



# STAFF REPORT

**Report To:** Board of Supervisors                      **Meeting Date:** March 4, 2021

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

**Agenda Title:** For Discussion Only: Discussion and presentation regarding Carson City's draft 2021-2025 Strategic Plan, which concerns long-term goals and strategic objectives of Carson City as a political subdivision of the State of Nevada. (Stephanie Hicks, shicks@carson.org)

Staff Summary: Staff will present to the Board of Supervisors the draft 2021-2025 Strategic Plan, online public survey results and any additional public comments received on the draft plan.

**Agenda Action:** Other / Presentation                      **Time Requested:** 30 minutes

## Proposed Motion

N/A

## Board's Strategic Goal

Efficient Government

## Previous Action

On May 21, 2015, the Board of Supervisors approved the 2016-2020 Strategic Plan.

## Background/Issues & Analysis

Carson City held a Strategic Planning Workshop on February 27, 2020 as a part of the annual Board of Supervisors' workshop. The workshop provided an opportunity for the Board of Supervisors, along with elected officials and executive staff, to discuss recent accomplishments, long-term goals for Carson City and strategic objectives for the next five years. At the workshop, attendees voted for the City's top priority objectives.

In October 2020, the City administered an online public survey to gauge overall community input on the proposed goals and objectives intended to steer City operations for the next five years. Based on the information collected from the workshop and the public survey, staff drafted the 2021-2025 Strategic Plan.

On February 22, 2021, the draft Strategic Plan was posted on Carson City's website for public review and comment. Staff will present to the Board of Supervisors the draft 2021-2025 Strategic Plan, online public survey results and any additional public comments received on the draft plan.

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

N/A

## Financial Information

**Is there a fiscal impact? No**

**If yes, account name/number:**

**Is it currently budgeted?**

**Explanation of Fiscal Impact:**

**Alternatives**

N/A

**Attachments:**

[3-4-2021 BOS - Draft Strategic Plan Presentation.pdf](#)

[2-22-21 DRAFT Carson City Strategic Plan.pdf](#)

[strategic plan 2021-2025.pdf](#)

**Board Action Taken:**

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

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

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

Aye/Nay

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(Vote Recorded By)



# **Carson City Strategic Plan 2021-2025**

Board of Supervisor's Meeting  
March 4, 2021



## **Background**

- The purpose of strategic planning is to set priorities, to focus energy and resources, to strengthen operations, and to ensure that employees and other stakeholders are working toward common goals.
- Carson City’s current strategic plan was approved by the Board of Supervisors and was for the period of 2016-2020.
- The Carson City 2021-2025 strategic planning process was initiated in December of 2019.
- Carson City held a Strategic Planning Workshop on February 27, 2020 as a part of the annual Board of Supervisors’ workshop. The workshop provided an opportunity for the Board of Supervisors, along with elected officials and executive staff to discuss recent accomplishments, long-term goals for Carson City, and strategic objectives for the next five years.



## **Vision, Mission & Values**

### ***Vision***

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

### ***Mission***

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

### ***Values***

#### **Customer Service**

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

#### **Organizational Culture**

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

#### **Integrity**

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



## **Strategic Goals**

### ***Economic Development***

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

### ***Efficient Government***

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

### ***Organizational Culture***

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

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

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

### ***Safety***

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

### ***Sustainable Infrastructure***

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



## **City's recommended top ten Priority 1 objectives:**

- 1. Construct a new fire station that includes Emergency Operations Center, training, and backup dispatch center.*
- 2. Increase funding for street maintenance; work in partnership with residents and businesses to develop long term solutions to fund road maintenance.*
- 3. 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.*
- 4. Implement Asset Management Program and explore and implement funding opportunities/reserves to provide for the maintenance and replacement of City assets.*
- 5. Explore opportunities to fund arts & culture.*
- 6. Update Carson City Municipal Code.*
- 7. Establish the "Tone at the Top" - management's commitment towards openness, honesty, integrity and ethical behavior.*
- 8. Complete a new Cyber Security Response Plan which complies with requirements 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.*
- 9. Construct infrastructure, parking lot and sidewalk improvements downtown to create a readily identifiable downtown core.*
- 10. Foster partnerships with affordable housing developers to increase affordable housing units.*



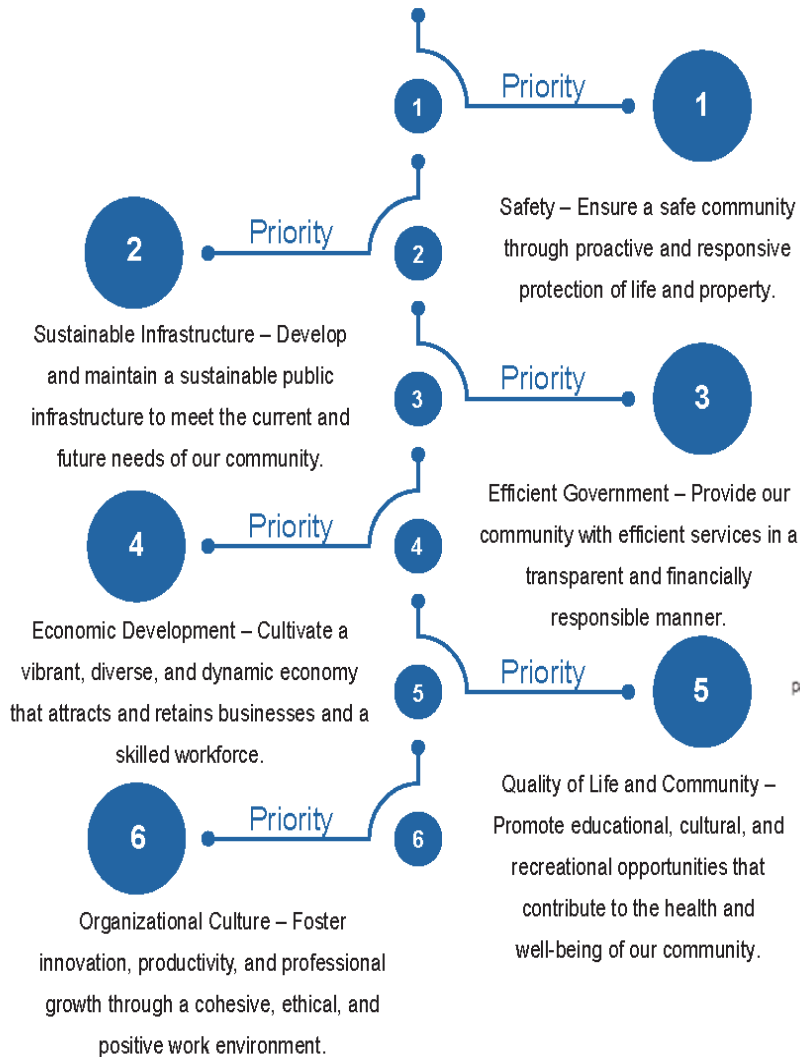
## **Online Public Survey**

- From October 14 through October 31, 2020, the City administered an online public survey at [carson.org/survey](https://carson.org/survey) to gauge overall community input on the proposed goals and objectives intended to steer City operations for the next five years. The survey was comprised of sixteen questions including prioritization of the City's top ten Priority 1 objectives as listed above.
  
- A total of 338 survey submissions were recorded and 818 people viewed the survey online.

