

# Strategic Planning



**Carson City's  
2020 Vision**

# Strategic Planning Agenda

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- Review Carson City's Vision, Mission Statement and Strategic Goals
- Highlight recent accomplishments and factors that contribute to them
- Ground Rules
- What have we done well? What do we need to improve?
- Discuss Board of Supervisor's and staff's objectives for Carson City
- Consideration for priority setting
- Create consensus on priorities
- Next Steps



# Strategic Planning

- VISION
  - MISSION
    - GOALS
      - Objectives
        - » Action Plan

# Carson City's Vision

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



# Carson City's Mission Statement

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



# Carson City's 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 innovative, productivity, and professional growth through a cohesive, ethical, and positive work environment.*



# Carson City's Strategic Goals

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- **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.*





# ACHIEVEMENTS

2016 – 2020 Strategic Plan





# ECONOMIC DEVELOPMENT

- Downtown Carson Street / 3<sup>rd</sup> Street Plaza.
- Curry St. & 5 east / west downtown streets between Carson and Curry.
- Established Neighborhood Improvement District (NID).
- Critical improvements made to aging water, sewer and stormwater infrastructure, undergrounding overhead power lines, and fiber optic communications.
- Water Use Analysis completed to estimate water usage at build out.
- The RDA and the Board established the facade improvement program to stimulate investment and improve the desirability of properties in the Redevelopment District.
- Annual RDA funding for utility extension assistance, downtown equipment and infrastructure, special event street closures and other Redevelopment District improvements.
- 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.

# EFFICIENT GOVERNMENT

- HR is performing trainings related to the new ERP software, PolicyTech, FMLA, supervisor training, which includes performance management, talent acquisition, discipline, harassment, and specific policy/procedure training such as the Anti-Drug & Alcohol Misuse Prevention policy.
- The DA's Office developed the Ordinance Drafting Manual which is the 1st step toward the completion of a comprehensive restatement of the Carson City Municipal Code.
- We are currently in the process of replacing software that has been in use for over 30 years.
- 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 increased CIP funding for technology, we have been able to upgrade many of our aging systems over the last few years.
- As we replace water and sewer lines and streets we are adding conduit for fiber to provide better connectivity throughout the City.
- 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.
- Implemented a development status map that provides the status of all active development applications.

# ORGANIZATIONAL CULTURE

- Annual Leadership Retreat for City Directors designed to foster team building among departments, provide leadership training and strategic planning. This annual event is also used as a planning tool for the annual Board of Supervisors Retreat.
- HR has developed 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.
- CCHHS has developed a Workforce Development Plan for employees to include implementing best practices and providing staff training.
- 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.
- CCHHS has developed a Quality Improvement Plan and encourages all employees to be involved at some level.
- HR 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.

# QUALITY OF LIFE & COMMUNITY

- The Board of Supervisors approved a Master Plan amendment to add the Carson City Arts and Culture Master Plan.
- Levied a 1% Transient Lodging Tax to be used for the implementation of the Arts & Culture Master Plan and development of a Cultural Tourism Campaign.
- Redevelopment Authority has allocated \$25,000 annually for Arts & Culture Special Event funding.
- 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.
- Completed the Downtown Corridor projects and beginning construction on the S. Carson Complete Streets project.

# SAFETY

- The Sheriff's Office has achieved fully staffed "program" responsibilities including the K-9 program, School Resource Officers program, Traffic Enforcement Unit, proactive Specialized Enforcement, and substantially broken ground to putting forward the strongest Behavioral Health Unit and mental health response in the region.
- The latest information published by the State in "Crime and Justice in Nevada" shows our Resolution Clearance Rate at 41.18%, more than double the statewide average of approximately 18%.
- The City invested approximately \$1.3 million in an Aerial Ladder Truck to allow access to upper story windows or roofs. The City had been without a ladder truck since 2011 and had to rely on outside agencies increasing response times to a minimum of 15 to 30 minutes, if they were even available.
- Participated in a full-scale, mass-casualty exercise (Silver Crucible) designed to test the capabilities of the State of Nevada, to solidify and communicate intelligence, respond to, and recover from a complex coordinated terrorist attack.

# SAFETY

- Developed the Digital Media Coordinator position in 2016. This position:
  - 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.
- Redevelopment Authority approved funding in FY20 to study medium- and long-term circulation and access needs for businesses and emergency response connectivity along both sides of South Carson Street throughout the Redevelopment Area.

# SUSTAINABLE INFRASTRUCTURE

- Completed energy conservation project in December 2017. The energy savings is being used to repay the bonds used to fund the \$4.2 million in energy conservation upgrades to various City facilities.
- Established an asset management program and currently undergoing a citywide facility condition assessment and reserve study. This will allow us to not only address current baseline conditions, but also provide estimated investment planning projections for a 30 year period.
- Allocated 5 cents from the General Fund property tax rate for asset management. In February, 2020, the Board approved adding 2 cents / year for 5 years beginning FY 21.
- Increased funding for general government capital from \$4.5 million in FY 16 to \$13.4 million in FY 18, \$12.3 million in FY 19 and \$22.1 million in FY 20 (includes City funding as well as State and Federal Grants).
- 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.

