



# STAFF REPORT

**Report To:** Board of Supervisors

**Meeting Date:** December 6, 2018

**Staff Contact:** Nancy Paulson, Interim City Manager

**Agenda Title:** For Possible Action: Presentation of Interim City Manager's progress report on City initiatives and strategic planning and to direct the District Attorney's Office to prepare an employment contract for approval by the Board of Supervisors to appoint Nancy Paulson as the City Manager beginning January 4, 2019. (Nancy Paulson, npaulson@carson.org)

**Staff Summary:** The Interim City Manager will present an update on current City initiatives, accomplishments made on City strategic goals, plans for future goals and objectives and strategies for the accomplishment of such goals. Additionally, a request is being made for the Board to direct the District Attorney's Office to prepare an employment contract to appoint Nancy Paulson as the City Manager beginning January 4, 2019.

**Agenda Action:** Formal Action/Motion

**Time Requested:** 30 min

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## **Proposed Motion**

I move to direct the District Attorney's Office to prepare an employment contract for approval by the Board of Supervisors to appoint Nancy Paulson as the City Manager beginning January 4, 2019.

## **Board's Strategic Goal**

Organizational Culture

## **Previous Action**

5/3/18 - The Board of Supervisors appointed Nancy Paulson as the interim City Manager beginning June 3, 2018 and approved an employment contract through January 3, 2019.

## **Background/Issues & Analysis**

N/A

## **Applicable Statute, Code, Policy, Rule or Regulation**

Section 3.020 of the Carson City Charter

## **Financial Information**

Is there a fiscal impact?  Yes  No

If yes, account name/number: General Fund / City Manager Department 101-0600-413

Is it currently budgeted?  Yes  No

Explanation of Fiscal Impact: The City Manager position has been budgeted for FY 19.

## **Alternatives**

Choose another alternative to fill the position of City Manager.

**Board Action Taken:**

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

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

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

Aye/Nay

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(Vote Recorded By)

# **INTERIM CITY MANAGER'S PROGRESS REPORT**

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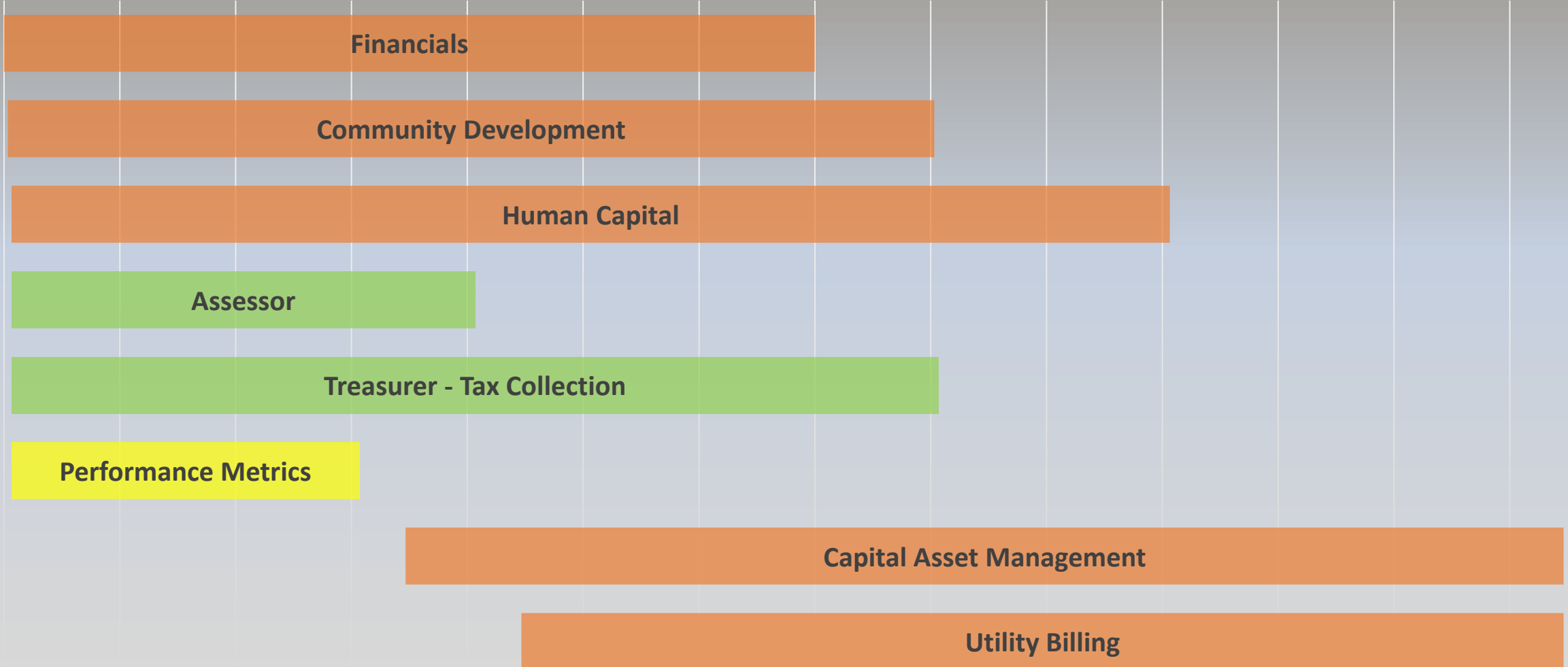
# **PART 1**