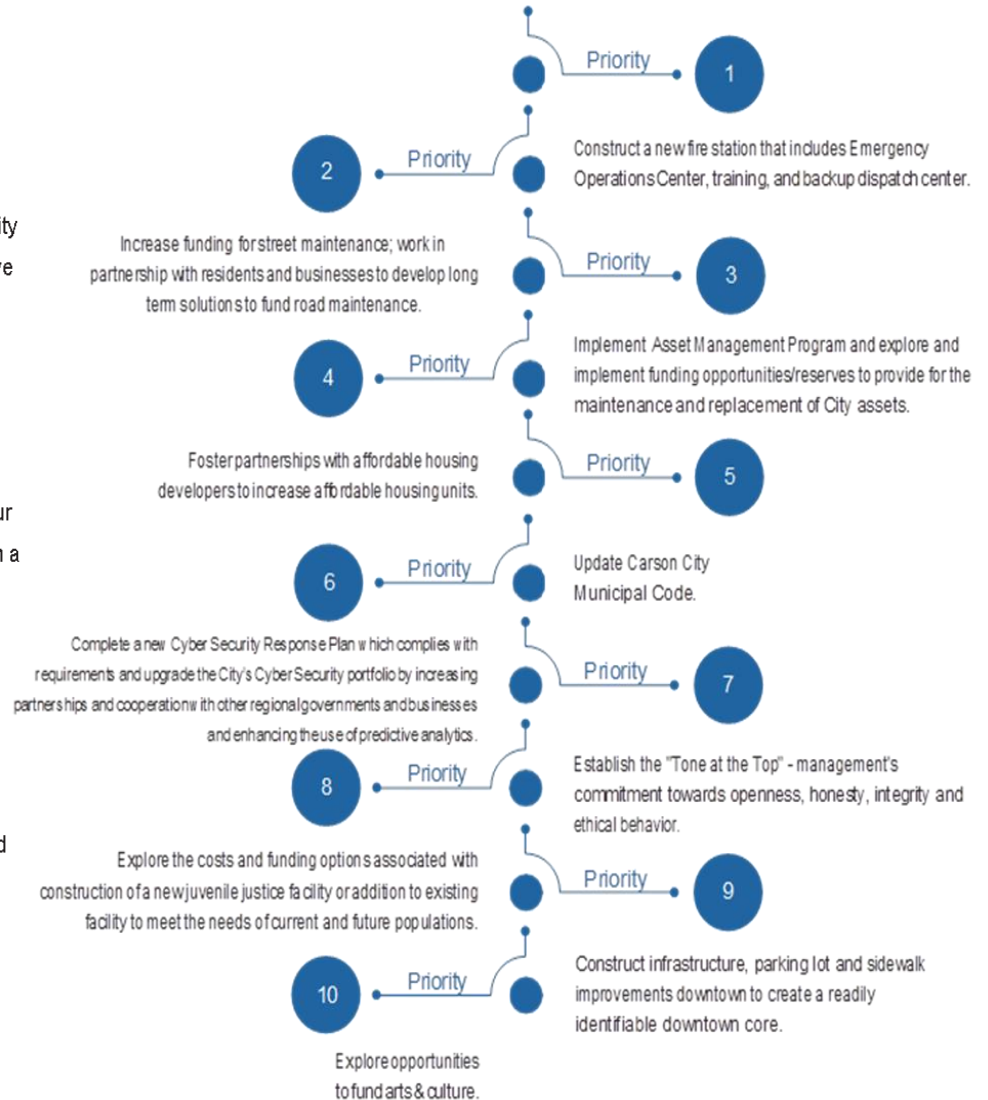




Below are the City's six **Strategic Goals** as ranked by the survey. They are ranked based on the highest selection percentage for each priority to reflect the priority results.



Citizens were asked to prioritize the identified **Priority 1 Objectives** and areas of focus for the next 5 years. They are currently ranked based on the highest percentage for each objective on each priority result.



**Question 2**

How well do you think Carson City achieves its goal for Economic Development by cultivating a vibrant, diverse, and dynamic economy that attracts and retains businesses and a skilled workforce?



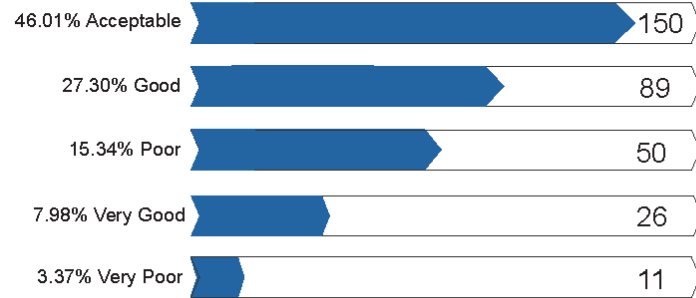
**Question 3**

How well do you think Carson City achieves its goal for Efficient Government by providing our community with efficient services in a transparent and financially responsible manner?



**Question 4**

How well do you think Carson City achieves its goal for Organizational Culture by fostering innovation, productivity, and professional growth through a cohesive, ethical, and positive work environment?



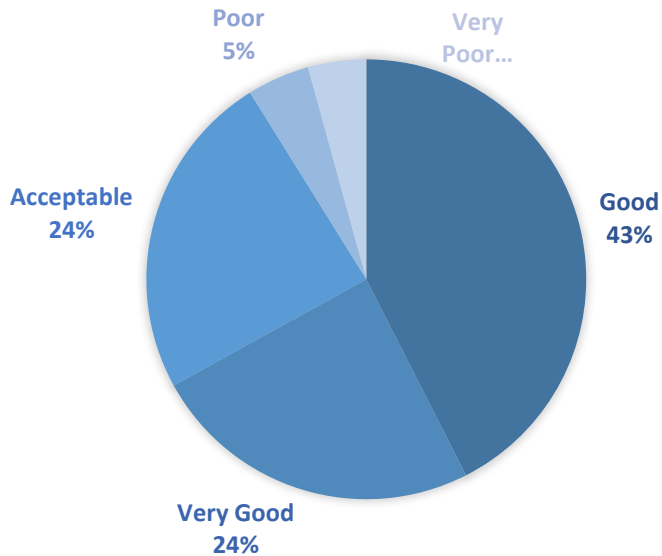
**Question 5**

How well do you think Carson City achieves its goal for Quality of Life and Community by promoting educational, cultural, and recreational opportunities that contribute to the health and well-being of our community?

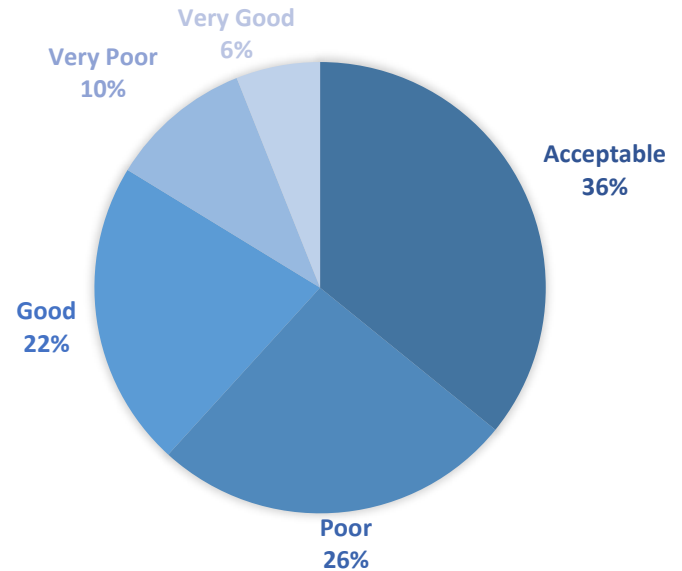




**Question 6:** How well do you think Carson City achieves its goal for Safety by ensuring a safe community through proactive and responsive protection of life and property?



**Question 7:** How well do you think Carson City achieves its goal for Sustainable Infrastructure by developing and maintaining a sustainable public infrastructure to meet the current and future needs of our community?



**Question 8:** Are there any areas that should be addressed that are not addressed by the City's six Strategic Goals?

Rather than providing a series of suggestions, the answers were submitted through an open dialogue box; therefore, allowing citizens to express their ideas freely and share personal views. Out of 115 responses the most common areas that citizens felt needed to be addressed were: education, affordable housing, homelessness, and growth management.

- 2 mentioned Juvenile Services
- 3 mentioned sustainability
- 5 mentioned public safety
- 5 mentioned infrastructure
- 5 mentioned Open Space
- 8 mentioned growth management
- 8 mentioned homelessness
- 11 mentioned education
- 12 mentioned affordable housing
- 56 were miscellaneous and had no relation to one another

**Question 10:** List three of Carson City's greatest attributes.

The top three mentioned attributes were location, community, and small-town feel. Below is the word cloud.





Question 11: Thinking in the short-term, please list one or two changes you would like to see Carson City accomplish in the next year. The top four commonly used words were housing, roads, homeless, and downtown.



Question 12: Thinking in the long-term, please list one or two changes you would like to see Carson City accomplish in the next two to five years. The top three commonly used words were affordable, housing, and street.

