



Economic Development Tactics	FY to be Completed	Department	Performance Measure	YTD Actual	Status
Enhance regional partnerships including meeting quarterly with quad-county County Managers.	Ongoing	CM	Number of meetings held. Annual report on the results/benefits of the partnerships.	6	On Track
Support regional businesses that provide employment opportunities in multiple counties.	Ongoing	CM	Number of new regional businesses.	2	On Track
Work with NNDA to attract new businesses.	Ongoing	CM	Number of new businesses.	1,033 business licenses were issued for new businesses.	On Track
Participate in the Shared Federal Framework Program for a common vision to improve the quality of life and economic prosperity of the region.	Ongoing	CM	Submittal and input of legislative initiatives and Carson City projects to be included in the Northern Nevada Shared Federal Framework Document.		On Track
Use available Redevelopment and grant funds to develop a five-year plan for Redevelopment expenditures and establish programs to retain existing businesses and stimulate new investments.	Ongoing	Com Dev	Dollars spent on improvements and number of businesses helped.	In FY 2023, \$1,541,000 was allocated to capital projects.	On Track
Construct infrastructure, parking lot and sidewalk improvements to improve access to businesses.	Ongoing	PW, Com Dev	Dollars spent on improvements.	\$4,529,189	On Track
Host a special events calendar that will focus on events that generate out-of-the-area visitors. Coordinate with Chamber of Commerce, to also provide dedicated link on VisitCarsonCity.com to the Chamber's locals/community calendar of events.	2023	CTA	Special events tourism calendar to be hosted on VisitCarsonCity.com.		Complete
Develop a policy for special events that includes a one stop shop for road closures, insurance requirements, and fees.	2023	Com Dev, PW, Parks	Completion of policy.	In Process: Beta policy and direction was provided by BOS in 12/2022 and was implemented. Based on BOS direction, staff will track for one year and report back.	Overdue
Efficient Government Tactics	FY to be Completed	Dept	Performance Measure	YTD Actual	Status
Complete annual audit with no findings or budget violations.	Ongoing	Finance	Complete annually.	The City had no findings for Fiscal Year 2022 Audit.	On Track
Support program with NV Energy Underground Management Plan to fund underground power lines in redevelopment areas, transportation projects, and major corridor projects.	Ongoing	PW, Com Dev	Amount of funding received per year from this program or length of power lines placed underground.	\$155,058 and 700 lineal feet.	On Track
Collaborate with local resources (small business/employment opportunities, Ron Wood Center/education opportunities and assistance with housing) to encourage client cooperation, motivation to change and promote successful outcomes.	Ongoing	Alt Sent	Number of clients that successfully complete probation.	To date there have been 15 graduates from the various specialty court programs.	On Track
Work with local, state, and federal partners to identify projects and programs that can provide a mutual benefit.	Ongoing	CM	Percent of success rate; percent of federal funding for projects.	Awarded \$1.5 Million for requested FY23 Community Projects.	On Track
Meet with development community annually to review development code and discuss process improvements.	Ongoing	Com Dev, PW	Annual meeting.	4 Land Development Round Table meetings held.	On Track
Expand PW public information and outreach on capital projects, utilities, programs, and reporting.	Ongoing	PW, Parks	Update website and develop policy and procedure on interacting and informing community through multiple mediums.	In addition, to progress made by PW and Parks, the CM Office has completed a citywide Communications Plan.	On Track

Efficient Government Tactics (continued)	FY to be Completed	Dept	Performance Measure	YTD Actual	Status
Perform in-depth assessment of library space and services to provide existing services more efficiently and better serve changing needs of the community.	2023	Library	Completion of assessment with potential changes and next steps identified.	In Process: 2 spaces reassessed; 1 in progress; 3 not started.	Overdue
Update Fraud, Waste and Abuse Policy.	2023	Finance	Completion of updated policy.		Complete
Create and implement vote by mail processes and procedures in conjunction with the Secretary of State's Office and Nevada's 16 other counties.	2023	Clerk	Completion of project.		Complete
Perform redistricting/reapportionment pursuant to the 2020 census data.	2023	Clerk	Completion of project.		Complete
Standardize the mapping of parcels with the GIS department and the Assessor's Office to eliminate duplication of mapping.	2023	Assessor	Completion of project.		Complete
Complete parceling of Fire Station from Airport parcel.	2023	PW	Recordation of parcel map.	In Process: Parcel map submitted but conditions need to be met before recordation.	Overdue