## **MAJOR INITIATIVES**

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# IT Software Implementation Schedule

Dec-18   Jan-19   Feb-19   Mar-19   Apr-19   May-19   Jun-19   Jul-19   Aug-19   Sep-19   Oct-19   Nov-19   Dec-19   Jan-20



# IT Software Implementation

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## ➤ Tyler Technology – Implementation of new ERP system

- Implementation in phases beginning mid 2018 with final phases anticipated to "go live" January 2020
- Major Components
  - ✓ Financials
  - ✓ Community Development
  - ✓ Human Capital (HR)
  - ✓ Capital Asset Management
  - ✓ Utility Billing
- New system goal = move from manual processes to integrated electronic processes creating City-wide efficiencies.
- Comprehensive update and documentation of policies and procedures.

# **IT Software Implementation, *(continued)***

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## ➤ **Devnet – Property Tax and Computer Aided Mass Appraisal (CAMA) Software**

- City's current system, ADS, used by Assessor and Treasurer since early 80's.
  - ✓ Assessor – “go live” April 19
  - ✓ Treasurer – Tax Collection “go live” August 19

## ➤ **Performance Metrics**

- Socrata Update - Redesign of Performance Dashboard.
  - ✓ Review what we're measuring. Is the metric relevant / meaningful? Will it help with operational decisions?
  - ✓ Develop metrics for use by Departments / Board to make budget decisions.
  - ✓ What data would the public like to see?

# Asset Management Program

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➤ **The Asset Management Program will implement strategies with the fundamental goal of providing the following benefits:**

- Developing a proactive maintenance and planning strategy.
- Minimizing risk and maximizing the effective useful life of City assets.
- Optimizing customer service.
- Promoting data driven decisions and increasing transparency.

➤ **Next Steps:**

- Researching full implementation of Tyler Enterprise Asset Management (EAM) Software. Goal is for Departments to move off the disparate asset and work management programs onto one comprehensive enterprise software for improved efficiencies.
- Incorporate into the budget and CIP decision making process to ensure decisions are based on critical asset needs, conditions, and levels of service.