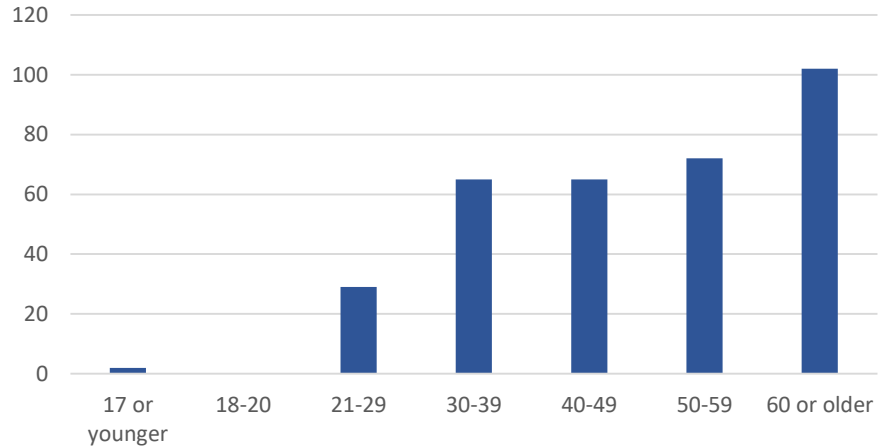






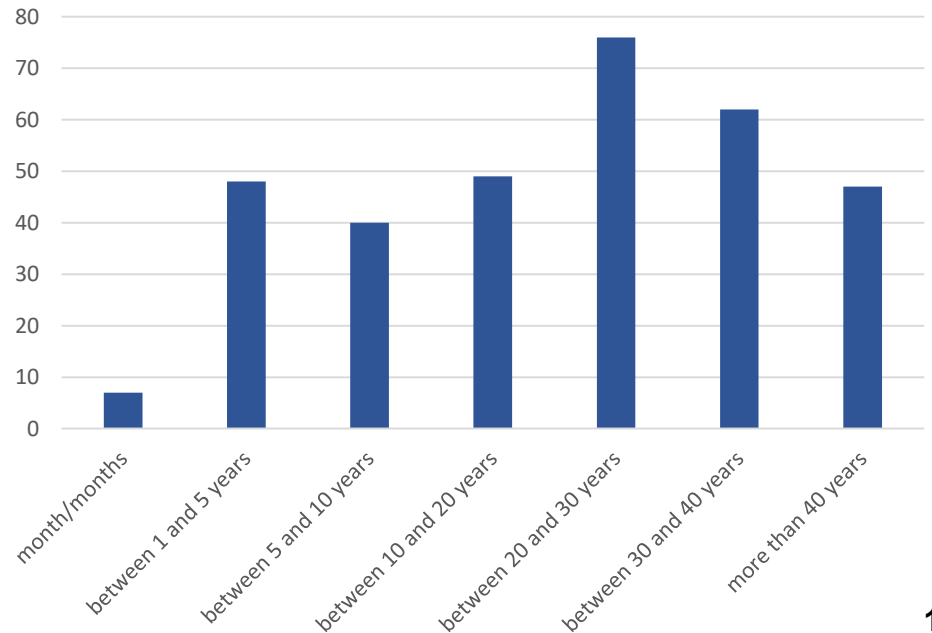
**Respondent Age Demographics**

- 17 or younger – **0.6%**
- 18-20 – **0%**
- 21-29 – **8.66%**
- 30-39 – **19.4%**
- 40-49 – **19.4%**
- 50-59 – **21.49%**
- 60 or older – **30.45%**



**Respondent's Residency: how long the respondent has been living in Carson City.**

- Month/Months: **2.13%**
- Between 1 and 5 years: **14.59%**
- Between 5 and 10 years: **12.16%**
- Between 10 and 20 years: **14.89%**
- Between 20 and 30 years: **23.1%**
- Between 30 and 40 years: **18.84%**
- More than 40 years: **14.29%**





## **DRAFT Strategic Plan**

- Based on the information collected from the workshop and the public survey, staff drafted the 2021-2025 Strategic Plan.
- All strategic objectives are listed by goal and priority with the City's Top Priorities highlighted in blue.
- Full results of the public survey are included in the plan.
- On February 22, 2021, the draft Strategic Plan was posted on Carson City's website at [carson.org/plan](http://carson.org/plan) for public review and comment.
- Draft plan is presented to Board of Supervisors today for discussion and input.
- Performance measure will be incorporated into the City website for reporting.
- An annual report will be provided to the Board of Supervisors.





# QUESTIONS?

Nancy Paulson, City Manager  
[npaulson@carson.org](mailto:npaulson@carson.org)

Stephanie Hicks, Deputy City Manager  
[shicks@carson.org](mailto:shicks@carson.org)



**DRAFT**

# Carson City Strategic Plan 2021-2025

*Carson.org*





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This page is reserved for letter from the Mayor and City Manager.

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## **Vision, Mission & Values**

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## **Strategic Goals**

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## **Carson City’s Top Ten Strategic Objectives**

Carson City held a Strategic Planning Workshop on February 27, 2020 as a part of the annual Board of Supervisors’ workshop. The workshop provided an opportunity for the Board of Supervisors, along with elected officials and executive staff to discuss recent accomplishments, long-term goals for Carson City, and strategic objectives for the next five years.

Following discussion of the strategic objectives, attendees were asked to vote for the City’s top priorities. Each attendee was given 10 dots for voting; five of one color and five of another to represent two levels of priority for the strategic objectives. Priority 1 objectives will have the top priority of the Board and staff so that significant progress can be made or they can be completed over the next 5 years. Priority 2 objectives will be worked on as time and resources allow. The remaining strategic objectives were listed as Priority 3 and kept on the list; however, it is understood they are not a priority for staff time and resources so as to not impede progress on Priority 1 and Priority 2 objectives.

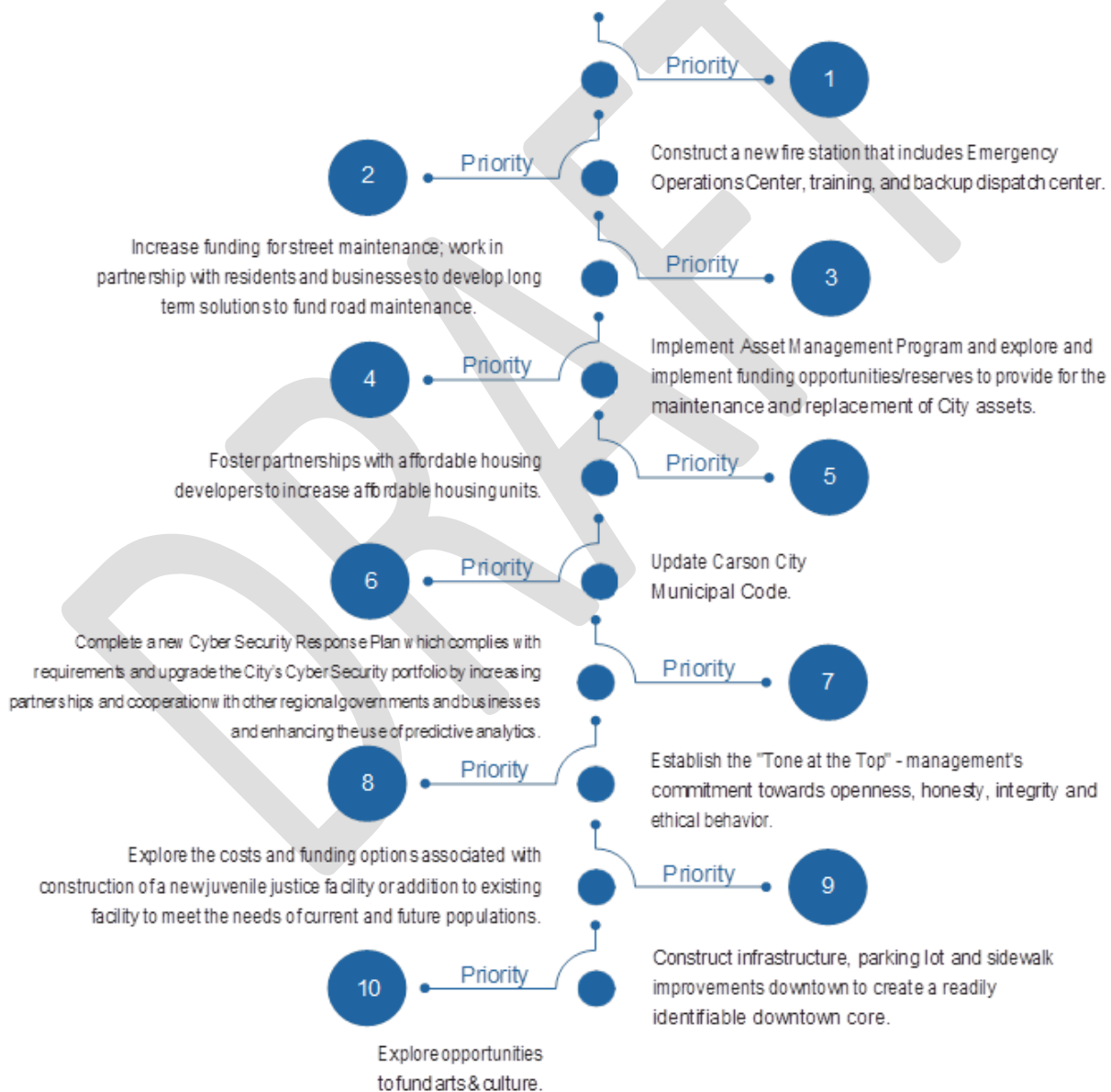
As a result of the voting, the following were ranked as the City’s top ten Priority 1 objectives.

