicts of interest.	Improves public trust and establishes clear checks and balances.	Staff does not support this recommendation at this time.
23j	Review Development Code. Undertake a comprehensive review of Truckee Municipal Code – Title 18, Development through a consultant-led and committee-informed process.	Community Development	Review and revise Development Code for clarity and efficiency.	Streamlines regulations and enhances regulatory clarity.	In Process: Development Code. Not identified as top priority by the ATAP working group
23k	Invest in expanded public communications on Planning and Building topics, including explainer videos and multi-media tools.	Community Development	Enhance outreach and education via multimedia on development processes.	Strengthens transparency and improves customer understanding.	ETA FY 2026/27: Being explored as part of AirDiamond
23l	Conduct a comprehensive review of development-related fees, exactions, and fee methodologies.	Community Development	Review and update fee structures related to development services.	Improves fairness, transparency, and customer trust in fee practices.	On-Going. General Plan Maintenance Fee, fee study, parking in the bike lane fine. Quarterly Fee review
24	Move Code Compliance under the Building Division to align the in-the-field regulatory responsibilities of each.	Community Development	Reorganize reporting structure for better field coordination.	Improves operational alignment and efficiency in regulatory enforcement.	Staff does not support this recommendation at this time.
25	Establish a routine pre-submittal meeting structure to ensure the Town and the applicant are aligned on project goals and regulatory requirements.	Community Development	Formalize early project discussions with applicants.	Reduces delays and miscommunication during project reviews.	2026 to add this to app forms. Also have new planning appointments
26	Establish routine pre-grade and pre-demo meetings to coordinate all site work.	Community Development / Engineering	Hold coordination meetings before grading and demolition.	Ensures clear communication between appli	In Process; Piloting this with larger projects
27	Make permanent the interim organizational structure for three divisions: Operations, Support Services, and Emergency Operations.	Police Department	Formalize the current temporary structure into a permanent one.	Stabilizes leadership and clarifies operational roles within the department.	Completed

#	Recommendation	Department	Description	Benefit	Status
28	Eliminate the vacant administrative manager position.	Police Department	Remove a currently vacant admin position from the structure.	Avoids filling an unnecessary position and reallocates resources more efficiently.	Completed
29	Complete a classification study to determine if the two police lieutenants should be reclassified to police captains.	Police Department	Assess appropriate classification of senior police roles.	Supports proper role alignment, pay equity, and clearer command structure.	Completed
30	Engage in discussions with Nevada County Regional Dispatch to facilitate improvements in pre-dispatch times.	Police Department	Work with County Dispatch to reduce delays	Improved response times enhance public sa	Researching new RMS vendor (FY 26/27)
31	Improve CAD data collection through engagement with Nevada County Regional Dispatch Center.	Police Department	Collaborate with Dispatch to enhance Comp	Accurate data improves operational efficienc	Researching new RMS vendor (FY 26/27)
32	Consider establishing an on-call contract for after-hours animal control services.	Police Department	Explore contracted coverage for animal cont	Fills service gaps and supports public safety	On-Going work with Captain and Admin Sgt.
33	Add the sworn position of Unhoused Outreach Officer.	Police Department	Create a dedicated position for engaging un	Improves outcomes for unhoused residents	Evaluate when Funding is available
34	Explore opportunities for a regionalized SWAT element in Nevada County.	Police Department	Assess feasibility of a shared tactical response unit.	Promotes efficient resource use and regional readiness for critical incidents.	Not feasible at this point
35	Provide advanced critical incident response training and modernized tactical equipment to police officers.	Police Department	Invest in training and gear for improved emergency response.	Enhances officer preparedness and safety during high-risk incidents.	Completed: Part of standard operating practices.
36	Engage Nevada County in discussions to contract for a Town-dedicated frequency channel and dispatcher.	Police Department	Secure a dedicated communication line and	Improves coordination and response times b	Renegotiating contract, starting in six months.