# SUSTAINABLE INFRASTRUCTURE

- In January 2020, the Board directed staff to pursue a 5 cent diesel tax to be adopted by ordinance followed by a ballot question at the 2nd General Election following implementation (anticipated Nov 2022).
- The new Solid Waste Collection Services Franchise Agreement effective 7/1/19 included a 3% franchise fee to address roadway impacts (maintenance and repairs).
- Critical improvements to aging water, sewer and stormwater infrastructure are being done in conjunction with the downtown and corridor projects.
- Completed East-West Transmission Main Project. This project was the final phase of the North-South and East-West Transmission main projects. This project allows for the delivery of water from Douglas County to the Quill Water Tank (the upper zone of the water system) for distribution throughout the City.
- Completed phase 1 of the Water Resource Recovery Facility (\$30 million) and nearing completion of phase 2 (\$10 million).



## Workshop Ground Rules

- Be fully present and engaged.
- Be respectful of each other's comments, ideas, and suggestions, whether you agree or disagree.
- Make sure each participant is able to fully express his/her ideas without interruption.
- No idea is a bad idea.

What is the one thing the City or a City Department was worst at this year? What single thing most needs to happen to fix it?

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- Employee On-Boarding & Training
  - Homelessness
  - Shuttle System
  - Funding for Facility/Other CIP Needs
  - Private Interest Influence
  - Implementation of New Software
  - Attracting Tourists/Larger Events
  - Board Member Direction vs. Board Direction
  - Inter-Department Relationships
  - More Focus on Human Services
  - Road Maintenance
  - Lack of Communication between Departments on Projects
  - Collaboration on Art Projects
  - Showing the Public What We Do
  - Internal/External Communications



What is the one thing the City or a City Department did best this year? What do you need to do to turn that success into a repeatable process?

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- Inter-Department Communication
- Street Repair
- Collaboration on Special Events
- Community Events
- Working Together
- Connecting with Community
- Reducing Gang Activity & Violence
- Emergency Response
- Obtaining Grants
- Responsiveness to Residents
- Productivity
- Team Building
- City Leadership
- Having a Can-Do Attitude



Using only one word, how would you describe what you would like to see Carson City be/how you would like the City to look in 5 years?



# Strategic Planning



Gather Information



Set Objectives



Allocate Resources



Implement



Measure Progress

# SMART Objectives

- Specific
- Measurable
- Actionable
- Realistic
- Time Bound

# Economic Development

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- Meet quarterly with quad-county County Managers.
- Improve fire and EMS and public health service levels through regional partnerships, such as Quad County Emergency Management.
- Continue to participate in the Shared Federal Framework Program for a common vision to improve the quality of life and economic prosperity of the region.
- Continue to enhance and upgrade the City's Cyber Security portfolio by increasing partnerships and cooperation with other regional governments and businesses and enhancing the use of predictive analytics.
- Continue to make infrastructure, parking lot and sidewalk improvements downtown to create a readily identifiable downtown core.



# Economic Development

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- Maintain an events calendar - one stop shop calendar.
- Develop a policy for special events including but not limited to road closures, insurance requirements, and fees.
- Use available Redevelopment and grant funds to establish programs to retain existing businesses and stimulate new investments.
- Develop a five-year plan for Redevelopment expenditures; evaluate potential use of Redevelopment funds to include interior rehabilitation programs or other types of programs.
- Implement a Downtown Circulator/Shuttle/Trolley Pilot during a Legislative session to connect Hotels to downtown destinations.





# Efficient Government

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- Evaluate fees, cost recovery and opportunities for other revenue sources that would enable the City to maintain a parks and recreation operating budget that will require less general fund tax support than the national average.
- Create a program with NV Energy Underground Management Plan to fund underground power lines in redevelopment areas, transportation projects, and major corridor projects.
- Perform in-depth assessment of library space and services to identify ways to meet continued and changing needs of the community.
- Fiscal Sustainability - Prepare an annual balanced general fund budget that adheres to approved financial and budget policies.
- Work with State and Federal lobbyists to identify Legislative Priorities.



# Efficient Government

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- Expand PW public information and outreach on capital projects, utilities, programs, reporting.
- Develop mapping features to disseminate capital projects information and road reports to public.
- Track JAC ridership on a yearly basis so that value of service can be compared to cost of service.
- Prepare a City-wide Website Refresh that will assist in greater customer service and enhance ADA Accessibility.
- Ensure all departments have up-to-date FAQ's and update Carson Connect or migrate to Tyler 311 for citizen portal.



# Efficient Government

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- Expand efforts to ensure City employees and departments are aware of training and career development resources available to them through the Library.
- Upgrade current phone system that is no longer supported to a system that meets all the needs for current requirements and laws.
- Update Carson City Municipal Code.



# Organizational Culture

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- Through the existing supervisory training program, introduce and educate new supervisors/managers on the process to submit an item and staff report to the Board of Supervisors.
  - Continue to hold Directors and Citywide Update Meetings at least monthly.
  - Use Succession Planning policy to fill positions by promoting within.
  - Continue to invest in a valued and educated workforce by identifying training needs and making training opportunities available.
  - Develop a personal career development plan for participating employees.
  - Establish the "Tone at the Top" - management's commitment towards openness, honesty, integrity and ethical behavior.



# Organizational Culture

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- Develop and approve a succession plan policy.
- Develop and implement Department succession plans.
- In order to maintain a positive working environment and identify needs, conduct an employee satisfaction survey every 3 years.
- Explore opportunities and other incentives used to attract and retain talented staff.
- "Create a program through City Manager's office to encourage the involvement of City employees in the development of innovative ideas that will increase the productivity and service level of City government while decreasing the costs."
- Continue to promote the Employee-of-the-Quarter Program and employee longevity awards.
- Foster Quality Improvement (the continuous cycle of improvement in a process, service or program) across all departments.