1. *Construct a new fire station that includes Emergency Operations Center, training, and backup dispatch center.*
2. *Increase funding for street maintenance; work in partnership with residents and businesses to develop long term solutions to fund road maintenance.*
3. *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.*
4. *Implement Asset Management Program and explore and implement funding opportunities/reserves to provide for the maintenance and replacement of City assets.*
5. *Explore opportunities to fund arts & culture.*
6. *Update Carson City Municipal Code.*
7. *Establish the "Tone at the Top" - management's commitment towards openness, honesty, integrity and ethical behavior.*
8. *Complete a new Cyber Security Response Plan which complies with requirements 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.*
9. *Construct infrastructure, parking lot and sidewalk improvements downtown to create a readily identifiable downtown core.*
10. *Foster partnerships with affordable housing developers to increase affordable housing units.*



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A total of 338 survey submissions were recorded and 818 people viewed the survey online. The full survey results can be found on pages 20-28 of this plan. The results of the survey prioritized the City's six Strategic Goals in the following order: Safety, Sustainable Infrastructure, Efficient Government, Economic Development, Quality of Life and Organizational Culture. Survey respondents prioritized the City's top ten Priority 1 objectives in a slightly different order as listed below:







On February 22, 2021, the draft Strategic Plan was posted on Carson City’s website at [carson.org/plan](http://carson.org/plan) for public review and comment. The Board of Supervisors will review the draft plan, survey results and any additional public comment at the March 4, 2021 meeting. Subsequently, the Board of Supervisors will finalize the City’s top ten priority objectives and remaining strategic objectives as listed on the following pages. All strategic objectives are listed by goal and priority.

## **Economic Development**

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

### **Priority 1 Objectives**

<b>Objective</b>	<b>Department</b>	<b>Funding</b>	<b>Performance Measure</b>
<b>City Top Priority #9</b> – Construct infrastructure, parking lot and sidewalk improvements downtown to create a readily identifiable downtown core.	Public Works, Community Development	Redevelopment	Dollars spent on improvements.
Use available Redevelopment and grant funds to establish programs to retain existing businesses and stimulate new investments.	Community Development	Redevelopment	Dollars spent on improvements & businesses helped.
Develop a five-year plan for Redevelopment expenditures; evaluate potential use of Redevelopment funds to include interior rehabilitation programs or other types of programs.	Community Development	Redevelopment	Completion of Plan.

### **Priority 2 Objectives**

<b>Objective</b>	<b>Department</b>	<b>Funding</b>	<b>Performance Measure</b>
Maintain an events calendar - one stop shop calendar.	Visit Carson City - CTA	Transient Lodging Tax	Events calendar published live to VisitCarsonCity.com.
Develop a policy for special events that includes a one stop shop for road closures, insurance requirements, and fees.	Public Works, Parks, Community Development	Various Funds	Completion of policy.
Explore the possibility of a stand-alone convention center.	City Manager	Various Funds	Report findings to the Board of Supervisors.
Implement a Downtown Circulator/Shuttle/Trolley Pilot during a Legislative session to connect Hotels, Nevada State Prison Museum and V&T Railroad to downtown destinations.	Public Works, Visit Carson City - CTA	Redevelopment Funds, Transient Lodging Tax	Completion of evaluation.



**Priority 3 Objectives**

<b>Objective</b>	<b>Department</b>	<b>Funding</b>	<b>Performance Measure</b>
Enhance regional partnerships including meeting quarterly with quad-county County Managers.	City Manager	General Fund	Number of meetings held. Annual report on the results/ benefits of the partnerships.
Improve fire, EMS and public health service levels through regional partnerships, such as Quad County Emergency Management.	Fire, Health (PHP)	General Fund	Number of meetings held. Annual report on the results/ benefits of the partnerships.
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	General Fund	Submittal and input of legislative initiatives and Carson City projects to be included in the Northern Nevada Shared Federal Framework Document.
Explore a policy of whether the City will provide incentives to projects with public/private partnerships.	Public Works, Community Development	General Fund	Present policy discussion to Board of Supervisors.

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## Efficient Government

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

### Priority 1 Objectives

Objective	Department	Funding	Performance Measure
<b>City Top Priority #6</b> – Update Carson City Municipal Code.	Community Development, District Attorney	General Fund	Completion of revised code; revise Title 18 in 2021-2022.
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	Various Funding	Percent above or below the national average of general fund support.
Create a program with NV Energy Underground Management Plan to fund underground power lines in redevelopment areas, transportation projects, and major corridor projects.	Public Works, Community Development	NV Energy	Amount of funding received per year from this program or length of power lines placed underground.

### Priority 2 Objectives

Objective	Department	Funding	Performance Measure
Perform in-depth assessment of library space and services to identify ways to meet continued and changing needs of the community.	Library	General Fund, grants as available	Completion of assessment; identified potential changes and next steps.
Prepare a City-wide Website Refresh that will remove duplications, assist in greater customer service, and enhance ADA accessibility.	City Manager	General Fund	Completion of Website Refresh.
Expand PW public information and outreach on capital projects, utilities, programs, reporting.	Public Works	General Fund	Update website and develop policy and procedure on interacting and informing community through multiple mediums.
Prepare an annual balanced general fund budget that adheres to approved financial and budget policies and demonstrated fiscal sustainability.	Finance	All Funds	Complete annually.



Work with State and Federal lobbyists to encourage USFS and BLM to work with City on drainage issues and identify Legislative Priorities such as William Street Complete Streets Project and replacement of water lines.	City Manager	General Fund	Percent of success rate; percent of federal funding for infrastructure projects.
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**Priority 3 Objectives**

Objective	Department	Funding	Performance Measure
Develop mapping features to disseminate capital projects information and road reports to public.	Public Works, Information Technology	General Fund	Develop maps and embed on Public Works website, Carson Proud.
Track JAC ridership on a yearly basis so that value of service can be compared to cost of service.	Public Works	Regional Transportation Commission	Create graphs illustrating ridership trends.
Ensure all departments have up-to-date FAQ's and update Carson Connect or migrate to Tyler 311 for citizen portal.	City Manager, Information Technology	General Fund	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	General Fund	Development of new employee welcome packet and number of new employees reached; departments cross-trained.



## Organizational Culture

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

### Priority 1 Objectives

Objective	Department	Funding	Performance Measure
<b>City Top Priority #7</b> – Establish the "Tone at the Top" - management's commitment towards openness, honesty, integrity and ethical behavior.	City Manager	General Fund	Include as part of annual employee satisfaction survey.
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	General Fund	Completion of material to add to Supervisory training and implementation of material.
Explore opportunities and other incentives used to attract and retain talented staff	All	General Fund	Look at resignation /termination data including exit interviews and track new opportunities and ideas.

