



STAFF REPORT

Report To: Board of Supervisors **Meeting Date:** May 5, 2022

Staff Contact: Nancy Paulson, City Manager

Agenda Title: For Discussion Only: Discussion and presentation regarding Nevada League of Cities' Strategic Plan and the implementation of the "One Nevada Plan." (Wesley Harper, Executive Director)

Staff Summary: Wesley Harper, Executive Director, Nevada League of Cities ("NLC") will provide a presentation regarding NLC's 2022 Strategic Plan and the implementation of the One Nevada Plan that were both ratified on January 31, 2022, by the Board of Directors. Consistent with the October 2021 survey results and in combination with NLC's philosophy, guiding principle and mission, the 2022 Strategic Plan includes four core objectives: Advocacy, Communication, Education and Economic Development. Beyond these core objectives, NLC shall be involved in any activity that advances or promotes NLC's philosophy, guiding principle or mission.

Agenda Action: Other / Presentation **Time Requested:** 10 mins

Proposed Motion

N/A

Board's Strategic Goal

N/A

Previous Action

N/A

Background/Issues & Analysis

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

Attachments:

[2022 Strategic Plan - 1.31.22 - Website.pdf](#)

[One Nevada Plan - 1.31.22 - Website.pdf](#)

Board Action Taken:

Motion: _____

1) _____

2) _____

Aye/Nay

(Vote Recorded By)



2022 Strategic Plan

Philosophy – Strength in Unity. Strong Cities Build a Strong League. A Strong League Builds Strong Cities.

Guiding Principle – The Vitality of Cities is Dependent on their Fiscal Stability and Local Autonomy.

Mission – Create a Unified Association of Every Municipality in Nevada for Member Autonomy, Fiscal Prosperity, Mutual Aid, and Political Strength.

Understanding Priorities

In October 2021, the League invited responses to a survey from member mayors, chairs, city managers, and town managers to help inform the priorities and, by extension, the composition of the League’s resources, initiatives, and activities.

Consistent with the survey results and in combination with the League’s philosophy, guiding principle, and mission, we have elicited four core objectives: **Advocacy, Communication, Education, and Economic Development.**

Beyond these core objectives, the League shall be involved in any activity that advances or promotes the League’s philosophy, guiding principle, or mission.

Advocacy

Advancing member municipality legislative and policy interests at all levels of government. This includes lobbying, developing influential relationships, representing members in multiple forums to promote core municipal principles, and assisting member success in grants and earmarks.

Strategy – Continuously engage with member municipalities and their lobbyists to ensure continuity of goals and messaging. Seek collaborative relationships with legislators and influencers. Create partnerships and alliances with key stakeholders.

Communication

Disseminating actionable and advisory information to members as well as strategic messaging to advance member priorities and to influence stakeholders. Convening members for an annual summer gathering that prioritizes fellowship, relationship building, and unity and organizing an annual conference that prioritizes both actionable and advisory content and to generate non-dues revenue. Promoting a culture of mutual aid and solidarity among member municipalities.

Strategy – Ensure that messaging is timely, beneficial, received, and actionable. Ensure that the League conveys a strong and consistent brand to all audiences. Develop and implement a communications plan to elevate the voice of the League across all channels, including media, on priority issues for member municipalities. Effectively communicate to raise awareness for the League’s advocacy priorities and activities. Ensure that the League is informed of and responsive to the needs of each member municipality.

Education

Developing orientations and professional development training and programming for elected officials and for professional staff as well as accessing and disseminating national best practices to member municipalities.

Strategy – Grow, improve, and differentiate the content and offerings of League’s annual conference and create workshops for elected officials that encompass all stages of leadership.

Economic Development

Advancing member local, regional, and statewide economic development activities and revenue growth initiatives.

Strategy – Participate in and influence critical member activities and initiatives through collaborations with regional development authorities and other stakeholders.

2022 Strategic Plan

Nevada League of Cities and Municipalities

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One Nevada Plan

Background

The **One Nevada Plan** was ratified on January 31, 2022, by the Board of Directors. It was named by President Cedric Crear to announce that it benefits each of the municipalities in Nevada without regional or population biases.