# Quality of Life and Community

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- Update Master Plan.
- Enhance UNR Extension programs for youth, adults, families, businesses, and organizations that increases the quality of life based on their 2019 Needs Assessment Outcomes.
- Maintain or improve the City's National Flood Insurance Rating Program (NFIP) and compare ratings with neighboring counties.
- Enhance the Adopt a Watershed Program.
- Increase Meals on Wheels services to qualified homebound seniors.
- Attract seniors of all stages of aging to participate at the Senior Center.
- Be the trusted advocate for seniors connecting to resources and services for healthy aging.
- Continue progression of infrastructure tax projects.



# Quality of Life and Community

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- Increase library outreach and engagement at K-12 school events to reach every school in the Carson City area at least twice yearly.
- Maintain and strengthen library engagement efforts at the Boys and Girls Club of Western Nevada.
- Increase the number of tobacco and vaping educational presentations to youth by 5%/year.
- Follow up on food borne illness complaints within 24 hours.
- Conduct two Columbia Suicide Screening training to one internal organization and one partner organization.
- Educate and encourage Women, Infants, and Children (WIC) program participants to breastfeed their infants for at least 6 months.
- Foster partnerships with affordable housing developers to Increase affordable housing units.



# Quality of Life and Community

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- Augment Arts & Cultural Assets by:
  - 1) Implement Arts & Culture Master Plan.
  - 2) Develop municipal arts awareness through unified branding, marketing, messaging, and public education initiatives.
  - 3) Integrate public art into gateway improvements (corridor) and other capital projects.
  - 4) Create signature events and/or creative place-making which promote CC as cultural/creative destination.
- Continue to leverage funds to support arts and cultural events and invest in public art.
- Enforce City ordinances when properties are neglected or abandoned to prevent erosion of property values and quality of life.
- Codify low impact development standards.
- Assist to identify public education opportunities to further improve our community and workforce.





# Quality of Life and Community

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- Increase community participation in City programs and activities.
- Improve participation in Senior Center volunteer program.
- Increase participation in Senior Center Programs of underserved populations.



# Safety

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- Provide traffic management program activities with a goal focus of Zero Fatalities, consistent with the statewide Zero Fatalities initiative.
  - 1) Provide traffic management enforcement.
  - 2) Provide traffic management education.
- Link offenders to evidence based rehabilitative services to reduce recidivism.
- Provide on-going School District support in accordance with joint agreement that provides dedicated officers to the schools.
- Reduce occurrence rates of Crime in the Community.
- Strive to achieve Sheriff Emergency Response Times that average 6 minutes.
- Ensure timely and appropriate emergency response.



# Safety

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- Establish a Public Education Program for elementary schools.
- Complete a Master Plan for Fire/EMS Service Delivery.
- Increase Public Safety radio communications.
- Ensure workforce is aware of ICS - emergency response in the event of an emergency.
- Ensure workforce is prepared to respond in an emergency.
- Provide consistent enforcement of building codes and nuisance laws.
- Leverage facility condition assessment report to identify and address priority 1 needs.
- Construct a new fire station that includes Emergency Operations Center, training, and backup dispatch center.
- Complete a new Cyber Security Response Plan.
- Have an external auditor review the City's Cyber Security portfolio and perform penetration testing of our systems.