# Asset Management Program, *(continued)*

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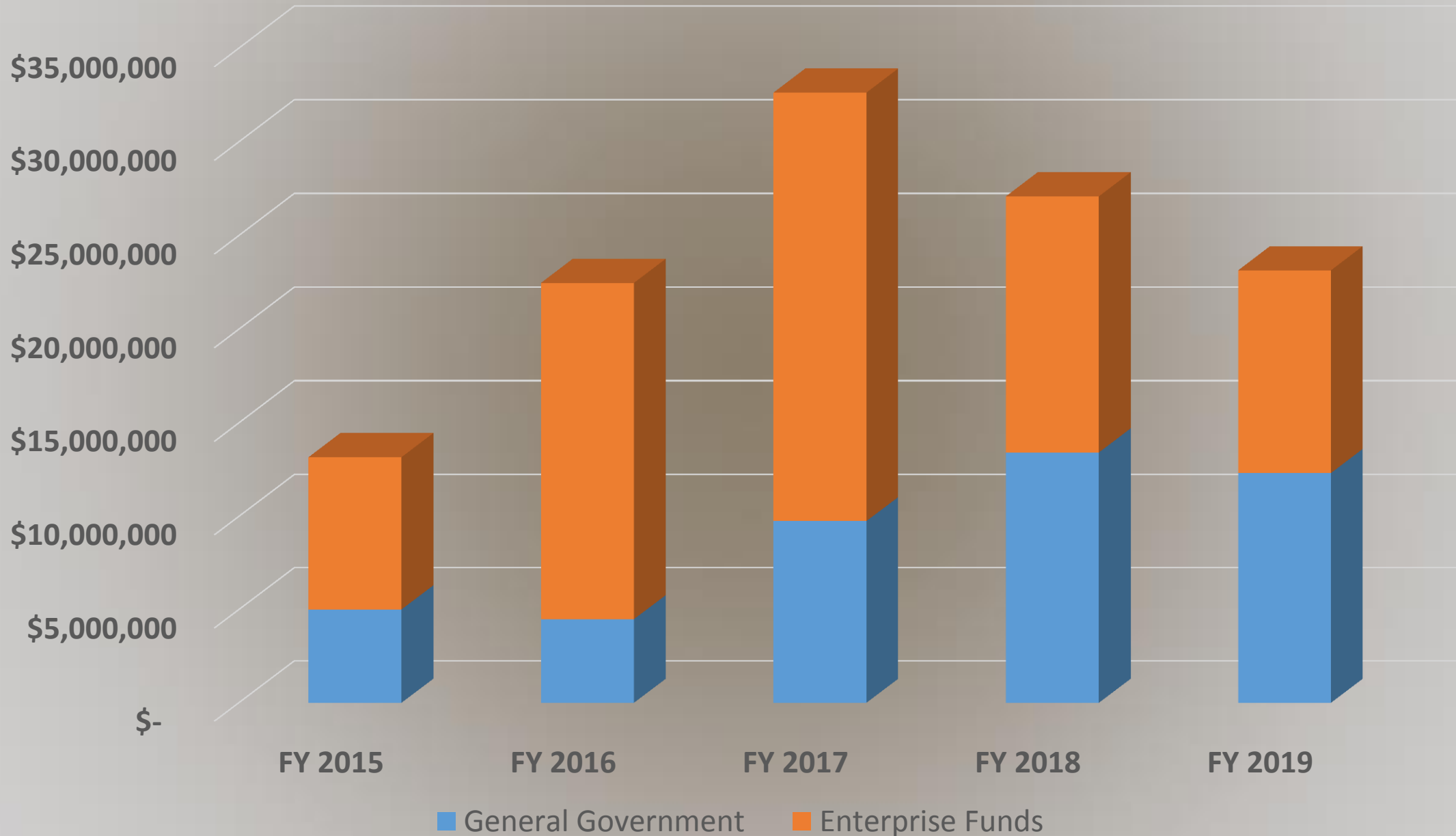
- RFP to select firm to perform reserve study.
- Identify Funding Sources
  - ✓ Financial and Budget Policies are being updated to address asset management funding and reserve levels in the General Fund and Enterprise Funds.
    - General Fund
      - Minimum 5 cents of property tax levied in General Fund - approximately \$605,000 annually.
      - Possible option - use annual savings (one-shot funding) to maintain 8.3% fund balance then transfer remaining balance to Extraordinary Maintenance Fund for Asset Management - approximately \$1.5 million for FY 18.

# Asset Management Program, *(continued)*

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- Landfill – net income above \$1,750,000 will be used for asset management with 10% of the amount set aside for landfill closure. FY 18 - \$1.3 million (10% - \$130,000)
- Enterprise Funds
  - All Enterprise Funds are meeting their financial reserves (operating and capital project).

# Annual Capital Improvement Program



# Pavement Management Plan & Street Maintenance

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## ➤ Closing the funding GAP

