



Strategic Plan

2016-2020

May 4, 2015

Dear Citizens of Carson City:

It was said many years ago by Benjamin Franklin that if you fail to plan, you plan to fail. In this context we are presenting to you the newest version of the Carson City Five-Year Strategic Plan. The purpose of our strategic plan is to help us set a course of action for the next five years by establishing goals for our community and government, determining how to effectively achieve those goals and assessing and reporting our progress.

The strategic plan was developed over a six-month process, including work sessions on goals and objectives with City leadership, a staff survey, department strategy development and refinement, a board of supervisors retreat and public meetings.

The foundation of our planning process was focused on key changes in our recent history. With the beginning of economic recovery, hiring a new city manager and the election of a new member of the board of supervisors, we felt that it was important to include these events when creating our long-term plans. The planning process was steered by the priorities from everyone including the Board of Supervisors, City management & staff and the public at-large. As we execute this plan, we will leverage and build upon these priorities during the annual budget process, directed at available human and capital resources.

As you read through the plan, please note that the goals and objectives are in alphabetical order and not in any particular order or priority. There are also quotes from citizens who participated in our public process throughout the plan.

Strategic planning is a continuous process. We see this plan as a living document and will be updated as our community changes. This is your plan, your city, your community.

Sincerely,

[signature]

Robert Crowell

Mayor

[signature]

Nick Marano

City Manager

Mission, Vision & Values

VISION

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

MISSION

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

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.

Organizational Culture

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

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.

Economic Development

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

OBJECTIVES & STRATEGIES

Cultivate Regional Partnerships

- 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.

Develop Downtown

- Create a readily identifiable downtown core, in part by completing the Downtown Carson Street and 3rd Street Plaza projects, which 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.
- Plan and operate City utilities to meet the needs of future development.
- Develop and implement a Commercial Area Vitalization District (CAVD).

Market Community Assets

- Maintain an events calendar to promote tourism and local participation in special events.
- Host special events and tournaments on or in parks and recreation facilities.
- Market City assets to support events.
- Leverage arts and cultural organizations as drivers of community and economic development.

Support Businesses

- Use available Redevelopment and grant funds to establish programs to retain existing businesses and stimulate new investments.
- Support local businesses by addressing needs and opportunities for growth among new and existing businesses.

In five years, "I would like to see the building of a strong community with parks and outdoor recreational opportunities, a walkable downtown with an outdoor presence when weather allows, and a strong, varied economy of both local business and larger national or international companies."

In five years, I see "a world class and contemporary capital city while honoring the past and heritage."

Economic Development

Support Development

- Provide infrastructure that supports community needs.
- Streamline plan review and business licensing processes and integrate the use of technology.

PERFORMANCE MEASURES

- > Total jobs created
- > Percentage increase in business tax base
- > Percentage of occupied downtown commercial space
- > New commercial and residential permit dollar volume per capita



Photo Credit: Cathleen Allison

Efficient Government

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

OBJECTIVES & STRATEGIES

Implement Best Practices

- Coordinate training across departments and provide professional development.
- Implement best practices identified by departments and reflecting industry practices and/or standards.
- Strive to achieve no reportable financial audit findings and achieve the GFOA award for Excellence in Financial Reporting.

In five years, I see "A community where the voices of the residents are heard and where information is widely shared so that citizens can make informed decisions."

Leverage Technology

- Reduce reliance on paper by increasing electronic capabilities.
- Provide the necessary tools, within budget, to support job efficiency and productivity.
- Provide reliable technology infrastructure for the organization.
- Improve and expand the use of technology by employees.
- Improve access to City information for residents and visitors.

"Rational, considered allocation of scarce resources is critical to our City's health and future."

Maximize Communication and Transparency

- Develop and implement a long-term financial plan that reflects service levels desired by the public.
- Prepare effective budgets, including accurately forecasting revenues and expenditures.
- Provide consistent, timely financial reports to the Board of Supervisors and Public, including budget to actual comparisons for major funds and grants.
- Enhance community awareness and input to City activities and operations.