### Priority 2 Objectives

Objective	Department	Funding	Performance Measure
Adopt a succession plan policy, require each department to develop a succession plan, and use plan to fill positions by promoting within.	City Manager, Human Resources	General Fund	Completion of policy, completion of department succession plans and percentage of non-entry level positions filled through promotion.
In order to maintain a positive working environment and identify needs, conduct an employee satisfaction survey every year asking the same questions every year and use to create efficiencies.	City Manager, Human Resources	General Fund	Conduct an employee satisfaction survey every year and report on improvements or efficiencies created.
Hold Directors and Citywide Update Meetings at least monthly.	City Manager	General Fund	Number of meetings held.
Foster Quality Improvement (the continuous cycle of improvement in a process, service or program) across all departments and allow	All	General Fund	Number of QI projects that have been initiated, are in



cost savings realized to return to department for supplemental requests.			progress, or completed.
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**Priority 3 Objectives**

Objective	Department	Funding	Performance Measure
Continue to invest in a valued and educated workforce by identifying training needs and making training opportunities available.	All	General Fund	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.	All	General Fund, Grant Funding	Number of employees with a completed plan.
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	General Fund	Create policy and implement program.
Continue to promote the Employee-of-the-Quarter Program and employee longevity awards.	City Manager, Human Resources	General Fund	Recognize Employee-of-the-Quarter 4 times per year at the BOS Meeting and longevity awards once per month.



## Quality of Life and Community

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

### Priority 1 Objectives

Objective	Department	Funding	Performance Measure
<b>City Top Priority #5</b> – Explore opportunities to fund arts & culture.	City Manager, Visit Carson City - CTA	Various	Report on potential funding.
<b>City Top Priority #10</b> – Foster partnerships with affordable housing developers to increase affordable housing units.	Community Development	General Fund	Number of affordable units constructed or rehabilitated.
Implement Arts & Culture Master Plan.	City Manager, Visit Carson City – CTA	Transient Lodging Tax	Count programs, (new) audience, (new) grants, (new) collaborators, (new) media inclusion, awards.

### Priority 2 Objectives

Objective	Department	Funding	Performance Measure
Increase the number of tobacco and vaping educational presentations to youth including through Parks after school and summer programs by 5% per year.	Health	Grants – Funds for Healthy Nevada and Vaping Tax (SB2363)	Number of presentations given.
Update Master Plan.	Community Development	General Fund	Completion of master plan update.
Enhance Adopt a Watershed Program.	Public Works	Stormwater	Status on watersheds adopted and number of watersheds adopted.
Continue progression of infrastructure tax projects.	Public Works	Infrastructure Tax, Utility Funds, Redevelopment	1) Completion of S. Carson Street, 2) completion of E. Williams Street, and 3) completion of N. Carson Street.
Find a location to reuse the Roundhouse Arch.	Public Works, Visit Carson City – CTA	General Fund	Complete relocation.
Conduct two Columbia Suicide Screening trainings to one internal organization and one	Health	General Fund	Number of trainings conducted.



partner organization and ensure everyone is using the same screening.			
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**Priority 3 Objectives**

Objective	Department	Funding	Performance Measure
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 Cooperative Extension	Extension budget funds and federal, state, and local grant funding	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.	Public Works	Stormwater	Improve NFIP ratings for CC and adjacent communities.
Maintain and strengthen library engagement efforts at the Boys and Girls Club of Western Nevada and increase library outreach and engagement at K-12 school events to reach every school in the Carson City area at least twice yearly.	Library	General Fund, Grant Funding	Number of outreach events participated in by school, number of students reached.
Increase community engagement in City programs and activities.	Parks, Health, Visit Carson City - CTA, Sheriff, Fire	General Fund, Quality of Life	Community engagement will increase 5% each year for the next 5 years.
Leverage funds to support arts and cultural events and invest in public art.	Visit Carson City - CTA, Community Development, Parks	Redevelopment, Transient Lodging Tax, General Fund	Percentage of increase in funds invested or leveraged on cultural events and public art.
Increase community awareness to enforce City ordinances when properties are neglected or abandoned to prevent erosion of property values and quality of life.	Community Development, All	General Fund	Measure the community engagement practices with code enforcement officers.
Codify low impact development standards.	Public Works	General Fund	Adopted in code.
Increase Meals on Wheels services to qualified homebound seniors.	Senior Center	Grant Funding	Percent increase in average meal count. and percent decrease in wait list.
Attract seniors of all stages of aging to participate at the Senior Center.	Senior Center	Senior Center Fund	Increase in monthly programs offered and decrease in wait list.
Be the trusted advocate for seniors connecting to resources and services for healthy aging and increase participation in	Senior Center	Senior Center Fund	Increase case management units of service, grant program





Senior Center Programs of underserved populations.			demographics, and decrease wait list.
Follow up on food borne illness complaints within 24 hours.	Health	General Fund	Percent of food borne illness complaints that are followed up on within 24 hours.
Educate and encourage Women, Infants, and Children (WIC) program participants to breastfeed their infants for at least 6 months.	Health	Grant Funds	Percent of Women, Infants, and Children (WIC) program participants that breastfeed their infants for at least 6 months.
Integrate public art into gateway improvements (corridor) and other capital projects.	City Manager, Visit Carson City – CTA, Public Works	General Fund, Transient Lodging Tax	Number of art pieces installed.
Identify public education opportunities to further improve our community and workforce.	Alternative Sentencing	General Fund	Percent increase in identification of public education opportunities.
Improve participation in volunteer programs.	All	Various	Percent increase in in-kind match for grants, percent increase in volunteer hours, and percent increase in value of volunteer labor.



## Safety

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

### Priority 1 Objectives

Objective	Department	Funding	Performance Measure
<b>City Top Priority #1</b> – Construct a new fire station that includes Emergency Operations Center, training, and backup dispatch center.	Fire, Sheriff, Public Works	CTAX Bonds, Federal Grant Funding, Potential NV Energy Partnership	Complete construction.
<b>City Top Priority #8</b> – Complete a new Cyber Security Response Plan which complies with legal mandates, upgrade the City’s Cyber Security portfolio by increasing partnerships and cooperation with other regional governments and businesses, and enhance the use of predictive analytics.	Information Technology	General Fund	Complete written plan; provide reporting on predictive analytics.
Ensure timely and appropriate fire and EMS emergency response.	Fire, Dispatch	General Fund	Percent of calls that average 4 minute travel (response) time in urban areas.

### Priority 2 Objectives

Objective	Department	Funding	Performance Measure
Provide on-going School District support in accordance with joint agreement that provides dedicated officers to the schools.	Sheriff	General Fund, Grant Funding	Percentage of grant versus total cost of program (cost recovery).
Increase Public Safety radio communications.	Public Works	CIP, Fleet, 911 Surcharge	Percent of radios registered on statewide system.
Establish a Fire Safety Public Education Program for elementary schools.	Fire	General Fund	Educate all CCSD K-3 schools in basic fire safety.
Provide traffic management program activities, including traffic management enforcement and education, with a goal focus of Zero Fatalities, consistent with the statewide Zero Fatalities initiative.	Sheriff	General Fund, Grant Funding	Percent changes in injury accidents, non-injury accidents, fatalities, DUI Enforcement, Traffic Citations, Special Event Activities, Joining Forces Activities, Enforcement



			of Underage Drinking Laws, Traffic Warnings Issued, Volunteer Enforcement Activities, and Educational Activities.
Utilize evidence based rehabilitative services to reduce recidivism.	Alternative Sentencing	General Fund	The data will be collected during Formal Probation Reporting week each month.
Have an internal auditor review the City's Cyber Security portfolio and perform penetration testing of our systems.	Information Technology	General Fund	Pre and Post Audit review completed, penetration testing completed with report.

**Priority 3 Objectives**

Objective	Department	Funding	Performance Measure
Reduce occurrence rates of crime in the community.	Sheriff	General Fund	UCR and NIBRS.
Strive to achieve Sheriff emergency response times that average 6 minutes.	Sheriff	General Fund	Percent of calls that average 6 minute or less response time.
Develop and implement plans according to completed Master Plan for Fire/EMS Service Delivery.	Fire	General Fund	Report on strategic priorities for Fire/EMS response as listed in Master Plan.
Ensure workforce is aware of ICS - emergency response or is prepared to respond in the event of an emergency.	All	General Fund, Grant Fund	Percent of staff from each department who have completed required ICS training and are trained in EOC position-specific operations.
Provide consistent enforcement of building codes and nuisance laws.	Community Development	General Fund	Number of 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.	Public Works	General Fund, Extraordinary Maintenance	Complete report and determine priority 1 needs



## Sustainable Infrastructure

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

### Priority 1 Objectives

Objective	Department	Funding	Performance Measure
<b>City Top Priority #3</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	General Fund	Completion of facility master plan.
<b>City Top Priority #4</b> – Implement Asset Management Program and explore and implement funding opportunities/reserves to provide for the maintenance and replacement of City assets.	Public Works, Parks	Various Funds, General Fund, Extraordinary Maintenance	Percentage of actual investment into infrastructure divided by the total investment identified in asset management report for that particular year. Percentage increase in annual allocated funding.
<b>City Top Priority #2</b> – Increase funding for street maintenance; work in partnership with residents and businesses to develop long term solutions to fund road maintenance.	Public Works	RTC, Street Maintenance	Graphically present increase in public/private investment spent each year.