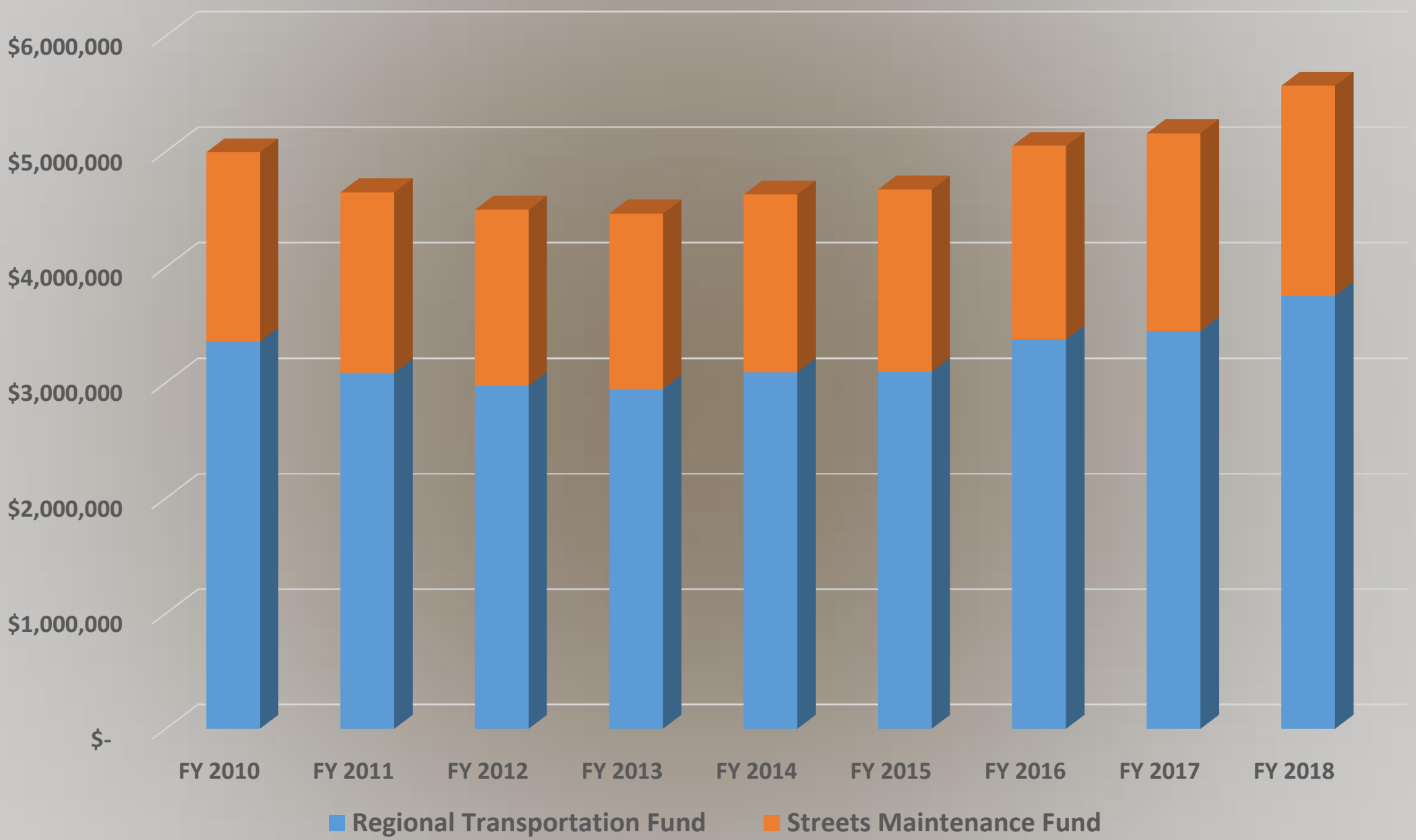
- Motor Vehicle Fuel Tax increased 8% from FY 17 to FY 18 to approximately \$5.6 million.
- The new Solid Waste Collection Services Franchise Agreement effective 7/1/19 includes a 3% franchise fee to address roadway impacts – approximately \$305,000 annually.
- Amended the Plan of Expenditure for the V & T Infrastructure Tax to allow City to use \$754,000 of accumulated reserves for the Roop Street Rehabilitation and East Clearview Drive Preservation Projects. Also, approximately \$390,000 will be available annually to fund street and highway preservation and rehabilitation projects in accordance with the City's Pavement Management Plan.
- V & T Infrastructure Tax bonds will be paid off December 2025. Thereafter, Board could elect to continue the tax for street and highway preservation and rehabilitation projects increasing the annual funding to approximately \$1.4 million.

# Pavement Management Plan & Street Maintenance, (continued)

## ➤ **Potential Legislative Opportunities**

- 5 cent Diesel Tax – approximately \$250,000 annually to Carson City.
- Revisit fuel tax indexing and possible amendments to NRS.

# Motor Vehicle Fuel Tax



# BUILDING PARTNERSHIPS

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- **Working with the Governor's Office of Science, Innovation and Technology to look into partnering with other agencies (School District, State) for broadband services to enhance connectivity throughout the community.**
- **Teaming up with UNR to form a partnership with NV Division of Environmental Protection (NDEP) to implement a regional approach to regulations and enforcement.**
- **We are partnering with the new Nevada Shared Radio System (NSRS) to purchase replacement radio equipment at a significant discount (72%). This will give the City the ability to communicate with all our regional partners.**
- **The City recently entered into an agreement with East Fork Fire to establish that the closest resource would respond to border areas regardless of jurisdiction.**
  - **Beginning talks with Truckee Meadows Fire for the same type of agreement.**