# Sustainable Infrastructure

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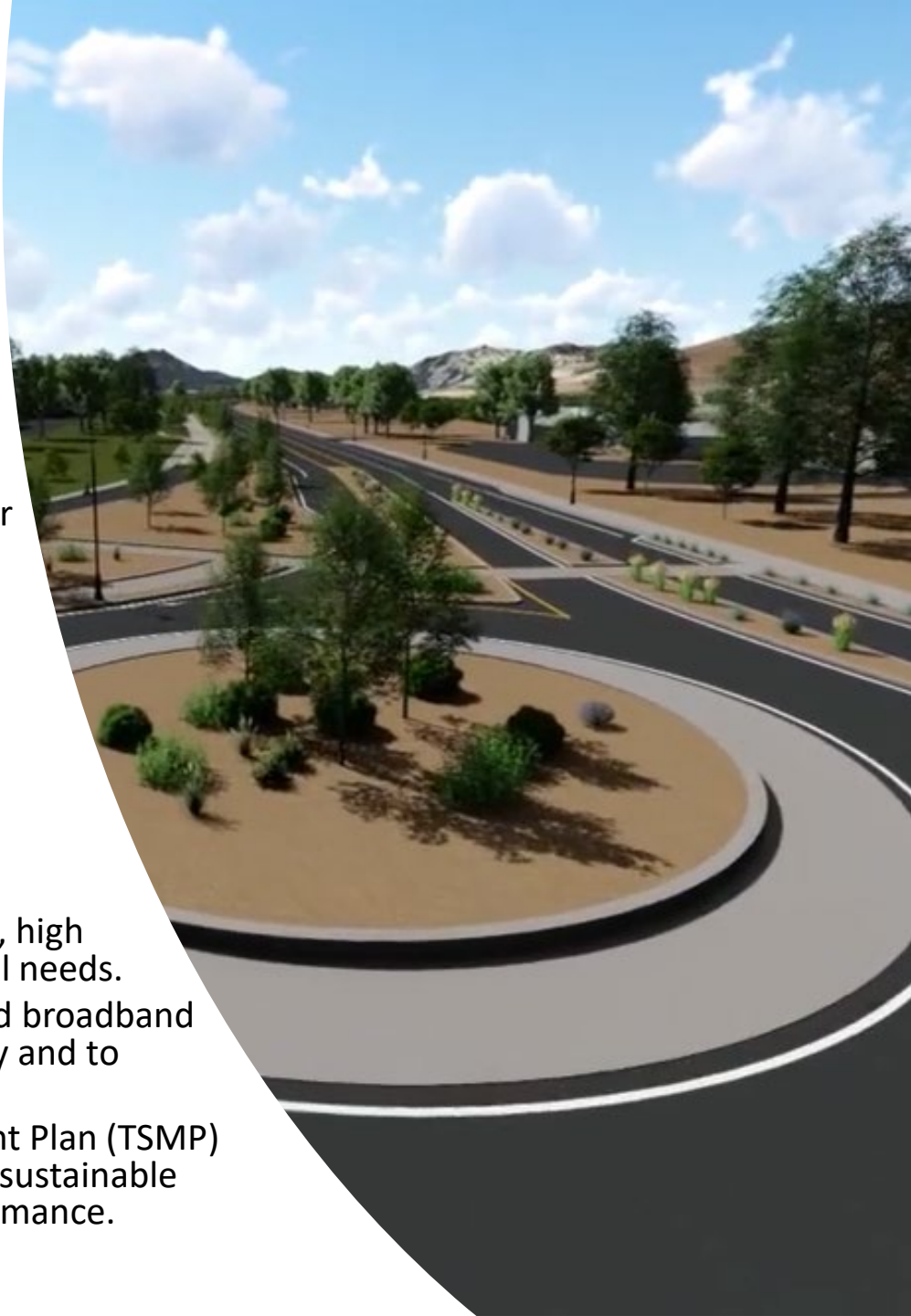
- Explore the costs and funding options associated with construction of a new juvenile justice facility or addition to existing facility to meet the needs of current and future populations.
- Explore and implement funding opportunities/reserves to provide for the maintenance and replacement of City assets.
- Implementation of Asset Management Program.
- Increase preventative maintenance versus reactive maintenance of City assets.
- Develop asset management master plan.
- Partner with CTA to make improvements to aging recreational facilities to attract special events and tourism to Carson City.



# Sustainable Infrastructure

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- Analyze number and type of special events for impacts on City infrastructure.
- Increase usage of the physical library.
- Encourage growth within existing urban boundaries and infill in existing developed areas to prevent “sprawl” and higher infrastructure maintenance costs.
- Further water/wastewater resources tracking with Comm Dev on a parcel basis to get data in real time.
- Continue to implement a converged, resilient, high availability network to support mission critical needs.
- Continue to pursue options to bring enhanced broadband service to better support the local community and to increase economic growth.
- Complete Transportation System Management Plan (TSMP) and implement processes that will result in a sustainable improvement in transportation system performance.



# Sustainable Infrastructure

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- Increase funding for street maintenance - Work in partnership with residents and businesses to develop long term solutions to fund road maintenance.
- Report peak flow for wastewater and max day demand for water flow related to capacity as well as efforts to expand capacity.
- Better align technology resources to community priorities - perform updated Library Edge assessment.



# Considerations for Priority Setting

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- Focus on the fundamentals (policies and procedures, systems, replacement plans and funds)
- Recognize what is already underway, stay the course on those and do them well
- Recognize staff capability
- Recognize financial needs
- Make sure objectives are SMART

## SMART Objectives

- *Specific*
- *Measurable*
- *Actionable*
- *Realistic*
- *Time Bound*



# Creating Consensus for Priorities

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- Exercise – 10 dots for voting
- 5 Blue – Priority 1/ 5 Orange - Priority 2
- Priority 1 – will have the top priority so that significant progress can be made or completed
- Priority 2 – will be worked on as time and resources permit
- Remainder – will be kept on the list but will be understood they are not a priority for staff time and resources, so as not to impede progress on the Priority 1 and Priority 2





# Priority Setting Exercise

- Ready!
  - Set!!
    - GO!!!

# Review Priorities

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# Next Steps

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- City Manager/Deputy City Manager will prepare Strategic Plan document
- Public Questionnaire
- Draft May 7, 2020 BOS Meeting
- Final June 4, 2020 BOS Meeting
- Budget Process will reflect the Board's priorities
- Progress Reports will be prepared annually
- New Performance Metrics Dashboard will be initiated



# Strategic Planning

A goal  
without a  
plan is just  
a wish.