37	Maintain the aquatic invasive species sticker program at the current service level.	Police Department	Continue existing enforcement and education regarding aquatic species.	Preserves ecological protection while managing program resources effectively.	Completed
38	Add an investigator position to the Support Services Division.	Police Department	Expand investigative capacity by adding a new position.	Addresses increasing caseload and enhances case resolution rates.	Evaluate when Funding is available
39	Add a Police Sergeant to the Support Services Division.	Police Department	Provide supervisory capacity for support operations.	Ensures proper oversight and workflow management within the division.	Completed
40	Consider contracting with a trained/experienced crime analyst for part-time or on-demand analytical work.	Police Department	Explore part-time or consulting support for crime analysis.	Improves data-driven policing without committing to a full-time position.	Evaluate when Funding is available
41	Engage in discussions with the Tahoe Truckee Unified School District to add a second School Resource Officer position under the current cost-sharing agreement.	Police Department	Collaborate with TTUSD to expand the Scho	Improves campus safety and builds student-	Discussed with TTUSD and priority is Placer County s
42	Add an Administrative Clerk position to the Support Services Division to lessen the clerical workload currently performed by higher-level positions.	Police Department	Introduce admin support to free up senior staff from clerical tasks.	Allows specialized personnel to focus on higher-value responsibilities.	Evaluate when Funding is available
43	Add a full-time police Community Outreach Coordinator position to oversee all digital and media communications.	Police Department	Hire a dedicated outreach coordinator for digital engagement.	Improves public communication and enhances community trust.	Evaluate when Funding is available
44	Identify and cross-train one or more staff members in Property and Evidence duties.	Police Department	Ensure multiple personnel are capable of handling evidence procedures.	Maintains continuity of critical duties during absences.	Not feasible without additional non-sworn position
45	Purchase a more appropriate utility vehicle for the Property and Evidence Unit.	Police Department	Procure a dedicated transport vehicle for property and evidence handling.	Supports secure and efficient transport of sensitive materials.	Added in FY 25/26 budget
46	Add a second position within the Emergency Services Division.	Police Department - Emergency Services	Expand staffing in Emergency Services to meet increasing needs.	Improves emergency preparedness and ope	Completed
47	Engage the current CAD/RMS vendor and Nevada County Regional Dispatch Center in discussions to seek greater access to Police Department data and to better utilize available system modules.	Police Department / IT	Improve system integration and data access for police operations.	Enhances use of existing technology and improves decision-making with better data.	Researching new RMS vendor (FY 26/27)
48	Establish an engineer position focused on implementing facilities infrastructure projects.	Public Works / Engineering	Hire an engineer to lead facilities-related infrastructure work.	Supports execution of growing capital project demands.	Added one engineering position in FY 25/26 and will evaluate future needs at a later date.
49	Modernize processing and tracking systems associated with private development and public infrastructure projects.	Public Works	Upgrade project management tools for development review.	Improves transparency and efficiency of project tracking.	Scheduled for Council review in fall 2025
50	Update engineering standards for designing and constructing public improvements and private improvements affecting public infrastructure.	Public Works / Engineering	Revise and modernize public infrastructure e	Ensures compliance with current best practi	Adopted by Council in Fall 2025
51	Create an electric fleet conversion implementation action plan.	Public Works / Engineering and Fleet	Develop a roadmap for transitioning to electric vehicles.	Supports environmental goals and prepares for future regulatory requirements.	Master plan is in process and fleet plan update estimated for FY 2026/27ish
52	Evaluate the need to establish a Transportation Engineer or similar position to assist with managing transit-related projects and programs.	Public Works / Engineering and Transportation	Consider creating a role focused on transit and mobility planning.	Helps manage increasing demands in transportation project workload.	Added one engineering position in FY 25/26 and will evaluate future needs at a later date.
53	Establish a work unit for maintaining sidewalks and trails.	Public Works / Trails	Create a dedicated crew for trail and sidewalk upkeep.	Addresses backlog and ensures safety and	Considered as part of FY 2026/27 Budget
54	Establish a formal preventative maintenance program.	Public Works / Facilities and Streets	Implement scheduled maintenance across fa	Prevents costly repairs and prolongs asset l	In process
55	Continue to conduct cost-benefit analysis to determine the optimal mix of contracted and in-house maintenance work.	Public Works - Facilities	Assess when to outsource versus use intern	Optimizes efficiency and cost-effectiveness	On-Going
56	Adopt a formal Safety Program and staff it with a Safety Coordinator.	Public Works	Implement a Town-wide safety initiative led by a dedicated coordinator.	Improves workplace safety and reduces liability risks.	Included in the budget for FY25/26

57	Consider reallocating an Administrative Technician from the Town Clerk Department to the Public Works Department.	Public Works / Town Clerk	Shift administrative support staff to address workload imbalances.	Improves resource allocation based on operational needs.	Completed
58	Conduct an internal customer satisfaction survey to determine if service level adjustments are needed.	Finance	Survey internal service users for feedback on departmental support.	Identifies gaps in service quality and informs process improvements.	Completed
59	Ensure that departments receive monthly budget to actual reports to facilitate revenue and expense management and enhance accountability.	Finance	Deliver monthly financial reports to department heads.	Promotes timely oversight and informed budget management.	Working on a process and format for this for implementation in fall of 2025
60	Ensure financial policies are complete and consistent with best practices.	Finance	Review and update all financial policies to align with standards.	Strengthens governance and reduces risk through clear financial guidance.	Presented to Council in Fall 2025.