# **PART 2**

# **STRATEGIC PLANNING**

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# Strategic Plan

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- **Current plan expires FY 2020.**
- **Begin process for FY 2021-2025 strategic plan end of 2019.**
  - Conduct a City employee survey to gain insight into the current state of the City and the issues the City is facing from an employee perspective.
  - Conduct a citizen survey for public involvement in the strategic direction of the City.
  - Conduct a strategic planning session with the Board of Supervisors, Department Directors and Elected Officials to establish the City's 5-year Strategic Goals and Objectives.
  - Establish performance measures that are relevant and can be measured.
- **The 5-year Strategic Plan should be updated annually to prioritize the City's objectives for each budget cycle to ensure that we remain aligned and accountable for the City's strategic goals.**

# Strategic Goals

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## **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

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## Achievements

### ➤ **Develop Downtown - Completed Projects**

- Downtown Carson Street.
- 3<sup>rd</sup> Street Plaza.
- Curry St. including 5 east / west downtown streets between Carson and Curry.
- Established Neighborhood Improvement District (NID).
- Critical improvements to aging water, sewer and stormwater infrastructure, undergrounding overhead power lines, and fiber optic communications are being done in conjunction with these large projects.

# Economic Development, *(continued)*

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## **Achievements**

### ➤ **Market Community Assets**

- Special Events are advertised on the City's website at:  
<https://carson.org/government/departments-g-z/special-events>
- Link included on the City's website to "Events in & around Carson" on the CTA website:  
<http://visitcarsoncity.com/events/month/>
- The Parks, Recreation, and Open Space Activity Guide advertises Parks and Recreation Facilities.
- Meet annually with CTA to review and update the Cooperative Agreement between the City and the CTA for facility use and management.

# Economic Development, *(continued)*

## Achievements

### ➤ Market Community Assets

- In March 2018, the City added a provision to the Cooperative Agreement with the CTA to allow the City to administer the position of the Arts & Culture Coordinator. The position is responsible for the implementation of the arts & culture master plan as well as the cultural tourism campaign. The Cultural Commission which serves an advisory role to the Board is charged with the oversight of the master plan.
- City now has a more prominent arts footprint.



# Economic Development, (*continued*)

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## Achievements

### ➤ Support Businesses

- The Redevelopment Authority and the Board established the facade improvement program to stimulate investment in properties and improve the desirability of properties in the Redevelopment District.
- They have also included funding for downtown equipment and infrastructure and funding for special event street closures.
- The Board approved a grant by the Hop and Mae Adams Foundation for the purpose of a special library program for economic development. The Adams Hub for Innovation (“the HUB”) is a place where community members can learn how to start and grow their own business as well as how to improve their professional skills.

# **Economic Development, (*continued*)**

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## **Achievements**

### **➤ Support Development**

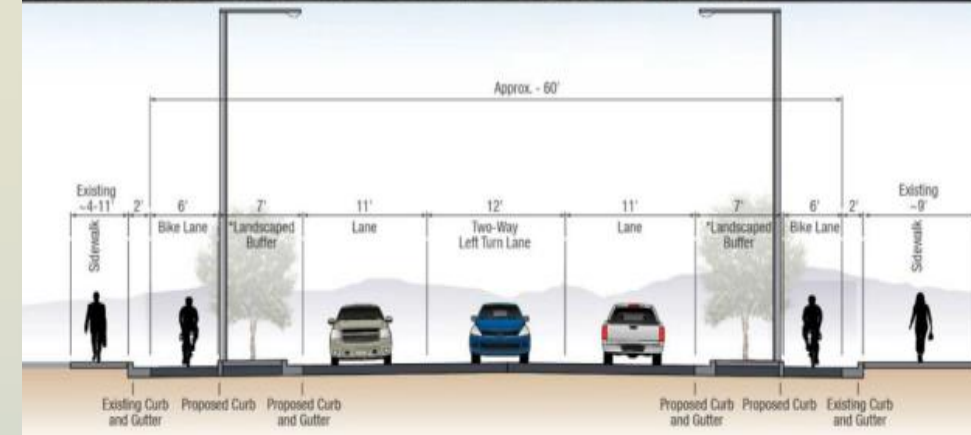
- In November 2018, the Board adopted an amended plan of expenditure to expend excess V & T sales tax revenue for streets and highway infrastructure projects.
- Added fees to be paid at the time of building permit to the Development Agreement for the Lompa Ranch Development to offset some of the increases in costs to the City due to the development.
- Community Development is in the process of implementing the Tyler product “Energov – software for permitting, project and land management” which will allow plans to be submitted, reviewed and marked up electronically.



# New Objectives – Economic Development

## ➤ South Carson St. Complete Streets Project

- Convert this large corridor into more productive uses that:
  - Facilitate comfortable, convenient, and safe travel for pedestrians and cyclist;
  - Improve access to abutting businesses;
  - Spur private investment in this important and vibrant commercial corridor;
  - Increase driver safety;
  - Prepare Carson City for future Smart City advancements.
- Construction to start end of 2019 and completed end of 2021 with a total project cost of approximately \$19 million.