-Antoine de Saint-Exupery



Carson City's  
2020 Vision

## Carson City Strategic Plan Update 2020-2025

### **Economic Development**

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

Proposed Strategic Plan Objectives	Key Staff	Funding	FY	Performance Measure
<b><i>Cultivate Regional Partnerships</i></b>				
Meet quarterly with quad-county County Managers.	City Manager's Office - Nancy Paulson/Stephanie Hicks	General Fund	2020-2025	Number of meetings held.
Improve fire and EMS and public health service levels through regional partnerships, such as Quad County Emergency Management.	Fire/Health (PHP) - Sean Slamon/Nicki Aaker	General Fund	2020-2025	Number of meetings or events held.
Continue to participate in the Shared Federal Framework Program for a common vision to improve the quality of life and economic prosperity of the region.	City Manager's Office - Nancy Paulson/Stephanie Hicks	General Fund	2020-2021	Submittal and input of legislative initiatives and Carson City projects to be included in the Northern Nevada Shared Federal Framework Document.
Continue to enhance and upgrade the City's Cyber Security portfolio by increasing partnerships and cooperation with other regional governments and businesses and enhancing the use of predictive analytics.	Information Technology - Eric Von Schimmelmann	General Fund	2020-2025	Number of meetings and Statistical Reporting
<b><i>Develop Downtown</i></b>				
Continue to make infrastructure, parking lot and sidewalk improvements downtown to create a readily identifiable downtown core.	PW/Comm Dev - Darren Schulz, Lee Plemel	Redevelopment	2021-2025	Dollars spent on improvements.
<b><i>Market Community Assets</i></b>				
Maintain an events calendar - one stop shop calendar.	CTA -David Peterson	Transient Occupancy Tax	2020	Events calendar published live to VisitCarsonCity.com.
Develop a policy for special events including but not limited to road closures, insurance requirements, and fees.	PW/Parks/Com Dev- Rick Cooley, David Navarro, Hope Sullivan	Various Funds	2021	Completion of policy.
<b><i>Support Businesses</i></b>				
Use available Redevelopment and grant funds to establish programs to retain existing businesses and stimulate new investments.	Comm Dev - Lee Plemel	Redevelopment	2021-2025	Dollars spent on improvements.
Develop a five-year plan for Redevelopment expenditures; evaluate potential use of Redevelopment funds to include interior rehabilitation programs or other types of programs.	Comm Dev - Lee Plemel	Redevelopment	2021	Completion of Plan
Implement a Downtown Circulator/Shuttle/Trolley Pilot during a Legislative session to connect Hotels to downtown destinations.	PW & CTA - Lucia Maloney & David Peterson	Redevelopment/ CTA	2022	Completion of Evaluation

## Efficient Government

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

Proposed Strategic Plan Objectives	Key Staff	Funding	FY	Performance Measure
<b>Implement Best Practices</b>				
Evaluate fees, cost recovery and opportunities for other revenue sources that would enable the City to maintain a parks and recreation operating budget that will require less general fund tax support than the national average.	Parks - Jen Budge	Various Funding	2020-2025	% above or below the national average of general fund tax support
Create a program with NV Energy Underground Management Plan to fund underground power lines in redevelopment areas, transportation projects, and major corridor projects.	PW/Comm Dev- Dan Stucky, Lee Plemel	NV Energy	2020-2025	Amount of funding used per year from this program
Perform in-depth assessment of library space and services to identify ways to meet continued and changing needs of the community.	Library -Tod Colegrove	General Fund, grants as available	2020-2022	Completion of assessment; identified potential changes and next steps
Fiscal Sustainability - Prepare an annual balanced general fund budget that adheres to approved financial and budget policies.	Finance - Sheri Russell	General Fund	2020-2025	Complete annually
Work with State and Federal lobbyists to identify Legislative Priorities.	City Manager's Office - Nancy Paulson & Stephanie Hicks	General Fund	2020-2025	Number of successful legislative actions.
<b>Leverage Technology/Maximize Communication and Transparency</b>				
Expand PW public information and outreach on capital projects, utilities, programs, reporting.	PW - Karen Leet	General Fund	2020-2025	Update website and develop policy and procedure on interacting and informing community through multiple mediums.
Develop mapping features to disseminate capital projects information and road reports to public.	PW - Matthew Lawton	General Fund	2020-2025	Develop maps and embed on PW website, Carson Proud
Track JAC ridership on a yearly basis so that value of service can be compared to cost of service.	PW - Lucia Maloney	RTC	2020-2025	Graph what's actually happening
Prepare a City-wide Website Refresh that will assist in greater customer service and enhance ADA Accessibility.	Information Technology - Rachael Schneider	General Fund	2020-2021	Completion of Website Refresh
Ensure all departments have up-to-date FAQ's and update Carson Connect or migrate to Tyler 311 for citizen portal.	Information Technology - Eric VonSchimmelmenn	General Fund	2020 -2021	Completion of update and/or migration to Tyler 311.
Expand efforts to ensure City employees and departments are aware of training and career development resources available to them through the Library	Library -Tod Colegrove, Diane Baker	General Fund	2020-2025	Development of new employee welcome packet and number of new employees reached; departments cross-trained
Upgrade current phone system that is no longer supported to a system that meets all the needs for current requirements and laws.	Information Technology - Eric VonSchimmelmenn	General Fund	2021	Percentage of phone system installed.
<b>Streamline Processes</b>				
Update Carson City Municipal Code.	Com Dev & DA - Lee Plemel & Dan Yu	General Fund	2020-2025	Completion of revised code; revise Title 18 in 2020-2021