The effectiveness of the One Nevada Plan is based upon a significant increase in the frequency and the quality of member engagement. Each member municipality would be engaged no fewer than twice per month to ensure that:

1. The League has clarity of each member’s evolving priorities, and that each member is well informed of the League’s activities with respect to that member’s priorities.
2. Each member is clear as to the League’s activities as they pertain to every other member municipality.
3. The League’s progress with respect to Leaguewide initiatives, including education and training and legislative activities, is clearly communicated.

The One Nevada Plan is an implementation of the 2022 Strategic Plan, which was also ratified on January 31, 2022. It is based on the four core objectives of **Advocacy, Communication, Education, and Economic Development** as well as the philosophy, guiding principle, and mission for the League. However, beyond these core objectives, the League shall be involved in any activity that advances or promotes the League’s philosophy, guiding principle, or mission.

Advocacy – Advancing member municipality legislative and policy interests at each level of government.

- Federal – The purpose of federal advocacy is to increase the award rate of grants and earmarks as well as influencing federal policy to benefit member municipalities. This will be achieved through the following activities:
 - Increase member earmark and grant expertise.

- Strengthen the League’s relationship with the staffs of Nevada’s Congressional Delegation.
- Create direct relationships with the federal agencies to advance the interest of member municipalities.
- Continue to grow the League’s influence with the National League of Cities (NLC) based in Washington DC. NLC is a significant federal lobbying force, and it serves the League’s interest for NLC to incorporate the priorities of member municipalities in its lobbying strategy. Increasing the League’s influence involves additional direct involvement in NLC leadership activities and committees.
- State – The purpose of state advocacy is to advance and protect the interest of member municipalities, which specifically, but not exclusively, includes home rule, municipal revenue, and the cessation of unfunded mandates. This will be achieved through the following activities:
 - Propose and lobby for the enactment of legislation that advances the interests of member municipalities during Legislative Session.
 - Oppose and seek to reduce the harm of legislation that is contrary to the interests of member municipalities during Legislative Session and in the interim.
 - Organize member elected officials to effectively influence legislative outcomes.
 - Create and maintain a Leaguewide communication protocol that ensures that the clear and current status of legislative priorities is reflected and that encourages contribution and feedback from member municipalities.
 - Closely coordinate priorities and strategies with the Nevada Association of Counties where possible to ensure that the League’s priorities are amplified.
 - Create or strengthen external partnerships that advance the League’s influence.

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- Partner with member municipality contract lobbyists and lobbying coalitions to ensure that a closely coordinated strategy is implemented.
- Create or strengthen direct relationships with state legislators, state legislative leadership, and the Governor's Office.

Communication – Increasing member engagement to ensure that each member's priorities are understood and pursued as well as to ensure that each member is informed of the League's activities in aggregate. Disseminating actionable and advisory information to members as well as strategic messaging to advance member priorities and to influence stakeholders. Convening members for an annual summer gathering that prioritizes fellowship, relationship building, and unity and organizing an annual conference that prioritizes actionable and advisory content, provides professional development programming, and generates non-dues revenue.

- Engagement – The purpose of engagement is to increase bilateral communication between the League and each member municipality for the benefit of maximizing the League's partnership with each member. This will be achieved through the following activities:
 - Directly communicate with each member municipality no fewer than twice per month to ensure that the League has clarity of each member's evolving priorities through voice or video calls or through meetings.
 - Ensure that each member is well informed of the League's activities with respect to that member's priorities as well as the League's activities related to every other member.
 - Use this engagement to report the progress of Leaguewide initiatives, including education and training and legislative activities.
 - Distribute a monthly report of all activities to all members to ensure that there is universal awareness of League priorities and actions.