# **New Objectives – Economic Development**

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## **➤ North Carson and William Street Corridors**

- These projects will be funded in part with Infrastructure Tax Bonds – approximately \$7 million to be issued in 2020.
- The total funding needed is approximately \$15 million. We will work in conjunction with our federal lobbyists, The Porter Group, to try to obtain grant funding to fund the remaining balance.

## **➤ Downtown parking study / assessment**

# **New Objectives – Economic Development**

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## **➤ Expand partnership with the Carson City Culture and Tourism Authority (CTA)**

- The Mayor and the City Manager were involved in the recruitment process for the new CTA Executive Director.
- The Executive Director will work with City Manager to foster collaboration between the City and the CTA.
- Partner with the CTA to make improvements to recreational facilities to attract special events and tourism to Carson City, pursuant to NRS 244A.619.

# Efficient Government

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## Achievements

### ➤ **Implement Best Practices**

- HR is coordinating and performing trainings related to the use of HTE, PolicyTech, FMLA, and supervisor training, which includes performance management, talent acquisition, discipline, harassment, as well as specific policy/procedure training such as the Anti-Drug & Alcohol Misuse Prevention policy. In addition, Risk Management provides training on worker's compensation laws and procedures and training is available from the Safety Consultation and Training Section (SCATS – a division of Nevada OSHA) at no cost.

### ➤ **Maximize Communication and Transparency**

- The City holds an annual budget open house to provide the public with an opportunity to meet with individual departments and be more involved in the budget process.

# Efficient Government

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## Achievements

### ➤ Leverage Technology

- We are currently in the process of replacing software that has been in use for over 30 years.
  - The new ERP System will update many of our manual processes to include electronic timekeeping and Building Department plan submittals.
- The implementation of open budget and open expenditures on the City's website provides residents with access to the City's current financial information.
- With the increased funding available in the Capital Improvement Plan for technology over the last few years we have been able to upgrade many of our aging systems.
- As we replace water and sewer lines and streets we are adding conduit for fiber to provide better connectivity throughout the City.

# **New Objectives – Efficient Government**

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- **Need to complete fiber from Roop / Long Streets to Fire Station 52 and the Multi-Purpose Athletic Center (MAC).**
- **South Carson Street Project will include fiber to complete the South Carson City fiber ring which will provide high availability resilience and redundant pathways for data traffic to flow.**
- **Continue to work on Smart City initiatives to become a more citizen centric community and to unlock the value of IoT (Internet of Things) that are present today and those in the future.**
- **Develop a systematic approach for updating City Ordinances.**
- **Re-engineer processes / working smarter**
  - Stop working in silos.
  - Use the collective power of our team.
  - Look at the way we are doing things and why we're doing it that way.

# New Objectives – Efficient Government

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➤ **Review and update Carson City Connect program (311 system).**



*Carson City Connect*

- **Part of Tyler ERP implementation**
- **Consider further enhancements to the 311 system by having a dedicated employee who can prioritize and process cases expediting customer service to the public.**

➤ **Expand GIS applications that can be accessed by City staff as well as the public.**

- **Recently implemented a development status map that provides the status of all active development applications.**
  - <http://gis.carson.org/developmentmap>

# Organizational Culture

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## **Achievements**

### ➤ **Engage Collaborative Teams**

- The Parks Department holds a voluntary all staff “employee workday” several times a year to get employees out of their normal work environment and build relationships across the divisions.
- A Leadership Retreat for City Directors designed to foster team building among departments, provide leadership training and strategic planning was held in September 2018. This will be an annual event that will also be used as a planning tool for the annual Board of Supervisors Retreat.

### ➤ **Strengthen Employee Development**

- Human Resources has developed “mini” in-house training programs that are more specific to the City and/or specific job functions. These trainings are designed to bring employees together that have similar functions throughout the City to develop peer relationships and increase employee retention rates.
- The Health and Human Services Department has developed a Workforce Development Plan for employees to include implementing best practices and providing staff training.

# Organizational Culture, (*continued*)

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## **Achievements**

### ➤ **Support innovative ideas**

- The Health and Human Services Department has developed a Quality Improvement Plan and encourages all employees to be involved at some level.
- Human Resources has developed the Employee-of-the-Quarter Program to recognize employees for exceptional performance.
- Length of Service certificates are awarded monthly to recognize employees for their dedicated service to the residents, business owners and visitors of Carson City.