Identify the neighborhood, contributory values of all residential/commercial property in Carson City in order to complete the land costing module of the CAMA system to reduce errors in property valuations.	2023	Assessor	Completion of project.		Complete
Analyze Granicus software for process improvements including migration towards paperless Board packets.	2023	CM, IT	Completion of project.	In Process: Progress made with Granicus and stakeholders to resolve issues with agenda building. CM Office to run a pilot for a paperless packet.	Overdue
Organize existing digital files maintained by the Treasurer's Office.	2023	Treasurer	Completion of project.	In Process: During the past two years, the Treasurer's Office has been working to review all files on the network. Currently, this project is 80 to 90% complete and on track to finish by the end of year.	Overdue
Identify process improvements for business license.	2023	Com Dev	Complete successful renewal process.		Complete
Ensure all departments have up-to-date FAQ's and update Carson Connect or migrate to Tyler 311 for citizen portal.	2023	CM	Completion of update and/or migration to Tyler 311.		Complete
Identify and fix over 88,000 documents for hyperlinking to the Recorder's Office from the Assessor website. Enhance the software to allow public to view recorded documents on parcels.	2023	Assessor	Completion of project.	In Process: The hyperlink is available on website to click on the document number and view recorded documents on parcels. Over 88,000 additional historical documents were converted and pending upload into the system. It is anticipated this should be complete within the next six months.	Overdue
Enhance the website to assist the taxpayers with an itemized report of personal property.	2023	Assessor	Completion of project.	In Process: This is still a work in progress pending enhancement changes which are currently going through QA.	Overdue
Prepare a Citywide Website Refresh that will remove duplications, assist in greater customer service, and enhance ADA accessibility.	2023	CM	Completion of Website Refresh.		Complete
Update website to include forms and information about how to petition the courts to appoint the Carson City Public Guardian to serve as guardian for vulnerable adults who are unable to manage their personal and/or financial affairs.	2023	PG	Completion of project.		Complete
Update website to provide resources to individuals that want to be guardians of family members.	2023	PG	Completion of project.		Not Started

Efficient Government Tactics (continued)	FY to be Completed	Dept	Performance Measure	YTD Actual	Status
Work with Courts to provide family guardianship training classes.	2023	PG	Complete four classes per year.		Not Started
Create and implement an online public records request webpage to include public record request information (i.e. fees, form to submit request, contact information to submit request or request status).	2023	Clerk	Completion of webpage and report annually of number of record requests received.		Complete
Create a resolution repository and index.	2023	CM, DA	Completion of project.		Complete
Update website to provide a user-friendly, interactive platform to ensure the residents of Carson City are informed of budgeted revenues and expenses.	2023	Finance, IT	Completion of project.		Complete
Organizational Culture Tactics	FY to be Completed	Dept	Performance Measure	YTD Actual	Status
Hold Directors and Citywide Update Meetings at least monthly.	Ongoing	CM	Number of meetings held.	21	On Track
Conduct an employee satisfaction survey every year and use to create efficiencies, maintain a positive working environment and identify needs.	Ongoing	CM, HR	Report on improvements or efficiencies created; number/percentage increase of employees completing survey.	393 employees responded. 23 more employees responded in 2022 versus 2021.	On Track
Prepare annual Human Resources Report to present to Board of Supervisors.	Ongoing	HR	Presentation of annual report.	Annual report to be presented to the Board on August 17th.	On Track
Expand efforts to ensure City employees and departments are aware of training and career development resources available.	Ongoing	Library, HR	Development of new employee welcome packet and number of new employees reached; departments cross-trained.	268 welcome packets provided to new hires.	On Track
Develop a personal career development plan for participating employees.	Ongoing	All	Number of hours of training from each department totaled annually. Amount of certifications/credentials obtained not just maintained.	City Departments had over 48,000 training hours for FY2023.	On Track
Establish the "Tone at the Top" - management's commitment towards openness, honesty, integrity and ethical behavior.	Ongoing	CM	Include as part of annual employee satisfaction survey.	CM has recently implemented the Brown Bag Brigade to be held quarterly as a venue to engage with all interested City employees.	On Track
Continue to promote the Employee-of-the-Quarter Program and employee longevity awards.	Ongoing	CM, HR	Recognize Employee-of-the-Quarter 4 times per year at the BOS Meeting and longevity awards once per month.	78 longevity awards & 4 employee of the quarter awards presented.	On Track
