

**Carson City  
Agenda Report**

**Date Submitted:** February 10, 2015

**Agenda Date Requested:** February 19, 2015

**Time Requested:** 30 mins

**To:** Mayor and Supervisors

**From:** Nick Marano, City Manager

**Subject Title:** For Possible Action: To accept the draft Strategic Plan Components as submitted by Moss Adams and to establish the process, and direct staff and Moss Adams, to conduct community outreach to receive public input as outlined by Moss Adams.*(Nick Marano)*

**Staff Summary:** At the February 5<sup>th</sup> Strategic Planning Workshop, the Board of Supervisors, the management team and the public developed the components for the draft strategic plan. Staff and Moss Adams have outlined a process in order to gain additional input from the community.

**Type of Action Requested:** (check one)

(    ) Resolution

(    ) Ordinance

( X ) Formal Action/Motion

(    ) Other (Specify)

**Does This Action Require A Business Impact Statement:** (    ) Yes (X) No

**Recommended Board Action:** I move to accept the draft Strategic Plan Components as submitted by Moss Adams and to establish the process, and direct staff and Moss Adams, to conduct community outreach to receive public input as outlined by Moss Adams.

**Explanation for Recommended Board Action:** See Staff Summary.

**Applicable Statute, Code, Policy, Rule or Regulation:** N/A

**Fiscal Impact:** Unknown

**Explanation of Impact:** Unknown

**Funding Source:** N/A

**Alternatives:** Do not accept.

**Supporting Material:** Memo and Strategic Plan Components.

**Prepared By:** Janet Busse, Department Business Manager

Reviewed By:

Lucretia Manano  
(City Manager)

Date: 2/10/15

Joseph L. Hays  
(District Attorney)

Date: 2/11/15

Michael A. P. White  
(Finance Director)

Date: 2/10/15

**Board Action Taken:**

Motion: \_\_\_\_\_

1) \_\_\_\_\_  
2) \_\_\_\_\_

Aye/Nay

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\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
(Vote Recorded By)



Date: February 9, 2015  
To: Carson City Board of Supervisors  
From: Mark Steranka  
Subject: Strategic Planning Process

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Enclosed please find materials for your review and approval in preparation for outreach to the community. These materials include the following components of a draft strategic plan:

- Mission, Vision, and Values
- Strategic Goals
- Objectives
- Strategies

These components reflect the input provided by the Board of Supervisors, management team, and public during the strategic planning session on February 5, 2015.

In order to gain additional input from the community, we propose the following public involvement activities:

- Conduct open houses and attendee surveys
- Post materials and link to online survey on the City website
- Directly reach out to key stakeholder groups

Following the public involvement activities and development of performance metrics in February and March, the strategic plan will be submitted for your review and approval in April.

Thanks very much.

# Carson City Strategic Plan Components



## Mission

To preserve and enhance the quality of life and heritage of Carson City for present and future generations of residents, workers, and visitors.

## Vision

A leader among cities as an inviting, prosperous community where people live, work, and play.

## Values

*Customer Service:* We value our residents, businesses, and visitors by committing to provide efficient and effective customer service.

*Organizational Culture:* We value an environment that fosters a proactive, team-oriented approach to delivering solutions.

*Integrity:* We value an ethical and accountable government that is open, accessible, and a responsible steward of public funds.



## Strategic Goals

### Economic Development

*Cultivate a vibrant, diverse, and dynamic economy that attracts and retains businesses and a skilled workforce.*

### Efficient Government

*Provide our community with efficient services in a transparent and financially responsible manner.*

### Quality of Life and Community

*Promote educational, cultural, and recreational opportunities that contribute to the health and well-being of our community.*

### Safety

*Ensure a safe community through proactive and responsive protection of life and property.*

### Sustainable Infrastructure

*Develop and maintain a sustainable public infrastructure to meet the current and future needs of our community.*

### Organizational Culture

*Foster innovation, productivity, and professional growth through a cohesive, ethical, and positive work environment.*

# Carson City Strategic Plan Components



## Goals and Objectives

### **Economic Development:**

- Develop downtown
- Market community assets
- Cultivate regional partnerships
- Support businesses
- Support development

### **Efficient Government:**

- Streamline processes
- Leverage technology
- Maximize communication and transparency
- Implement best practices

### **Quality of Life and Community:**

- Foster community collaboration
- Enhance programs and services
- Ensure quality community assets

### **Safety:**

- Provide timely incident response
- Deter and resolve crime
- Enhance emergency preparedness
- Maintain safe facilities and infrastructure

### **Sustainable Infrastructure:**

- Maximize City asset life and utility
- Meet community infrastructure needs

### **Organizational Culture:**

- Strengthen employee development
- Engage collaborative teams
- Strengthen leadership and succession planning
- Support innovative ideas