- Information – The purpose of information is to provide actionable and advisory briefings that municipalities find useful in governing and policy making. This will be achieved through the following activities:
 - Closely coordinate with the National League of Cities and partner with federal and state policy makers.
 - Distribute Member Messages to all interested elected officials and professional staff of member municipalities.
- Messaging – The purpose of messaging is to shape the opinions and perceptions of stakeholders, partners, and state legislators. This will be achieved through the following activities:
 - Activate and regularly post Twitter, LinkedIn, and other primary social media platforms to strategically position the League and employ an optimal tone and manner to advance member priorities.
 - Ensure that the League’s website remains current with substantive content and complements the League’s social media strategy.
 - Sponsor events and organizations consistent with the League’s perception strategy.
- Gatherings – The purpose of a summer gathering is to establish and reinforce fellowship, relationship building, and unity among member elected officials and professional staff. This will be achieved through the following activities:
 - Organize an annual gathering of member municipalities with an emphasis on promoting a culture of mutual aid and solidarity among member municipalities rather than emphasizing the dissemination of substantive information.
- Conferences – The purpose of an annual conference is to provide actionable and advisory content, professional development and training, and to generate non-dues revenue. This will be achieved through the following activities:
 - Organize an annual August conference of member municipalities and stakeholders that encourages the participation of the Nevada Congressional Delegation, the National League of Cities, the Governor’s Office, and members of the State Legislature.

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- Ensure that best practices and relevant, innovative content is presented to members as a resource to inform or influence progressive municipal policymaking.
- Provide training and programming to raise the proficiency and effectiveness of member elected officials and professional staff.

Education – Developing orientations and professional development training and programming for elected officials and for professional staff as well as accessing and disseminating national best practices to member municipalities.

- Orientations – The purpose of an orientation is to support newly elected public officials and newly hired leadership staff to bolster their confidence and raise their immediate effectiveness. This will be achieved through the following activities:
 - Engage with member municipalities to determine which elected official positions and which leadership staff roles would benefit from an orientation.
 - Leverage orientation curriculum content from the National League of Cities and the established programs of other State Municipal Leagues and adapt them for League members.
 - Determine the optimal teaching framework, timing, and forum for learning.
 - Create an evaluation mechanism to ensure continuing program improvement.
- Programming – The purpose of professional development training and programming is to raise the proficiency and effectiveness of member elected officials and professional staff that encompass all stages of leadership. This will be achieved through the following activities (similar to conducting orientations):
 - Incorporate training programming into the Annual Conference agenda.

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- Engage with member municipalities to determine which elected official positions and which leadership staff roles would benefit from professional development training.
- Leverage orientation curriculum content from the National League of Cities and the established programs of other State Municipal Leagues and adapt them for League members.
- Determine the optimal teaching framework, timing, and forum for learning.
- Create an evaluation mechanism to ensure continuing program improvement.

Economic Development – Advancing member local, regional, and statewide economic development activities and revenue growth initiatives.

- Initiatives – The purpose of the League’s involvement in economic growth initiatives is to further the Guiding Principle and Mission of the League, which is, in part, to encourage the fiscal strength and prosperity of each member municipality. This will be achieved through the following activities:
 - Partner with regional development agencies to encourage and shape active and cooperative relationships with municipalities.
 - Partner with member municipalities to resolve obstacles to economic development initiatives.
 - Partner with federal and state agencies and stakeholders to secure funding for economic development initiatives.
 - Work with federal lobby partners to optimally position municipalities for federal grant opportunities.
 - Create or strengthen direct relationships with federal grant agencies and stakeholders.
 - Augment grant writing capacity and expertise for member municipalities.

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Accountability

Given the design of the One Nevada Plan, each member municipality will have a unique partnership with the League, and, in this context, an evaluation protocol of the League's overall performance should be clearly defined. A method is for each member to perform an evaluation three times per year. Each evaluation focuses on the League's performance in implementing the four objectives and the League's adherence to its Philosophy, Guiding Principle, and Mission. The survey results are then made a part of the Board of Director's agenda at the subsequent meeting where feedback and adjustments may be discussed.

Conclusion

The One Nevada Plan is a component of a larger effort that includes discussions with the National League of Cities, direct meetings with the leadership of state municipal leagues across the country, active participation in the events of other state municipal leagues, attendance at stakeholder events, ongoing conversations with the Nevada Association of Counties, state legislators, the Governor's Office, and the Nevada Congressional Delegation and their staffs, a survey of member municipalities, and dozens of conversation with the elected officials and professional staff of member municipalities, all for the purpose of maximizing the effectiveness of this League for each of its members. This, as with all components, is a collaborative undertaking and member feedback is essential. The goal is the furtherance of the League's Philosophy, Guiding Principle, and Mission and for the League to be an active contributor that advances the priorities of each member municipality.

Thank you for your membership. There is strength in unity.

One Nevada Plan

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