



City Manager's Office

MEMORANDUM

DATE: April 25, 2022

TO: Mayor and City Council

THROUGH: Doug Thornley, City Manager Approved Electronically

FROM: Krysti Smith, Management Analyst
Calli Wilsey, Government Affairs and Strategic Initiatives Administrator
JW Hodge, Director of Policy and Strategy

SUBJECT: 2020-2025 Strategic Plan – Draft Updates

The mid-plan review of the 2020 to 2025 Strategic Plan is complete and Ms. Erica Olsen from OnStrategy has prepared a draft update to the plan. This update has reaffirmed the six major goals adopted by Council in February of 2020 and provides a high-level area of focus for the remaining three years of the plan based on the feedback received during the review period. The plan includes minor updates to some strategies to assist in providing clarity.

The draft update is attached to this memo for review and will be presented to Council on Wednesday, April 27, 2022.

City of Reno

2020-2025 STRATEGIC PLAN

Adopted in Feb 2020. Refreshed in April 2022

Mission

Creating a community that people are proud to call home.

Vision

We are a thriving urban center known for our world-class colleges, vibrant culture, diverse outdoor activities, and innovative industries.

Pillars of Service

Pride

As stewards of public resources, we are dedicated to excellence in all that we do by delivering efficient and high-quality service that maximizes the public benefit of our work.

Integrity

As professionals, we will behave in a way that reinforces the public faith in the City and our trust in each other.

Respect

As a team of individuals, we will treat everyone with courtesy and dignity, value diverse opinions and backgrounds, and seek to understand.

Creativity

As forward-thinkers, we seek to embrace the opportunities in front of us and thoughtfully overcome the challenges that come our way.

City Council’s Overarching Goals

A Fiscal Sustainability
Promote financial stability through long-term planning, pursuit of alternative revenue sources, and debt management.

B Public Safety
Foster a safe city through enhanced public safety, prevention, and emergency response programs.

C Economic Opportunities, Homelessness, and Affordable Housing
Work in partnership with other agencies to increase economic opportunities for residents, address the many impacts of homelessness, and support the creation and maintenance of affordable housing.

D Economic and Community Development
Achieve a well-planned and economically sustainable Reno through proactive business attraction, community investment, a quality-built environment, and efficient development services.

E Infrastructure, Climate Change, and Environmental Sustainability
Improve the City’s infrastructure and protect the environment.

F Arts, Parks, and Historical Resources
Enhance the community’s living experience through the arts, its public parks, and historical resources.

G Governance and Organizational Effectiveness
The foundation for achieving the Strategic Plan goals and strategies is having a highly effective governance team and organization.

Areas of Focus for FY23-25

In April 2022, City Council identified where they’d like to see significant progress in the next three years. Taken altogether, the main theme is:

Well-Planned City

Fiscal
Responsibility

Housing
Affordability

Community
Sustainability

Master Plan
Implementation

Downtown
Revitalization

Police & Fire
Services

Areas of focus are those where Council would like to see the biggest impact. These 4 replace “Tiered Strategies” in the original document.

Goal A

Fiscal Sustainability

Strategies

Advocate for new, sustainable, and equitable sources of revenue for the City **while ensuring equitable** allocations of resources at the state and local level.

Build and maintain the City's ability to sustain, manage, and fund operations for the long term **through reserves and robust capital policies.**

Cultivate **new alliances with regional partners and maintain existing alliances with regional public and private partners,** both public and private, to address mutual challenges and create opportunities for effective and efficient service delivery.

Evaluate core services, **and engage regional partners in funding, to** align resources **and to focus on priority services.** ~~priority services, and engage regional partners in funding certain services, as measured by number of priority services with regional partners.~~

Maintain comprehensive fiscal sustainability with a long-range forecast that will enable the City to provide a viable level of services, manage debt, and ~~maintain~~ **cultivate** adequate reserves.

Goal B

Public Safety

Strategies

Assess alternative Fire response models to manage call volume while still providing needed services.

Complete a new Public Safety Center and identify options for the existing Police property.

Determine the **number of** sworn officers needed by assessing tasks performed **and identifying** a path for adding officers to the streets to manage continued growth and calls for service.

Develop and implement a Fire station repair and replacement plan.