## Organizational Culture

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

Proposed Strategic Plan Objective	Key Staff	Funding	FY	Performance Measure
<b>Engage Collaborative Teams</b>				
Through the existing supervisory training program, introduce and educate new supervisors/managers on the process to submit an item and staff report to the Board of Supervisors.	City Manager's Office - Nancy Paulson/Stephanie Hicks	General Fund	2020	Completion of material to add to Supervisory training and implementation of material.
Continue to hold Directors and Citywide Update Meetings at least monthly.	City Manager's Office - Nancy Paulson/Stephanie Hicks	General Fund	2020-2025	Number of meetings held
<b>Strengthen Employee Development</b>				
Use Succession Planning policy to fill positions by promoting within.	City Manager's Office & Human Resources - Nancy Paulson, Stephanie Hicks, Melanie Bruketta	General Fund	2020-2025	Number of positions filled internally each year.
Continue to invest in a valued and educated workforce by identifying training needs and making training opportunities available.	ALL	General Fund	2020-2025	Number of hours of training from each department totaled annually? Amount of certifications/credentials obtained not just maintained?
Develop a personal career development plan for participating employees	Health Department Managers/Health Department Director	General Fund, Grant Fund	2020-2025	Number of employees completing plan
<b>Strengthen Leadership and Succession Planning</b>				
Establish the "Tone at the Top" - management's commitment towards openness, honesty, integrity and ethical behavior.	City Manager's Office - Nancy Paulson/Stephanie Hicks	General Fund	2020-2025	Include as rt employee satisfaction survey below.
Develop and approve a succession plan policy.	City Manager's Office & Human Resources - Nancy Paulson, Stephanie Hicks, Melanie Bruketta	General Fund	2020	Performance Measure will be completion of the policy.
Develop and implement Department succession plans.	ALL	General Fund	2021-2023	Performance Measure will be the completed plan.
In order to maintain a positive working environment and identify needs, conduct an employee satisfaction survey every 3 years.	City Manager's Office & Human Resources - Nancy Paulson, Stephanie Hicks, Melanie Bruketta	General Fund	2020 & 2023	Conduct an employee satisfaction survey every 3 years.
Explore opportunities and other incentives used to attract and retain talented staff.	ALL	General Fund	2020-2025	Look at resignation/termination data and track new opportunities and ideas.
<b>Support Innovative Ideas</b>				

Create a program through City Manager's office to encourage the involvement of City employees in the development of innovative ideas that will increase the productivity and service level of City government while decreasing the costs.	City Manager's Office - Nancy Paulson/Stephanie Hicks	General Fund	2021	1) Create program policy; 2) Implement the program.
Continue to promote the Employee-of-the-Quarter Program and employee longevity awards.	City Manager's Office & Human Resources - Nancy Paulson, Stephanie Hicks, Melanie Bruketta	General Fund	2020-2025	Recognize Employee-of-the-Quarter 4 times per year at the BOS Meeting and longevity awards once per month.
Foster Quality Improvement (the continuous cycle of improvement in a process, service or program) across all departments.	All	General Fund	2020-2025	# of QI projects that have been initiated, are in progress, or completed



## Quality of Life and Community

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

Proposed Strategic Plan Objective	Key Staff	Funding	FY	Performance Measure
<b>Enhance Programs and Services</b>				
Update Master Plan.	Com Dev - Lee Pleme	General Fund	2021-2025	Completion of plan update.
Enhance UNR Extension programs for youth, adults, families, businesses, and organizations that increases the quality of life based on their 2019 Needs Assessment Outcomes.	UNR Extension Staff, certified community leaders, trained volunteers and temporary workers	Extension budget funds and federal, state, and local grant funding	2020-2025	Accomplishment of goals and course objectives will be assessed using program evaluation tools and validated survey instruments.
Maintain or improve the City's National Flood Insurance Rating Program (NFIP) and compare ratings with neighboring counties.	PW - Robb Fellows	Stormwater	2020-2025	NFIP ratings for CC and adjacent communities
Enhance the Adopt a Watershed Program.	PW - Robb Fellows	Stormwater	2020-2025	Status on watershed's adopted and number of watersheds adopted
Increase Meals on Wheels services to qualified homebound seniors.	Senior Center	Grant funding	2020-2025	Meal count
Attract seniors of all stages of aging to participate at the Senior Center.	Senior Center	Senior Center Fund	2020-2025	Monthly programs offered, waitlists
Be the trusted advocate for seniors connecting to resources and services for healthy aging.	Senior Center	Senior Center Fund	2020-2025	Case Management units of service, waitlists
Continue progression of infrastructure tax projects.	PW - Darren Schulz	Infrastructure Tax / Utility Funds / Redevelopment	2021-2025	1) Completion of South Carson Street 2) Completion of Williams Street 3) Completion of North Carson Street
Increase library outreach and engagement at K-12 school events to reach every school in the Carson City area at least twice yearly.	Library -Tod Colegrove, Maria Klesta	General Fund, Grants	2020-2025	Number of outreach events participated in by school, number of students reached
Maintain and strengthen library engagement efforts at the Boys and Girls Club of Western Nevada.	Library -Tod Colegrove, Maria Klesta, Jana Wiersma	General Fund, Grants	2020-2025	Number of outreach events, participants engaged
Increase the number of tobacco and vaping educational presentations to youth by 5%/year.	Health - Tobacco Program	Grants - Funds for Health Nevada and Vaping Tax (SB2363)	2020-2025	Number of presentations given
Follow up on food borne illness complaints within 24 hours.	Health - Environmental Health	General Fund	2020-2025	Percent of food borne illness complaints that are followed up on within 24 hours
Conduct two Columbia Suicide Screening training to one internal organization and one partner organization.	Health - Human Services Case Manager/Health Department Director or designee	General Fund	2020-2025	Number of trainings conducted