### Priority 2 Objectives

Objective	Department	Funding	Performance Measure
Explore disposal of excess City property & leased properties particularly along the commercial corridor.	Public Works	General Fund	Revenue from property sale or lease.
Pursue options to bring enhanced broadband service to better support the local community and to increase economic growth.	Information Technology	General Fund	Broadband services installed.
Analyze number and types of events for impacts on City infrastructure and reinvest in aging infrastructure to attract special events and tourism to Carson City.	Visit Carson City - CTA, Parks, Public Works	Transient Lodging Tax	CTA reporting on events, dollars invested improvements, percent funds leveraged with grants for improvements.



Encourage growth within existing urban boundaries and infill in existing developed areas to prevent “sprawl” and higher infrastructure maintenance costs.	Community Development	General Fund	Open space preserved outside “urban boundary” versus private property rezoned for higher density outside the urban boundary.
Implement a converged, resilient, high availability network to support mission critical needs such as SCADA.	Information Technology, Public Works	General Fund	Make sure all equipment is supported by vendor and replaced prior to the vendors End of Lifecycle for each piece of equipment.
Report peak flow for wastewater and maximum daily demand for water flow related to capacity as well as efforts to expand capacity.	Public Works	Water, Wastewater	What percentage of capacity/efforts to increase capacity.

**Priority 3 Objectives**

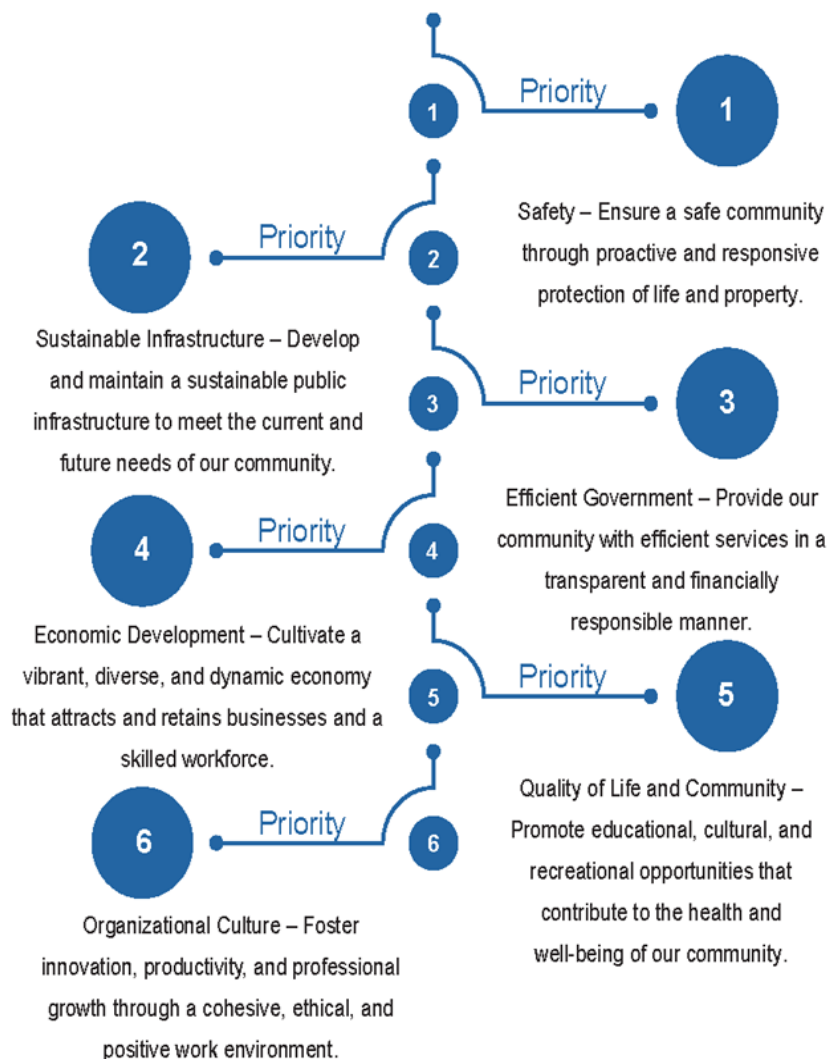
Objective	Department	Funding	Performance Measure
Increase preventative maintenance versus reactive maintenance of City assets.	Public Works, Parks	Various	Percent increase in preventative maintenance work orders per year.
Develop asset management master plan.	Public Works	Various	Complete plan.
Increase usage of physical and virtual library.	Library	General Fund, Grant Funding	Increase number of library cardholders, daily count of library users, and number of participants in library programs by 20%.
Implement water/wastewater resources tracking with Community Development on a parcel basis to get data in real time.	Community Development, Public Works	Water, Wastewater	Refine effort and have annual reporting.
Complete Transportation System Management Plan (TSMP) and implement processes that will result in a sustainable improvement in transportation system performance.	Public Works	CAMPO	Completed TSMP.
Align library technology resources to community priorities - perform updated Library Edge assessment.	Library	General fund, grant funding	Percent above or below national or regional average; complete updated library technology plan.



## Public Input Survey Results

The results of the public survey that was held online from October 14, 2020 through October 31, 2020 are provided in the following pages. A press release and other social media marketing content announcing the survey were published on October 14, 2020. A total of 338 survey submissions were recorded and 818 people viewed the survey online. The survey closed on October 31, 2020 at 11:59 p.m.

Below are the City's six Strategic Goals as ranked by the survey. They are ranked based on the highest selection percentage for each priority to reflect the priority results.





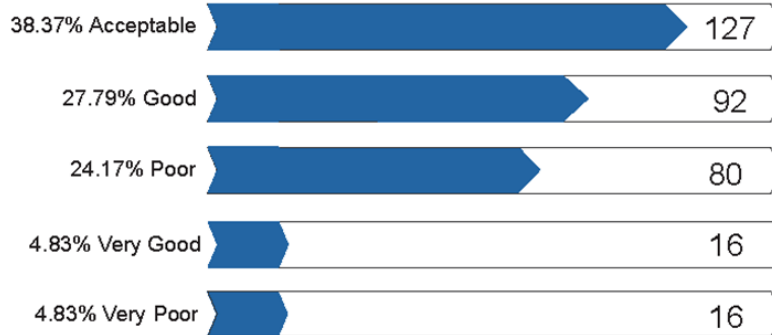
Citizens were asked to prioritize the identified Priority 1 Objectives and areas of focus for the next 5 years. They are currently ranked based on the highest percentage for each objective on each priority result.





**Question 2**

How well do you think Carson City achieves its goal for Economic Development by cultivating a vibrant, diverse, and dynamic economy that attracts and retains businesses and a skilled workforce?



**Question 3**

How well do you think Carson City achieves its goal for Efficient Government by providing our community with efficient services in a transparent and financially responsible manner?

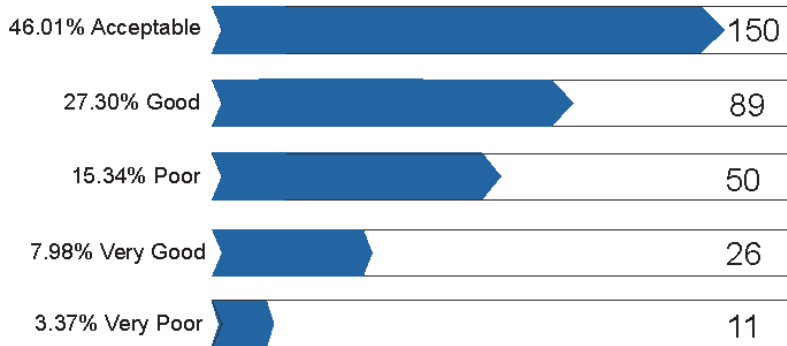






**Question 4**

How well do you think Carson City achieves its goal for Organizational Culture by fostering innovation, productivity, and professional growth through a cohesive, ethical, and positive work environment?