# New Objectives – Organizational Culture

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➤ **Establish the “Tone at the Top” –**

- Management’s commitment towards openness, honesty, integrity and ethical behavior.
- Whatever tone management sets will have a trickle-down effect on employees across the City.

➤ **Re-examine the Boards, Committees and Commissions agenda process.**

- Review the steps we’re performing and what we can do to use Granicus more efficiently.
- The City Manager’s Office will work with the District Attorney’s Office to develop a policies and procedures manual and provide training to City Departments on the agenda process.

➤ **Leverage the employee training opportunities available through the Library and HUB**

- Lynda.com
- Government intrapreneurship program

# Quality of Life & Community

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## Achievements

### ➤ Engage Arts and Cultural Assets

- The Board of Supervisors approved a Master Plan amendment to add the Carson City Arts and Culture Master Plan.
- Redevelopment Authority has allocated \$25,000 annually for Arts & Culture Special Event funding.

### ➤ Ensure Quality Community Assets

- Motel Inspection Program - a motel task force consisting of the Fire, Health, Building, and Code Enforcement Departments was established to address building and fire code compliance, criminal activity, and nuisance issues related to long-term-stay motels.

# **New Objectives – Quality of Life & Community**

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- **In collaboration with the other Nevada Health Districts and the State’s Public and Behavioral Health Division, work through the legislative process to obtain public health funding from State marijuana excise taxes.**
  
- **Public Health Re-accreditation. Documentation due April 2021.**
  
- **Master Plan Update**
  - A comprehensive Carson City Master Plan was adopted April 6, 2006.
  - Amended March 17, 2016 to add the Arts & Culture Master Plan and the Lompa Ranch North Specific Plan.
  - A comprehensive update should be performed every 10 - 15 years.
    - Two approaches:
      - Planning Commission prioritize master plan sections to be reviewed and updated. Then go section by section.
      - Hire a consultant to do the update and include citizen participation.

# **New Objectives – Quality of Life & Community**

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- **Planning Commission review and update Title 18 (Zoning) and Title 18 Appendix (Development Standards) of the Carson City Municipal Code for recommendation to the Board of Supervisors.**
  
- **Develop policies / guidance for Redevelopment funding allocations for the next 5 years. The debt service paid from the Redevelopment Tax Fund will be paid off in FY 21. Approximately \$1 million will be available annually beginning in FY 22. How should this be allocated?**
  - Corridor improvements / Infrastructure
  - Improvements to recreational facilities to promote special events
  - Downtown Gateway Improvements
  - Incentives
  - Special Events
  
- **Negotiate a new solid waste collection services franchise agreement that provides for:**
  - Mandatory residential service
  - Automated single stream recycling service
  - Residential green waste collection
  - Commercial recycling

# Safety

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## Achievements

- **FY 19 Budget included funding for an Aerial Ladder Truck - \$1,300,000**
  - The City has been without a ladder truck since 2011.
  
- **Developed the Digital Media Coordinator position in 2016.**
  - Develops and produces public outreach videos.
  - Updates the City's social media content.
  - Works in conjunction with Emergency Management to coordinate the dissemination of emergency information and notices.

# New Objectives – Safety

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- **Conduct a corridor study from North to South Carson Street to look at signal timing, traffic flows and safety.**
- **Re-implementation of Traffic Enforcement Program**
  - On November 15, 2018, the Board approved 3 full-time employee positions to address the health and safety of the City's roadways.

# Sustainable Infrastructure

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## Achievements

- **Completed energy conservation project in December 2017. This project allowed the City to fund \$4.2 million in energy conservation upgrades to various City facilities.**
- **Allocated 5 cents from the General Fund property tax rate for asset management.**
- **Increased funding for general government capital from \$4.5 million in FY 16 to \$13.4 million in FY 17 and \$12.3 million in FY 19.**
- **Completed the \$30 million phase 1 of the Water Resource Recovery Facility and have begun work on phase 2.**