Educate and encourage Women, Infants, and Children (WIC) program participants to breastfeed their infants for at least 6 months.	Health - WIC Program Specialists	Grant Funds	2020-2025	Percent of Women, Infants, and Children (WIC) program participants that breastfeed their infants for at least 6 months
Foster partnerships with affordable housing developers to increase affordable housing units.	Comm Dev - Lee Plemel	General Fund	2020-2025	Number of affordable units constructed or rehabilitated.
<b>Engage Arts and Cultural Assets</b>				
Augment Arts & Cultural Assets by:	Arts & Culture - Mark Salinas	1% Arts TOT	2020-2025	Count programs, (new) audience, (new) grants, (new) collaborators, (new) media inclusion, awards.
1) Implement Arts & Culture Master Plan.	Arts & Culture -Mark Salinas	1% Arts TOT	2020-2025	Count programs, (new) audience, (new) grants, (new) collaborators, (new) media inclusion, awards.
2) Develop municipal arts awareness through unified branding, marketing, messaging, and public education initiatives.	Arts & Culture and CTA - Mark Salinas, Rachel Schneider, Lydia Bruegge	General Funds, 1% Arts TOT, CTA	2020-2025	Count programs, (new) audience, (new) grants, (new) collaborators, (new) media inclusion, awards.
3) Integrate public art into gateway improvements (corridor) and other capital projects.	Arts & Culture & PW - Mark Salinas, Dan Stucky	General Funds, Grants, 1% Arts TOT	2020-2025	Number of art pieces installed
4) Create signature events and/or creative place-making which promote CC as cultural/creative destination.	Arts & Culture and CTA - Mark Salinas, David Peterson	General Funds, Grants, 1% Arts TOT, CTA	2020-2025	Count programs, (new) audience, (new) grants, (new) collaborators, (new) media inclusion, awards.
Continue to leverage funds to support arts and cultural events and invest in public art.	Arts & Culture, CTA, Comm Dev, Parks - Mark Salinas, David Peterson, Lee Plemel, Jen Budge	Redevelopment/ Arts and Culture/Parks	2020-2025	Percentage of increase in funds invested or leveraged on cultural events and public art.
<b>Ensure Quality Community Assets</b>				
Enforce City ordinances when properties are neglected or abandoned to prevent erosion of property values and quality of life.	Comm Dev - Lee Plemel	General Fund	2020-2025	Measure the community engagement practices with code enforcement officers
Codify low impact development standards.	PW - Dan Stucky	General Fund	2023	Adopted in code
<b>Foster Community Collaboration</b>				
Assist to identify public education opportunities to further improve our community and workforce.	Alternative Sentencing	General Fund	2020-2025	The data will be collected during Formal Probation Reporting week each month.
Increase community participation in City programs and activities.	Parks/Health/Arts and Culture/Sheriff/Fire	General Fund, Quality of Life	2020-2025	Community engagement will increase by 5% each year for the next 5 years
Improve participation in Senior Center volunteer program.	Senior Center	Volunteer	2020-2025	Monthly volunteer hours
Increase participation in Senior Center Programs of underserved populations.	Senior Center	Senior Center Fund	2020-2025	Grant program demographics

## Safety

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

Proposed Strategic Plan Objective	Key Staff	Funding	FY	Performance Measure
<b><i>Deter and Resolve Crime</i></b>				
Provide traffic management program activities with a goal focus of Zero Fatalities, consistent with the statewide Zero Fatalities initiative.	Sheriff	General Fund	2020-2025	Performance Measure of total accidents broken down into categories of injury accidents, non-injury accidents, and fatalities
1) Provide traffic management enforcement.	Sheriff's Patrol Division	General Funds and Grant Activity	2020-2025	Accumulation of target activities to include DUI Enforcement, Traffic Citations, Special Event Activities, and Joining Forces Activities
2) Provide traffic management education.	Sheriff's Patrol Division	General Funds and Grant Activity	2020-2025	Accumulation of target activities to include Enforcement of Underage Drinking Laws (EUDL), Traffic Warnings Issued, Volunteer Enforcement Activities, and Educational Activities (Briefings and Public Awareness Messages)
Link offenders to evidence based rehabilitative services to reduce recidivism.	Alternative Sentencing	General Fund	2020-2025	The data will be collected during Formal Probation Reporting week each month.
Provide on-going School District support in accordance with joint agreement that provides dedicated officers to the schools.	Patrol Division	General Fund and Grants Activity	2020-2025	Performance Measure: percentage of grant funds to total cost of the program
Reduce occurrence rates of Crime in the Community.	Sheriff	None	2020-2025	Performance Measure: UCR and NIBRS
Strive to achieve Sheriff Emergency Response Times that average 6 minutes.	Sheriff/Patrol	None	2020-2025	Performance Measure; internally tracked from initial call to on-scene
<b><i>Enhance Emergency Preparedness</i></b>				
Ensure timely and appropriate emergency response.	Fire/Dispatch	General Fund	2020-2025	4 minute travel (response) time in urban areas
Establish a Public Education Program for elementary schools.	Fire Prevention	General Fund	2020-2025	Educate all CCSD K-3 students in basic fire safety
Complete a Master Plan for Fire/EMS Service Delivery.	Fire	General Fund	2020-2025	Completed Master Plan will provide strategic priorities for Fire/EMS response
Increase Public Safety radio communications.	PW - James Jacklett	CIP, Fleet, 911 Surcharge	2020-2025	% of radios registered on statewide system
Ensure workforce is aware of ICS - emergency response in the event of an emergency.	All	General Fund, Grant Funds	2020-2025	Percent of staff who have completed required ICS training within one year of employment.
Ensure workforce is prepared to respond in an emergency.	All	General Fund, Grant Funds	2020-2025	Percent of city employees from every department trained in EOC position-specific operations.
<b><i>Maintain Safe Facilities and Infrastructure</i></b>				