Introduce and educate new supervisors/managers on the process to submit an item and staff report to the Board of Supervisors through the existing supervisory training program.	2023	CM	Completion of material to add to Supervisory training and implementation of material.		Complete
Create a Budget and Finance 101 Course for Management and Accounting Staff Citywide.	2023	Finance	How many attendees, pre and post-test results.	65 attendees.	Complete
Foster Quality Improvement (the continuous cycle of improvement in a process, service or program) across all departments and allow cost savings realized to return to department for supplemental requests.	2023	All	Number of QI projects that have been initiated, are in progress, or completed	27	On Track

Quality of Life and Community Tactics	FY to be Completed	Dept	Performance Measure	YTD Actual	Status
Increase the number of tobacco and vaping educational presentations to youth by 5% per year, including through Parks and Recreation after school and summer programs.	Ongoing	Health	Number of presentations given.	12	On Track
Continue progression of infrastructure tax projects.	Ongoing	PW	1) Completion of E. William Street, and 2) completion of N. Carson Street.	E. William Street Project in progress.	On Track
Provide transitional housing and ancillary services for Specialty Court Programs and Human Services including opportunities to obtain units through City-partnered affordable housing projects.	Ongoing	Courts, Health	Number of offenders provided transitional housing.	15	On Track
Provide UNR Extension programs for youth, adults, families, businesses and organizations that increases the quality of life based on the City's Needs Assessment outcomes.	Ongoing	Coop Ext	Accomplishment of goals and course objectives will be assessed using program evaluation tools and validated survey instruments.	Provided programs to 1,790 community members.	On Track
Preparing residents and families for employment through STEM and practical soft skill education deemed essential by public and private sector employers through joint programs developed together by Carson City and state government, the Carson City School District, Western Nevada College, local employers and University of Nevada, Reno.	Ongoing	Coop Ext	Program participant evaluations and informal data collection during programs.	418 4-H program participants. 4-H STEM and Healthy Schools Nutrition programs provided to 510 elementary students.	On Track
Maintain or improve the City's Community Rating System (CRS) classification and compare ratings with neighboring counties.	Ongoing	PW	Improve CRS classification for Carson City.	The City's current CRS rating is 6 which results in a 20% discount on flood insurance for Special Flood Hazard Areas.	On Track
Expand outreach efforts to engage directly with the community around technology, services, and materials available to them. Strengthen ongoing library engagement efforts at the Boys and Girls Club of Western Nevada and deliberately increase library outreach and engagement at K-12 school events.	Ongoing	Library	Number of outreach events participated in by school, number of community members, schools, and students reached. Reach every school in the Carson City area at least twice yearly.	Number of outreach events has been increased by approx. 60%. Nearly all schools have been reached more than twice in 2022/2023.	On Track
Increase the number of Meals on Wheels services to qualified homebound seniors.	Ongoing	Senior Ctr	Percent increase in average meal count and percent decrease in wait list.	Decrease of 11% from last year's meal count due to inflated costs exceeding both grant reimbursement and fundraising. Meals on Wheels has a waitlist of 86 people.	Overdue
Attract seniors of all stages of aging to participate at the Senior Center including underserved populations.	Ongoing	Senior Ctr	Increase in monthly programs offered, grant program demographics and decrease wait list.	New programs added: Jazzercise, Chair Yoga, Diabetes Support Group, Medicare Open House. Younger seniors using Senior Center is at 39%, White-Hispanic 10%, Frail 12%, 36% have a disability, 37% are low-income, and 23% are Veterans.	On Track
Be the trusted advocate for seniors by connecting them to resources and services for healthy aging.	Ongoing	Senior Ctr	Increase case management units of service and decrease wait list.	In Process: Unable to formally track current units as the grant funding of this program has ended. The Senior Center does provide Case Management to all Meals on Wheels clients and walk-in's as time allows however no formalized tracking of these services exists now.	Overdue
Educate and encourage Women, Infants, and Children (WIC) program participants to breastfeed their infants for at least 6 months.	Ongoing	Health	Percent of Women, Infants, and Children (WIC) program participants that breastfeed their infants for at least 6 months.	56%	On Track