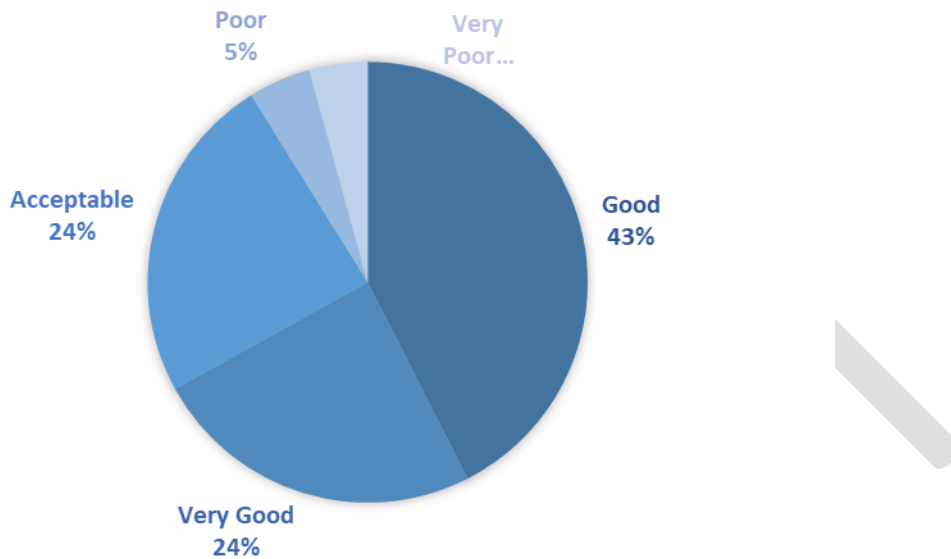
**Question 5**

How well do you think Carson City achieves its goal for Quality of Life and Community by promoting educational, cultural, and recreational opportunities that contribute to the health and well-being of our community?

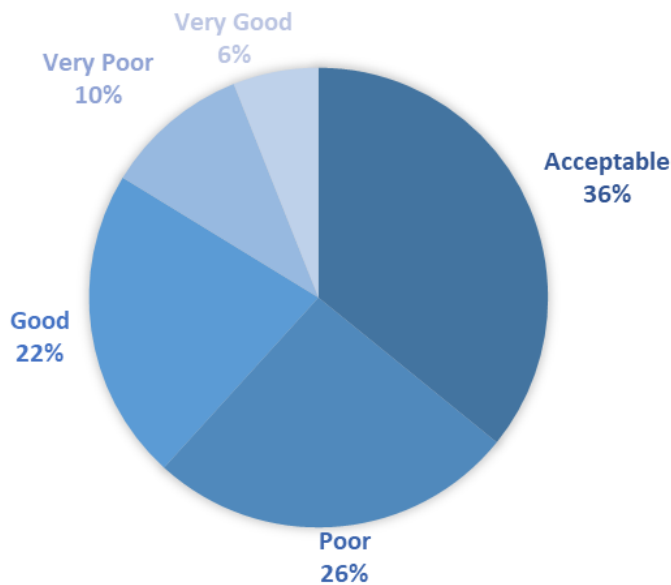




**Question 6:** How well do you think Carson City achieves its goal for Safety by ensuring a safe community through proactive and responsive protection of life and property?



**Question 7:** How well do you think Carson City achieves its goal for Sustainable Infrastructure by developing and maintaining a sustainable public infrastructure to meet the current and future needs of our community?







**Question 11:** Thinking in the short-term, please list one or two changes you would like to see Carson City accomplish in the next year. The top four commonly used words were housing, roads, homeless, and downtown.



**Question 12:** Thinking in the long-term, please list one or two changes you would like to see Carson City accomplish in the next two to five years. The top three commonly used words were affordable housing, community growth, and street.

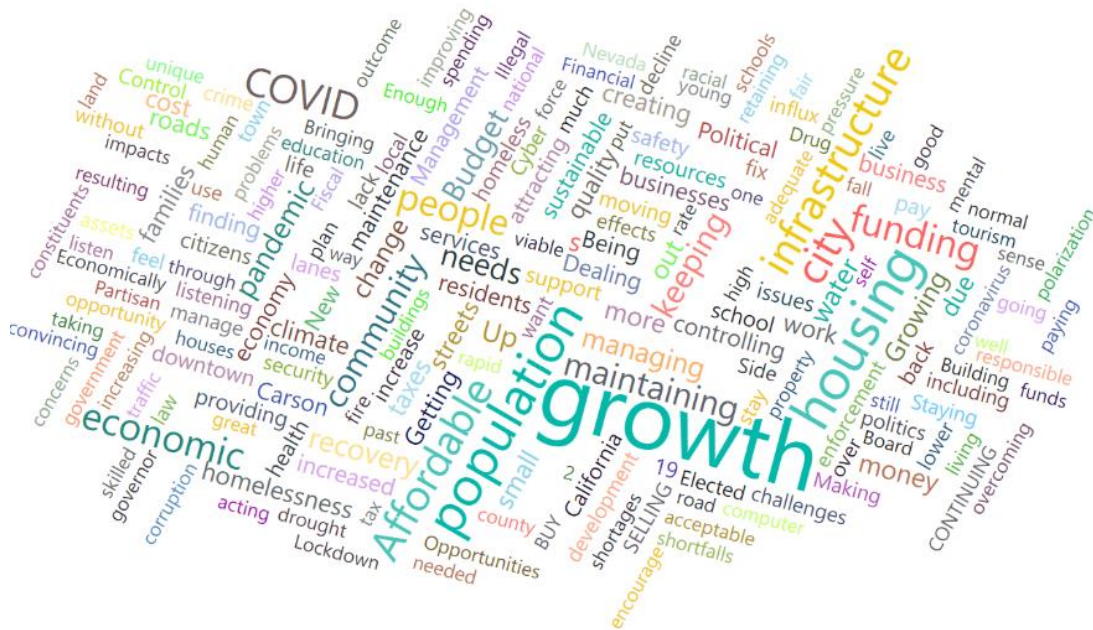




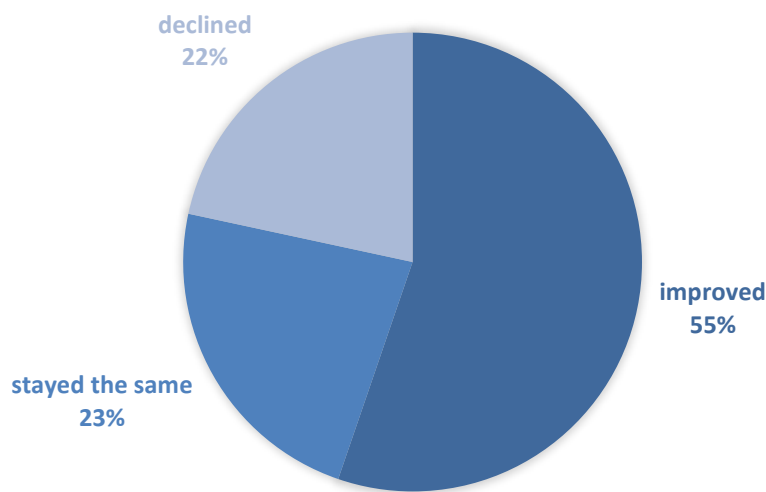


**Question 12:** Finish this sentence in the field below: “The greatest challenge City leaders will face in the next five years is \_\_\_\_\_.”

Words commonly mentioned were growth, affordable housing, population, infrastructure, and COVID.