Implement the multi-year plan to replace outdated Fire apparatus.

Increase attention and efforts on traffic and pedestrian safety.

Review the 2019 Fire operational study and identify staffing, equipment, and other resource needs to improve operations.

Goal C

Economic Opportunity, Homelessness and Affordable Housing

Strategies

Explore ways to partner **with** the private sector to fund and provide services to the homeless population.

Identify clear objectives to address homelessness and develop a cross-departmental approach.

Research and implement proven approaches to address affordable housing needs.

Goal D

Economic and Community Development

Strategies

Encourage and support integration of the University community into the downtown area by ~~promoting a vibrant urban core,~~ **redeveloping targeted City blocks and promoting a vibrant urban core.**

Enhance and streamline processes to support and attract businesses interested in expanding or establishing projects in Reno.

Enhance **key** procedures to comprehensively evaluate the environmental, infrastructure, and service impacts/benefits of developments.

Evaluate impacts associated with infill development, **focusing on McCarran and areas with capacity concerns.**

Implement the Downtown Action Plan in collaboration with the Downtown Reno Partnership.

Implement the Master Plan to support revitalization of urban areas and well-designed neighborhoods.

Update and maintain a land development code that facilitates economic development and improves quality of life.

Goal E

Infrastructure, Climate Change, & Environmental Sustainability

Strategies

Address flooding mitigation plan for the North Valley and Truckee Meadows areas, including evaluation of a stormwater utility.

Build and maintain the City's ability to sustain, manage, and fund capital assets for the long term **through capital fund management**.

Coordinate with federal, state, and tribal entities to support the City's infrastructure, transportation, and environmental goals **through cooperative planning and implementation opportunities**.

Develop a framework that identifies the software and technology needs of the City and establish a funding plan for these projects.

Develop and implement a Sewer Facility Plan that includes the Truckee Meadows Water Reclamation Facility (TMWRF), Reno/Stead Water Reclamation Facility (RSWRF), sewer lift stations, sewer collection systems, and reuse distribution system.

Plan and prepare for service continuity and community resilience in the face of a changing climate, guided by the Climate Action Plan.

Strategically engage in the Regional Transportation Plan (RTP) update and collaborate regionally with entities in support with Reno's transportation infrastructure.

Where possible, minimize the environmental impacts of municipal operations, guided by the Climate Action Plan.

Arts, Parks, & Historical Resources

Strategies

Collaborate with community and management stakeholders to address challenges, and **identify community-generated solutions**, surrounding the population of feral horses in the Virginia Range. ~~to identify community-generated solutions.~~

Create opportunities **with other agencies** and the private sector ~~and other agencies~~ to develop Connected/Smart City initiatives that will improve public interaction with City services.

Evaluate the City's approach to support of arts and culture in terms of outcomes achieved, and identify future options for encouraging arts in Reno.

Identify actions the City could take to protect Reno's historic resources, including the Lear Theater.

Identify dedicated and creative funding sources for parks and recreation to address aging facilities, maintain parks and trails, ~~and expand recreational opportunities,~~ and **complete the Parks, Recreation and Open Space (PROS) Plan.**

Identify remaining funds needed to build Moana Springs pool, which already has some of the required funding.

Strengthen the City's commitment to an attractive and vibrant Truckee River **through community partnerships, and City initiatives.**

Goal G

Governance & Organizational Effectiveness

Strategies

Create a succession plan to prepare for future staffing needs.

Embrace the diversity of our community and ensure City processes consider the input of all voices **through the formation of a DEI committee, and implementation of recommended DEI initiatives.**

Foster a culture of respectful, open, professional communications within the organization and between Council and staff.

Implement robust and innovative staff training that will support professional development needs and interests.

Improve efficiency of Council meetings through procedural changes and adherence to Council rules.

Modernize and streamline the City's human resources and civil service practices, organization, and policies to improve hiring and retention, use of technology, and reflect best practices.

Streamline efforts between City departments to promote greater efficiencies **and better outcomes** in operations and governance ~~and better outcomes.~~

Strengthen our customer service approach in delivering services, both internal and external, by always using respectful actions between Council, staff, and members of the public.

Strengthen the organization's ability to attract and retain top talent by supporting a great working environment, in part by implementing organizational culture recommendations **to increase employee engagement.**