# Carson City Strategic Plan Components

## Goals, Objectives, & Strategies



### Economic Development

Develop Downtown	Cultivate Regional Partnerships
Create a readily identifiable downtown core, in part by completing the Downtown Carson Street and 3rd Street Plaza projects, that is unique and vibrant with a mixture of entertainment, housing, specialty retail, offices, and other commercial uses creating a model that can be extended to other business corridors.	Work closely and strengthen connections with partners at various organizations, such as NNDA, WNDD, GOED, Western Nevada College, neighboring counties, Carson City Chamber of Commerce, and Carson High School, to cultivate local and regional economic development projects.
Plan and operate City utilities to meet the needs of future development.	Support Businesses
Develop and implement a Commercial Area Vitalization District (CAVD).	Use available Redevelopment and grant funds to establish programs to retain existing businesses and stimulate new investments.
Support Development	Support local businesses by addressing needs and opportunities for growth among new and existing businesses.
Provide infrastructure that supports community needs.	Market Community Assets
Streamline plan review and business licensing processes and integrate the use of technology.	Maintain an events calendar to promote tourism and local participation in special events.
Seek grant funding to expand City program offerings, such as the Library's STEAM education program.	Host special events and tournaments on or in parks and recreation facilities.
	Market City assets to support events.

### Safety

Provide Timely Incident Response	Enhance Emergency Preparedness
Maintain or improve average department-established response times for all calls for service.	Ensure preparedness and public awareness through education and outreach.
Deter and Resolve Crime	Prepare for natural or manmade disasters/incidents.
Educate the senior population on issues related to their safety, and continue and improve the Stop Abuse of the Vulnerable and Elderly (S.A.V.E.) program.	Maintain Safe Facilities and Infrastructure
Maintain or improve a "crime resolution" rate below that of the statewide average and the regional average.	Operate and maintain the City's traffic control system, including signs and signals.
Promote crime prevention programs throughout the community.	Conduct life safety inspections of equipment, facilities, and infrastructure as required.
	Provide consistent enforcement of building codes and nuisance laws

### Sustainable Infrastructure

Meet Community Infrastructure Needs	Maximize City Asset Life and Utility
Seek to maintain the street system at the established level of service (LOS).	Manage the City's assets and capital investments in a way that maximizes their productivity and value.
Encourage growth within existing urban boundaries and infill in existing developed areas to prevent "sprawl" and higher infrastructure maintenance costs.	Create an executable funding plan for City capital, including equipment, facilities, fleet, infrastructure, and other City assets.
Provide infrastructure that supports community needs.	Meet Community Infrastructure Needs (cont.)
Construct, staff, and equip one new fire station to serve the north and west portions of Carson City by December 31, 2017.	Provide a conveyance and drainage system to maintain a controlled flow of storm water throughout the City.



# Carson City Strategic Plan Components

## Goals, Objectives, & Strategies



### Quality of Life and Community

Foster Community Collaboration	Ensure Quality Community Assets
Integrate and strengthen connections between employees and professional organizations.	Enforce City ordinances when properties are neglected or abandoned to prevent erosion of property values and quality of life.
Continue to support the volunteer efforts of organizations and individuals.	Ensure a safe and adequate infrastructure that meets current and future community needs.
Promote diverse public participation in City initiatives.	Implement RTC Complete Streets policies.
Enhance Programs and Services	
Develop and maintain a bicycle and pedestrian friendly community.	Increase community participation in City programs and activities, including public health programs.
Identify at risk individuals, and connect them to appropriate programs and services.	

### Organizational Culture:

Strengthen Employee Development	Engage Collaborative Teams
Provide employee training to ensure professional certifications are maintained.	Implement programs that foster intra- and inter-departmental team building at all levels of the City.
Create a professional skills development and training program.	Strengthen Leadership and Succession Planning
Promote a culture that values diversity, fairness, and equality.	Focus on employee retention through career development and succession planning to transfer institutional knowledge and skills throughout the organization.
Support Innovative Ideas	Recruit and hire individuals who meet or exceed position qualifications.
Foster a culture of continuous quality improvement.	
Reward innovation.	
Recognize superior performance.	

### Efficient Government

Streamline Processes	Maximize Communication & Transparency
Reduce staff time required for repetitive tasks.	Develop and implement a long-term financial plan that reflects service levels desired by the public.
Analyze internal processes for efficiency and implement technology solutions where feasible.	Prepare effective budgets, including accurately forecasting revenues and expenditures.
Streamline boards and commissions.	Provide consistent, timely financial reports to the Board of Supervisors and Public, including budget to actual comparisons for major funds and grants.
Assist city leadership improve operational and process efficiency by providing employees LEAN training.	Enhance community awareness and input to City activities and operations.
Leverage Technology	Implement Best Practices
Reduce reliance on paper by increasing electronic capabilities.	Coordinate training across departments and provide professional development.
Provide the necessary tools, within budget, to support job efficiency and productivity.	Implement best practices identified by departments and reflecting industry practices and/or standards.
Provide reliable technology infrastructure for the organization.	Strive to achieve no reportable financial audit findings and achieve the GFOA award for Excellence in Financial Reporting.
Improve and expand the use of technology by employees.	
Improve access to City information by residents and visitors.	