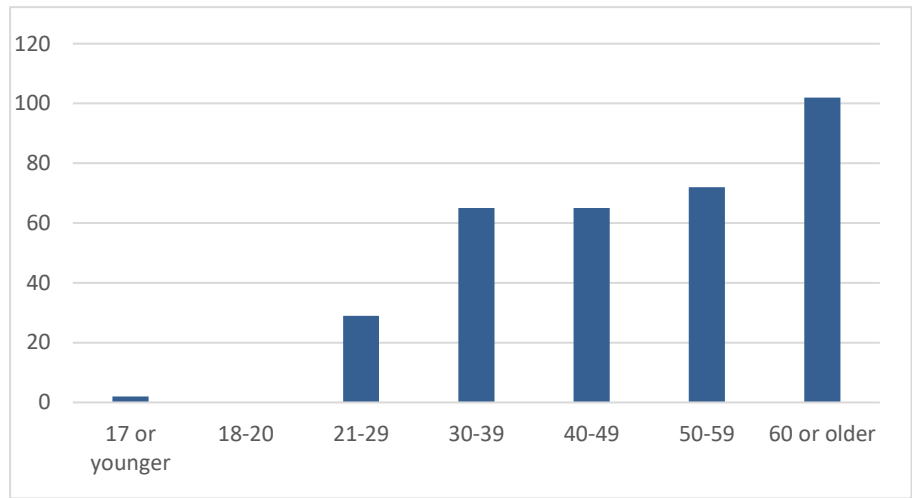
**Question 13:** During the time you have lived here do you think Carson City has improved, stayed the same, or declined?





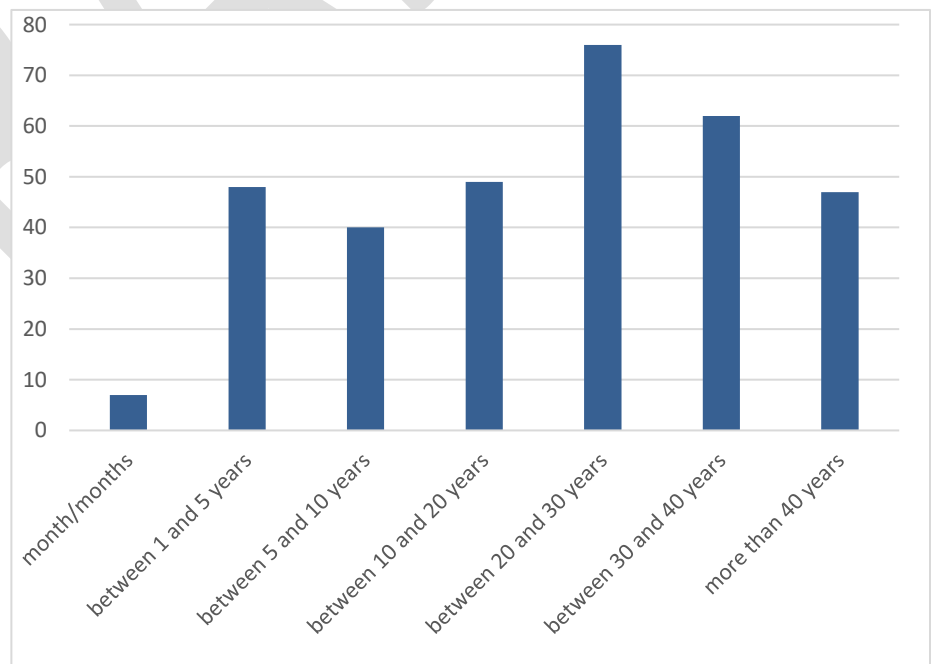
### Respondent Age Demographics

- 17 or younger – **0.6%**
- 18-20 – **0%**
- 21-29 – **8.66%**
- 30-39 – **19.4%**
- 40-49 – **19.4%**
- 50-59 – **21.49%**
- 60 or older – **30.45%**



### Respondent's Residency: how long the respondent has been living in Carson City.

- Month/Months: **2.13%**
- Between 1 and 5 years: **14.59%**
- Between 5 and 10 years: **12.16%**
- Between 10 and 20 years: **14.89%**
- Between 20 and 30 years: **23.1%**
- Between 30 and 40 years: **18.84%**
- More than 40 years: **14.29%**





## **Acknowledgements**

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

### *2020 Carson City Board of Supervisors*

Robert Crowell, Mayor  
Brad Bonkowski, Mayor Pro Tempore, Ward 2  
Stacey Giomi, Ward 1  
Lori Bagwell, Ward 3  
John Barrette, Ward 4

### *2021 Carson City Board of Supervisors*

Lori Bagwell, Mayor  
Maurice White, Ward 2  
Stacey Giomi, Ward 1  
Stan Jones, Ward 3  
Lisa Schuette, Ward 4

### *City Staff and Leadership*

Nicki Aaker  
Ali Banister  
Melanie Bruketta  
Jennifer Budge  
Janet Busse  
Tod Colgrove  
Maxine Cortes  
Rachael Evanson  
Tad Fletcher  
Ken Furlong  
Stephanie Hicks  
Nancy Paulson  
David Peterson  
Lee Plemel  
Sheri Russell  
Rachael Schneider  
Darren Schulz  
Sean Slamon  
Lisa Taylor  
James Underwood  
Courtney Warner  
Jason Woodbury  
J. Dan Yu

*And the Employees and Citizens of Carson City*



**From:** [Laura Burns](#)  
**To:** [CCEO](#)  
**Subject:** strategic plan 2021-2025  
**Date:** Monday, February 22, 2021 5:12:45 PM

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**This message originated outside of Carson City's email system. Use caution if this message contains attachments, links, or requests for information.**

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To whom it may concern:

Carson City is in desperate need of another high school! Carson High is grossly overcrowded. There are many projects for growth and new home construction--but a new school is needed to accommodate our large, and growing, population.

Thank you.  
Laura Burns

**Feedback can be submitted either in the comment box or in the document upload below.**

I usually pay attention to these surveys to submit my input and I didn't see anything about this at all. The number of people who responded is weak and it should have a more diverse reach. It seems appropriate to engage once again for community input. I think as a community we would be remiss if we do not include a EDI statement for Equity, Diversity and Inclusion as all forward thinking cities and organizations now make a priority.

Feedback Document Upload

\*\*SKIPPED\*\*

**Feedback can be submitted either in the comment box or in the document upload below.**

Please, NO MORE money to downtown Carson. Carson ISN'T only about downtown Carson. People actually AVOID THE AREA because of the slow traffic and frequent stops. The roundabout has only made it so residents use Curry and Roop instead of having to deal with all the junk in good old downtown Carson . Please do be careful in your spending of taxpayer dollars. People are really hurting now and will continue to hurt for years to come with the VIRUS lockdowns and loss of jobs. Seems like the senior population are living pay check and definitely not doing well with the current inflation . Seniors got a 1.3% raise in social security this year, not very much. Don't forget them.

Feedback Document Upload

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**Feedback can be submitted either in the comment box or in the document upload below.**

I support the high priority level of funding arts and culture in Carson City. Funding arts and culture has a widespread impact on everyone in the community from youth through senior citizens. It will not only support the strategic goal of Quality of Life and Community, but it will also support the other stated strategic goals of Economic Development and Organizational Culture. The U.S. Bureau of Economic Analysis reports that the arts and culture sector contributes \$7 billion to Nevada's economy, representing 4.7% of the state's GDP. In 2015, nonprofit arts organizations in the state generated \$471.1 million in economic activity annually that supported 10,494 jobs and generated \$38.8 million in state and local government revenue. These are statewide facts but they support the fact that the arts are essential and can be a major driving force in Carson City's future as "A leader among cities as an inviting, prosperous community where people live, work and play."

Feedback Document Upload

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**Feedback can be submitted either in the comment box or in the document upload below.**

I think the city should be very careful at what exactly "affordable housing" is and what it brings to a city. The board of supervisors should not lower standards to allow more lower income into the city. With it comes more crime and trouble. Plus, most Carsonites want this town to remain small. The leadership should not try and push this city to become a Reno. Please think wisely about "growth" and "affordable housing"

Feedback Document Upload

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**Feedback can be submitted either in the comment box or in the document upload below.**

Quit rubber stamping every development that you get!!!!

Feedback Document Upload

\*\*SKIPPED\*\*

**Feedback can be submitted either in the comment box or in the document upload below.**

Would love to see more of the light up pedestrian crossing signs at more cross walks!!! They save lives, and at night, you won't or aren't always able to see pedestrians walking!!

Feedback Document Upload

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**Feedback can be submitted either in the comment box or in the document upload below.**

Some feedback -- Top Ten strategic objectives - I would think we would want to encourage tourism and visitors to support our local business and capital of the State City, Top Priority #9 - I would not limit yourself just to downtown - expand your eyes to the East too Implement a City wide texting service rather than rely on email or social posts - let people subscribe for timely content as well as use for emergency services. Devote resources to assist the recorder with voting staff to minimize long lines while voting Scott Hoen 2689 Danielle Drive 714-270-9607

Feedback Document Upload

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