Explore opportunities to fund arts & culture.	Ongoing	CM, CTA	Report on potential funding.	\$38,200 was brought in as sponsorships/donations to support the Inaugural Mark Twain Days Festival in April 2023.	On Track

Quality of Life and Community Tactics (continued)	FY to be Completed	Dept	Performance Measure	YTD Actual	Status
Review and update Arts & Culture Master Plan and implement performance measures.	Ongoing	CM, CTA	Completion of Master Plan update with performance measures.		Complete
Integrate public art into gateway improvements (corridor) and other capital projects.	Ongoing	PW, CTA	Number of art pieces installed.	1 - Mark Twain Mural; 155 responses to roundabout art project RFP.	On Track
Increase community awareness to enforce City ordinances when properties are not maintained to prevent erosion of property values and quality of life.	Ongoing	Com Dev, All	Measure the community engagement practices with code enforcement officers.	Released PSA's regarding RV parking, weeds and shoveling snow on sidewalks.	On Track
Increase community engagement in City programs and activities.	Ongoing	All	Community engagement will increase 5% each year for the next 5 years.	The Clerk-Recorder, Fire, Sheriff, Health, Alternative Sentencing, Parks, PW, and Community Development have all participated in multiple community outreach events. Participants were not counted at all events; however, those that were counted exceeded 3,375.	On Track
Promote collaborations with city and local nonprofit leaders to optimize healthy living, ecological conservation, leadership development and sustainable preservation of Carson's heritage through education, research and outreach using UNR expertise and resources.	Ongoing	Coop Ext, Health, Parks	Program participant evaluations and informal data collection during programs.	Accomplishments were achieved through partnerships with the Carson City Parks and Recreation, Carson City Senior Center, Carson City Library, the Carson City Elks Lodge #2177, Carson City Chamber of Commerce, Triforce Exotics, Kids and Horses, Carson Greenhouse Project, Carson Tahoe Hospital Campus Members, Carson City School District Food Service Department and School Educators, Community Emergency Response Team, and Carson Farmers Market, among many others.	On Track
Improve participation in volunteer programs.	Ongoing	All	Percent increase in in-kind match for grants, percent increase in volunteer hours, and percent increase in value of volunteer labor.	664 Volunteers, 150 of which are from Senior Center non-profit. FY22 was 124.	On Track
Conduct two Columbia Suicide Screening trainings to one internal organization and one partner organization and ensure the community is using the same screening.	2023	Health	Number of trainings conducted.	1; Training was not available due to champion no longer at partnering organization.	Overdue
Safety Tactics	FY to be Completed	Dept	Performance Measure	YTD Actual	Status
Provide on-going School District support in accordance with joint agreement that provides dedicated officers to the schools.	Ongoing	SO	Percentage of grant versus total cost of program (cost recovery).	Supervisor + Deputy fully funded by District; 2 Deputies are funded at 50% shared responsibility; 1 Deputy fully funded by the city.	On Track
Provide traffic management program activities, including traffic management enforcement and education, with a goal of Zero Fatalities, consistent with the statewide Zero Fatalities initiative.	Ongoing	SO	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.	Non Injury crashes: 457 (13% over 21/22) Injury crashes: 163 (5% increase over 21/22) Crash Fatalities: 10 Of fatalities, how many were pedestrians: 5 Of fatalities, how many were DUI: 1 Of fatalities, how many were on I-580: 1 Of fatalities, how many were on State Hwy 50 East: 2	On Track
Utilize evidence based rehabilitative services to reduce recidivism.	Ongoing	Alt Sent	The data will be collected during Formal Probation Reporting week each month.	As of July 2023, there are over 1,000 individuals on some form of supervision and of those about 65% are successful in their program.	On Track

Safety Tactics (continued)	FY to be Completed	Dept	Performance Measure	YTD Actual	Status
Reduce occurrence rates of crimes against persons and property in the community.	Ongoing	SO	UCR and NIBRS.	Total Part A crimes for FY 22/23: 9% decrease when compared to 2022 Top Part A crimes for FY 22/23: Simple Assault: 323 Larceny/Theft Offenses: 350 Drug/Narcotic Offenses: 742 Destruction/Damange/Vandalism: 351	On Track
Strive to achieve Sheriff emergency response times that average 6 minutes.	Ongoing	SO	Percent of calls that average 6 minutes or less response time.	Emergency Call Processing 1:33; Emergency Patrol Response time 5:16.	On Track
Ensure timely and appropriate fire and EMS emergency response.	Ongoing	Fire	Percent of calls that average 4 minute travel (response) time in urban areas.	In Process: Response times are averaging just over 5 minutes. Additional fire station is in the development phase and should improve response times overall. Current CAD technology does not have capability to separate urban, suburban, rural, and frontier zones for better defined response times.	Overdue