# New / Updated Objectives – Sustainable Infrastructure

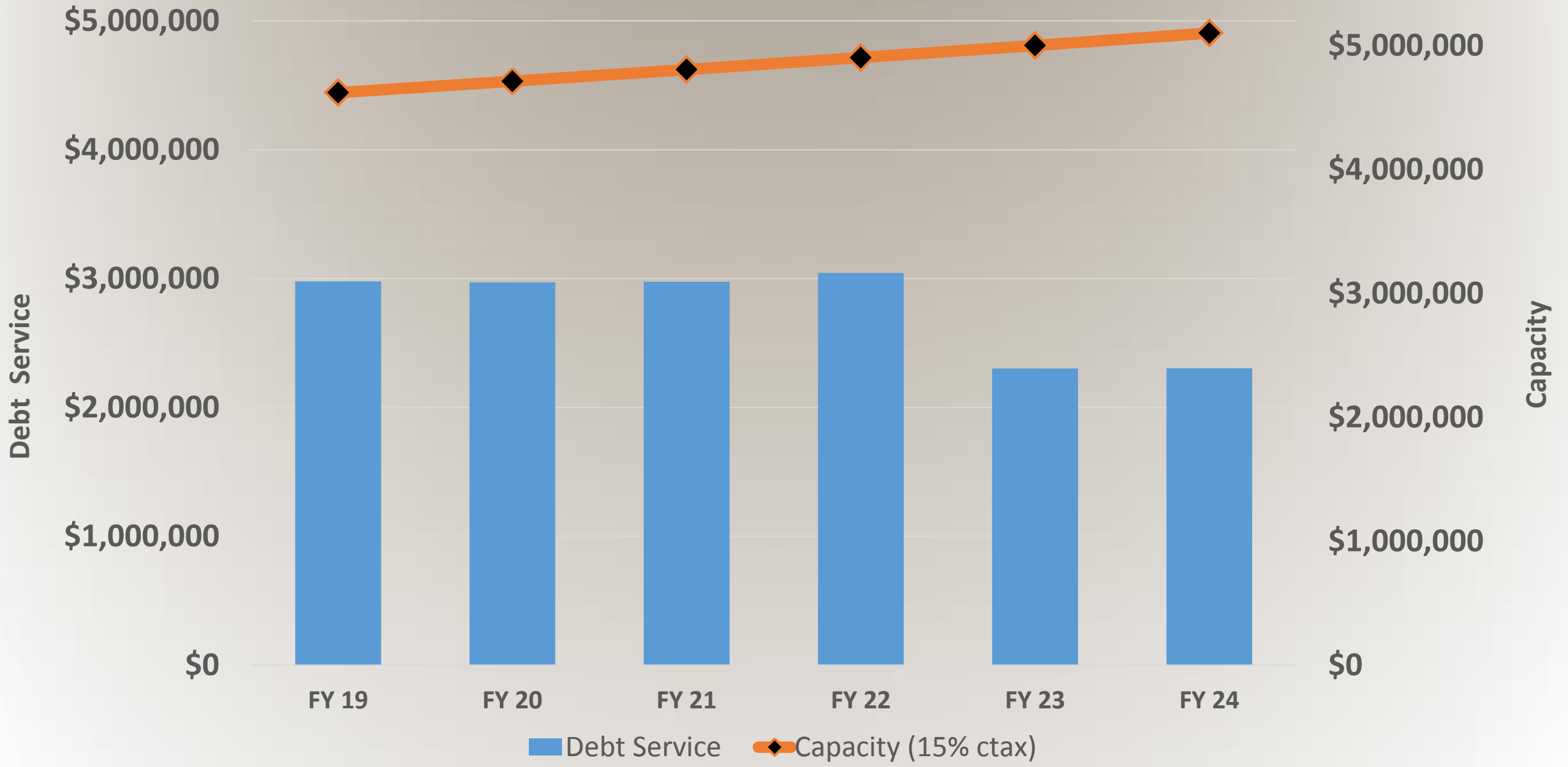
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## ➤ **Construct a new fire station that includes:**

- Emergency Operations Center (EOC) that is fully equipped for proper incident management.
  - Training rooms.
  - Backup Dispatch Center.
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- ✓ Possible funding sources
    - Bonds secured by Consolidated Tax revenues available FY 2023.
    - Grant Funding available for Emergency Operations Centers – work with our federal lobbyists.
  - ✓ Addressing operating cost concerns
    - Alternative staffing models.
    - Leverage GEMT funding.



# Consolidated Tax Pledged Debt Service (Allowed vs. Actual)



# New Objectives – Sustainable Infrastructure

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- **Work with the City’s federal lobbyists on proposed technical corrections to the Carson City Lands Bill for the next Congressional Session.**
  - Since various land transfers were completed through the Omnibus Public Land Management Act of 2009 (OPLMA), City staff have identified potential technical corrections including:
    - ✓ Property the City wishes to acquire and property where the City requests the reversionary interests be removed.
    - ✓ Property that should be disposed of for economic development and others that are deemed for public purpose but are a maintenance burden and liability for the City.
    - ✓ Text corrections for clarification.
  
- **Inventory City-owned vacant properties to determine best use.**
  - Disposal for economic development.
  - Workforce housing.
  - Veteran or low-income housing.

# City Manager/Deputy City Manager Assignments