Streamline Processes

- Reduce staff time required for repetitive tasks.
- Analyze internal processes for efficiency and implement technology solutions where feasible.

Efficient Government

PERFORMANCE MEASURES

- > Balanced budget with reserve funds meeting or exceeding target levels
- > Number of business processes improved through reengineering, workflow process improvement, or technology automation
- > Internal service department operating expenditures per City FTE
- > City department customer satisfaction ratings, external and internal



Photo Credit: TK

Organizational Culture

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

OBJECTIVES & STRATEGIES

Engage Collaborative Teams

- Implement programs that foster intra- and inter-departmental team building at all levels of the City.

Strengthen Employee Development

- Provide employee training to ensure professional certifications are maintained.
- Create a professional skills development and training program.
- Promote a culture that values diversity, fairness, and equality.

Strengthen Leadership and Succession Planning

- Focus on employee retention through career development and succession planning to transfer institutional knowledge and skills throughout the organization.
- Recruit and hire individuals who meet or exceed position qualifications.

Support Innovative Ideas

- Foster a culture of continuous quality improvement.
- Reward innovation.
- Recognize superior performance.



Photo Credit: Jeff Moser
(Flickr/facilitybikeclub)

Organizational Culture

PERFORMANCE MEASURES

- > Employee turnover rate
- > Percentage of management and key subject matter expert positions with succession plans
- > City employee safety: Number of worker days lost per claim
- > Professional development training participation rates



Photo Credit: Carson City Public Works

Quality of Life & Community

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

OBJECTIVES & STRATEGIES

Enhance Programs and Services

- Develop and maintain a bicycle and pedestrian friendly community.
- Identify at risk individuals, and connect them to appropriate programs and services.
- Increase community participation in City programs and activities, including public health programs.

Engage Arts and Cultural Assets

- Develop and adopt a Cultural Master Plan for Carson City.
- Leverage Redevelopment and other funds to support arts and cultural events and invest in public art.
- Utilize arts and cultural investments to engage Carson City's diverse economy and history.

Ensure Quality Community Assets

- Enforce City ordinances when properties are neglected or abandoned to prevent erosion of property values and quality of life.
- Implement RTC Complete Streets policies.

Foster Community Collaboration

- Integrate and strengthen connections between employees and professional organizations.
- Continue to support the volunteer efforts of organizations and individuals.
- Promote diverse public participation in City initiatives.

"I love Carson City and have been in Nevada for 60 years. My children and their children are native Nevadans. I feel a sense of pride when I speak of Carson City, especially of the beauty in the downtown(...?)

In five years, "I would hope Carson City would develop into a town where both residents and visitors would feel welcome. I would hope CC would have a downtown where people could walk around easily, shop in unique stores, eat in nice restaurants, be able to park within walking distance of downtown, and enjoy musical performances and street fairs."

Quality of Life & Community

PERFORMANCE MEASURES

- > Recreation program registration
- > Library visitation rates
- > Code enforcement case resolution percentage
- > Miles of trails, sidewalks, and bike lanes maintained by the City
- > Citizen volunteerism rate



Photo Credits: Cathleen Allison



Safety

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

OBJECTIVES & STRATEGIES

Deter and Resolve Crime

- Maintain or improve a “crime resolution” rate above that of the statewide average and the regional average.
- Promote crime prevention programs throughout the community.
- 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.

Enhance Emergency Preparedness

- Ensure preparedness and public awareness through education and outreach.
- Prepare for natural or manmade disasters/incidents.

Maintain Safe Facilities and Infrastructure

- Operate and maintain the City’s traffic control system, including signs and signals.
- Conduct life safety inspections and maintenance of equipment, facilities, and infrastructure as required.
- Provide consistent enforcement of building codes and nuisance laws.

In five years, I see “A vibrant, creative, active and engaged community which will in turn reduce crime and help citizens to take ownership of their community.”