61	Add a procurement analyst position and an accounting technician position to support Town purchasing and payment activities and enhance internal financial controls.	Finance	Expand finance staffing to improve purchasing and payment processes.	Supports stronger internal controls and increases processing efficiency.	Added an Accountant position. Staff do not agree with the centralized purchasing recommendation and will not be recommending the addition of a Procurement Analyst at this time.
62	Add one Human Resources Technician to provide staff support to the HR Manager and Analyst and increase capacity for strategic planning, citywide training, and other employee relations matters.	Human Resources	Hire additional HR support to assist with planning and training.	Enhances HR capacity and supports long-term staff development goals.	Completed
63	Establish quarterly meetings between HR and operating departments, creating joint agendas and including Department Directors, mid-management staff and other appropriate personnel.	Human Resources / All Departments	Coordinate regular cross-departmental HR planning sessions.	Improves communication, planning, and responsiveness to HR needs.	FY 2026/27
64	Evaluate the need for an Information Technology Business Analyst position to help ensure planned improvements and system upgrades are made in a timely fashion.	Information Technology	Assess value of adding a Business Analyst	Improves oversight and success of technolo	Completed
65	Implement formal disaster recovery procedures with bi-annual testing.	Information Technology	Create and regularly test IT disaster recovery protocols.	Ensures readiness and protects critical systems during emergencies.	*Components in the workplan
66	Formalize the Information Technology Division's role in providing project management, consultation, and evaluation services when considering projects that include technology components.	Information Technology	Define IT's consultative role in tech-related initiatives Town-wide.	Ensures IT input is included early in planning for better integration and efficiency.	Included in Workplan for FY 2025/26
67	Rename the Assistant to the Town Manager Department to the Neighborhood Services and Economic Vitality Department.	Town Manager's Office	Rebrand department name to better reflect its purpose.	Clarifies departmental mission and enhances public understanding.	Completed
68	Establish the position of Director of Neighborhood Services and Economic Vitality.	Neighborhood Services and Economic Vitality	Create a director-level role to lead newly named department.	Provides clear leadership and strategic direction.	Completed
69	Move the Assistant to the Town Manager position to the Town Manager Department.	Town Manager's Office	Relocate reporting structure of this role for organizational alignment.	Better reflects the position's function and chain of command.	Completed
70	Establish program manager positions in the Economic Vitality, Housing, and Short-Term Rental divisions.	Neighborhood Services / Housing / STR	Add program managers to key growth areas.	Supports implementation and oversight of major community programs.	Based on future funding availablity
71	Add one analyst to the IDEA Division.	IDEA Division	Expand analytical capacity in IDEA to support equity and engagement.	Addresses workload pressures and enhances inclusion strategy.	Based on future funding availablity
72	Evaluate the need for additional staffing to ensure sustainability goals are met or exceeded.	Sustainability	Assess staffing needs to support sustainability initiatives.	Ensures capacity exists to deliver on long-term environmental goals.	Completed: KTG Admin Tech added
73	Eliminate the provision in the Town Attorney's employment agreement that allows representation to private clients.	Town Attorney	Restrict Town Attorney from external private	Ensures full attention and reduces potential	Attorney contract to be amended in FY 2025/26
74	Establish executive assistant positions in the Town Manager and Town Attorney departments.	Town Manager / Town Attorney	Add executive support roles for senior leadership.	Improves administrative efficiency and leadership capacity.	Based on future funding availablity. Temporary office assistant working in capacity at this time.