Provide consistent enforcement of building codes and nuisance laws.	Comm Dev - Lee Plemel	General Fund	2020-2025	Stop work orders for building permits and of those number resolved. Code enforcement issues resolved.
Leverage facility condition assessment report to identify and address priority 1 needs.	PW - Matt Lawton	General Fund, Extraordinary Maintenance	2020-2025	Complete report and determine priority 1 needs
Construct a new fire station that includes Emergency Operations Center, training, and backup dispatch center.	Fire/Sheriff/PW - Sean Slamon, Ken Furlong, Darren Schulz	CTAX Bonds, Federal Grant Funding, Potential Nevada Energy Partnership	2023-2025	Complete construction
Complete a new Cyber Security Response Plan.	Information Technology - Eric Von Schimmelmann	General Fund	2020	Written plan completion%
Have an external auditor review the City's Cyber Security portfolio and perform penetration testing of our systems.	Information Technology - Eric Von Schimmelmann	General Fund	2021	Review report completed & Penetration testing completed with report

## Sustainable Infrastructure

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

Proposed Strategic Plan Objectives	Key Staff	Funding	FY	Performance Measure
<b>Maximize City Asset Life and Utility</b>				
Explore the costs and funding options associated with construction of a new juvenile justice facility or addition to existing facility to meet the needs of current and future populations.	Juvenile Detention Center - Ali Banister	General Funds	2020-2025	Completion of facility master plan
Explore and implement funding opportunities/reserves to provide for the maintenance and replacement of City assets.	Finance/PW	General Fund, Extraordinary Maintenance	2020-2025	Annual allocated funding
Implementation of Asset Management Program.	PW/Parks - Matt Lawton, Dave Navarro	all	2020-2025	% actual investment into infrastructure divided by the total investment identified in asset management report for that particular year
Increase preventative maintenance versus reactive maintenance of City assets.		Various		Number of work orders per year
Develop asset management master plan.	PW/all	General Fund	2022	Complete plan
Partner with CTA to make improvements to aging recreational facilities to attract special events and tourism to Carson City.	CTA/Parks	Transient Occupancy Tax	2020-2025	Dollars spent on improvements; funds leveraged with grants for improvements
Analyze number and type of special events for impacts on City infrastructure.	CTA/Parks/PW	Transient Occupancy Tax	2020	CTA to provide results of April through December 2019 events.
Increase usage of the physical library.	Tod Colegrove, Ermal Reinhart, Amy Lauder	General Fund, grants as available	2020-2025	Increase number of library cardholders, daily count of library users, and number of participants in library programs by 20%
<b>Meet Community Infrastructure Needs</b>				
Encourage growth within existing urban boundaries and infill in existing developed areas to prevent "sprawl" and higher infrastructure maintenance costs.	Comm Dev Hope Sullivan	General Fund	2020-2025	Open space preserved outside "urban boundary" versus private property rezoned for higher density outside the urban boundary.
Further water/wastewater resources tracking with Comm Dev on a parcel basis to get data in real time.	Comm Dev/PW Lee Plemel, Dan Stucky	Water, Wastewater	2022	Refine effort and have annual reporting
Continue to implement a converged, resilient, high availability network to support mission critical needs.	IT/PW - Darren Schulz/Eric Von Schimmelmann	General Fund	2020-2025	Make sure all equipment is supported by vendor and replaced prior to the vendors End of Lifecycle for each piece of equipment.
Continue to pursue options to bring enhanced broadband service to better support the local community and to increase economic growth.	Information Technology - Eric Von Schimmelmann	General Fund	2020-2025	Meeting and broadband services installed
Complete Transportation System Management Plan (TSMP) and implement processes that will result in a sustainable improvement in transportation system performance.	PW - Lucia Maloney	CAMPO	2023	Completed TSMP
Increase funding for street maintenance - Work in partnership with residents and businesses to develop long term solutions to fund road maintenance.	PW - Darren Schulz	RTC, Street Maintenance	2020-2025	Graphically present public/private investment spent each year

Report peak flow for wastewater and max day demand for water flow related to capacity as well as efforts to expand capacity.	PW - Darren Schulz	Water, Wastewater	2020-2025	What percentage of capacity/efforts to increase capacity
Better align technology resources to community priorities - perform updated Edge assessment.	Library Tod Colegrove, Ermal Reinhart, Diane Baker	General fund, grants	2020-2021	Benchmark results of survey; updated library technology plan



# Strategic Plan

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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

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## 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

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## Economic Development

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

## Efficient Government

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

## Organizational Culture

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

## Quality of Life and Community

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

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## 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

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## 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

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

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## 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

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## 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

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

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## 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

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## 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

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

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## 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

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## 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

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

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## 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

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## 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

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

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## 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

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## 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

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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

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

## 2. Sustainable Infrastructure

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

## 3. Safety

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

## 4. Economic Development

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

## 5. Efficient Government

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

## 6. Organizational Culture

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

\* Objective added after public comment.

# Acknowledgements

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Scott Fahrenbruch	Lee Plemel	

AND

the Employees and Citizens of Carson City

PREPARED BY

Moss Adams LLP