Photo Credit: Rick Cooper (Flickr/randa)

Safety

PERFORMANCE MEASURES

- > Average incident response times per 1,000 calls: Fire, EMS, and Sheriff
- > Annual number of Alternative Sentencing office and home visits
- > Percent of fires contained in structure of origin
- > Motor vehicle accidents per capita



Photo Credit: Carson City Fire Department

Sustainable Infrastructure

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

OBJECTIVES & STRATEGIES

Maximize City Asset Life and Utility

- Manage the City’s assets and capital investments in a way that maximizes their productivity and value.
- Create an executable funding plan for City capital, including equipment, facilities, fleet, infrastructure, and other City assets.

Meet Community Infrastructure Needs

- Seek to maintain the street system at the established level of service (LOS).
- Encourage growth within existing urban boundaries and infill in existing developed areas to prevent “sprawl” and higher infrastructure maintenance costs.
- Ensure a safe and adequate infrastructure that meets current and future community needs.
- Construct, staff, and equip one new fire station to serve the north and west portions of Carson City as soon as economically feasible.
- Provide a conveyance and drainage system to maintain a controlled flow of storm water and clean potable water and treatment of wastewater, including required maintenance and replacement of equipment and facilities.



Photo Credits: Cathleen Allison

Sustainable Infrastructure

PERFORMANCE MEASURES

- > Lane-miles of roadway pavement improved
- > Wastewater treatment plant flow capacity remaining
- > City asset condition ratings: Streets, stormwater, water, sewer, facilities, and fleet

"We have a long list of needs and a short list of available funding. In order to meet our needs we must consider collaboration amongst service providers to streamline and get rid of gaps and duplication, to [collaborate] to build facilities and provide maintenance."



Photo Credit: Cathleen Allison

Community Priorities

Our public input process asked citizens, in forums held by the City and through an online survey, to rank our strategic plan's goals and objectives. More than 200 citizens participated.

1. Quality of Life and Community

- Ensure Quality Community Assets
- Enhance Programs and Services
- Foster Community Collaboration
- Engage Arts and Cultural Assets*

2. Sustainable Infrastructure

- Meet Community Infrastructure Needs
- Maximize City Asset Life and Utility

3. Safety

- Deter and Resolve Crime
- Provide Timely Incident Response
- Maintain Safe Facilities and Infrastructure
- Enhance Emergency Preparedness

4. Economic Development

- Support Businesses
- Market Community Assets
- Support Development
- Develop Downtown
- Cultivate Regional Partnerships

5. Efficient Government

- Maximize Communication and Transparency
- Streamline Processes
- Implement Best Practices
- Leverage Technology

6. Organizational Culture

- Support Innovative Ideas
- Strengthen Leadership and Succession Planning
- Strengthen Employee Development
- Engage Collaborative Teams

* Objective added after public comment.

Acknowledgements

The following individuals dedicated time and provided valuable input during the development of this strategic plan.

Carson City Board of Supervisors

Robert Crowell, Mayor
Karen Abowd
Lori Bagwell
Brad Bonkowski
Jim Shirk

City Staff and Leadership

Nicki Aaker	Tad Fletcher	Rachel Porcari
Steve Albertson	Ken Furlong	Nick Providenti
Ali Banister	Stacey Giomi	Michael Salogga
Ben Bianchi	Beth Huck	Bob Schreihans
David Bruketta	Vern Krahn	Darren Schulz
Melanie Bruketta	Sena Loyd	JoAnne Skelly
Janet Busse	Nick Marano	Cate Summers
Valerie Cauhape	Susan Merriwether	Tom Tarulli
Kim Christianson	Roger Moellendorf	John Wilkinson
Max Cortes	Nancy Paulson	Jason Woodbury
Susan Dorr-Pansky	Patrick Pittenger	Marena Works
Scott Fahrenbruch	Lee Plemel	

AND

the Employees and Citizens of Carson City

PREPARED BY

Moss Adams LLP