Provide ongoing Fire Safety Public Education Program for Seniors.	Ongoing	Fire	Number of classes provided.	10 classes provided and 125 seniors participated.	On Track
Improve pedestrian safety infrastructure by securing funding and completing selected Tier 1 and Tier 2 priority projects identified in Safe Routes to School (SRTS) Master Plan.	Ongoing	PW	Amount of funding invested in completing Tier 1 or Tier 2 priority projects identified in SRTS master plan. Number of Tier 1 and Tier 2 priority projects completed.	18 projects completed.	On Track
Enforce building codes and nuisance laws.	Ongoing	Com Dev	Number of stop work orders for building permits and the number resolved; code enforcement issues resolved.	836 code enforcement issues resolved.	On Track
Evaluate need for an intensive community-based program for the high-risk youth in the community due to China Springs Youth Camp closing the boys' program.	2022	Juvenile	Complete evaluation. If program is implemented, use recidivism data to show 50 percent reduction in recidivism.	China Springs boys' program has been re-opened. The Legislative Working Group is looking at changes to funding formulas and governance.	Complete
Prepare Emergency Evacuation Plans for all City Buildings and perform emergency drills.	2023	Fire	Completion of plans, perform drills twice per year.		Complete
Automate communication with victims of crimes and law enforcement to provide instantaneous updates to case status.	2023	DA	Completion of project.	In Process: Systems in conceptual development; targeting completion by end of year.	Overdue
Develop and implement plans according to completed Master Plan for Fire/EMS Service Delivery.	2023	Fire	Report on strategic priorities for Fire/EMS response as listed in Master Plan; report annually on progress of implementation of Fire Department Master Plan.	In Process: Implementation of plan is ongoing. Significant progress has been made on short range and medium range goals.	Overdue
Complete a new Cyber Security Response Plan which complies with legal mandates, upgrade the City's Cyber Security program.	2023	IT	Complete written plan; provide reporting on predictive analytics.		Complete

Sustainable Infrastructure Tactics	FY to be Completed	Dept	Performance Measure	YTD Actual	Status
Leverage facility condition assessment report to identify priority projects and drive facilities capital improvement project requests.	Ongoing	PW	Number of FCA recommended projects completed.	8 completed / 21 in progress, or near completion.	On Track
Explore disposal of excess City property & leased/licensed properties.	Ongoing	PW	Revenue from property sale or lease.	\$557,988	On Track
Increase preventative maintenance versus reactive maintenance of City assets.	Ongoing	PW, Parks	Percent increase in preventative maintenance work orders per year.	Continuing to establishing a baseline and tracking mechanism.	On Track
Increase funding for street maintenance; work in partnership with residents and businesses to develop long term solutions to fund road maintenance.	Ongoing	PW	Graphically present increase in public/private investment spent each year.	\$2.5 Million in ARPA funding; \$75,600 in developer contributions.	On Track
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.	Ongoing	CTA, Parks, PW	CTA reporting on events, dollars invested improvements, percent funds leveraged with grants for improvements.	\$5 Million of planned improvements to Centennial Park.	On Track
Encourage growth within existing urban boundaries and infill in existing developed areas to prevent "sprawl" and higher infrastructure maintenance costs.	Ongoing	Com Dev	Open space preserved outside "urban boundary" versus private property rezoned for higher density outside the urban boundary.		On Track
Report to the Growth Management Commission peak flow for wastewater and maximum daily demand for water flow related to capacity as well as efforts to expand capacity.	Ongoing	PW	What percentage of capacity/efforts to increase capacity.	Water can be produced at 25MGD and average summer demand is 19MGD. Wastewater is able to process 6.9MGD with average day required at 5MGD.	On Track
Complete a juvenile facility needs assessment and identify potential funding sources including possibly partnering with Storey County.	2022	Juvenile	Completion of Facility Needs Assessment.	In Process: Initial report completed. Amendment in progress for FY23. Requested \$5 Million in FY24 for Community Projects.	Overdue
Complete a space needs assessment citywide starting with the courthouse.	2022	PW	Completion of assessment and report to the Board.	Space needs assessment complete. Conceptual design of courthouse expansion underway.	Complete
Implement park ambassador program.	2023	Parks	Number of parks sponsored.	3 parks sponsored.	Complete
Promote "Adopt a Park" or "Adopt a Spot" program.	2023	Parks	Number of parks/spots sponsored.	9 trails adopted.	Complete
Implement juvenile facility needs assessment.	2023-2026	Juvenile	Completion of capital improvement plan; completion of project.		On Track