



City Manager's Office

MEMORANDUM

DATE: 10/26/2022

TO: Mayor and City Council

THROUGH: Doug Thornley, City Manager Approved Electronically

FROM: Calli Wilsey, Director of Policy and Strategy

SUBJECT: 2020-2025 City of Reno Strategic Plan

Please see attached for the updated plan and summary of the 2020-2025 City of Reno Strategic Plan. The document reflects the revisions adopted by Council in April 2022 during the mid-plan refresh process.

Attachments

- 2020-2025 City of Reno Strategic Plan
- 2020-2025 City of Reno Strategic Plan One-Page Summary



STRATEGIC PLAN

2020-2025

Adopted Feb 2020

Refreshed 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

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.

Integrity

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

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.

AREAS OF FOCUS FOR 2023-2025

EFFICIENT DELIVERY OF SERVICES

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 efficient delivery of services

 <p>FISCAL SUSTAINABILITY</p>	 <p>PUBLIC SAFETY</p>	 <p>ECONOMIC OPPORTUNITY, HOMELESSNESS, & AFFORDABLE HOUSING</p>	 <p>ECONOMIC & COMMUNITY DEVELOPMENT</p>	 <p>INFRASTRUCTURE, CLIMATE CHANGE, & ENVIRONMENTAL SUSTAINABILITY</p>	 <p>ARTS, PARKS, & HISTORICAL RESOURCES</p>
<p>FOCUS FOR 2023-2025</p> <p>Fiscal Responsibility</p>	<p>FOCUS FOR 2023-2025</p> <p>Police & Fire Services</p>	<p>FOCUS FOR 2023-2025</p> <p>Housing Affordability</p>	<p>FOCUS FOR 2023-2025</p> <p>Master Plan Implementation</p>	<p>FOCUS FOR 2023-2025</p> <p>Community Stability</p>	<p>FOCUS FOR 2023-2025</p> <p>Downtown Responsibility</p>



CITY OF
RENO

STRATEGIC PLAN 2020-2025

*Adopted February 2020
Refreshed April 2022*



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RENO CITY COUNCIL MEMBERS



Hillary Schieve
Mayor



Devon Reese
Councilmember
At-Large



Jenny Brekhus
Councilmember
Ward 1



Naomi Duerr
Councilmember
Ward 2



Oscar Delgado
Councilmember
Ward 3



Bonnie Weber
Councilmember
Ward 4



Neoma Jardon
Councilmember
Ward 5

MISSION

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VISION

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



PILLARS OF SERVICE

CITY COUNCIL'S OVERARCHING GOALS



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:

Efficient Delivery of Services

Fiscal Responsibility	Police & Fire Services	Housing Affordability	Master Plan Implementation	Community Sustainability	Downtown Revitalization



GOAL A
**FISCAL
SUSTAINABILITY**



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

Strategies

- 1 Advocate for new, sustainable, and equitable sources of revenue for the City while ensuring allocations of resources at the state and local level.
- 2 Build and maintain the City's ability to sustain, manage, and fund operations for the long term through reserves and robust capital policies.
- 3 Cultivate new 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.
- 4 Evaluate core services, and engage regional partners in funding, to align resources and focus on priority services.
- 5 Maintain comprehensive fiscal sustainability with a long-range forecast that will enable the City to provide a viable level of services, manage debt, and cultivate adequate reserves.



GOAL B
PUBLIC SAFETY



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

Strategies

- 1 Assess alternative fire response models to manage call volume while still providing needed services.
- 2 Complete a new Public Safety Center and identify options for the existing police property.
- 3 Determine the number of sworn officers needed by assessing tasks performed and identify a path for adding officers to the streets to manage continued growth and calls for service.
- 4 Develop and implement a fire station repair and replacement plan.
- 5 Implement the multi-year plan to replace outdated fire apparatus.
- 6 Increase attention and efforts on traffic and pedestrian safety.
- 7 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**



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.

Strategies

- 1 Explore ways to partner with the private sector to fund and provide services to the homeless population.
- 2 Identify clear objectives to address homelessness and develop a cross-departmental approach.
- 3 Research and implement proven approaches to address affordable housing needs.



GOAL 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.

Strategies	
1	Encourage and support integration of the University community into the downtown area by redeveloping targeted City blocks and promoting a vibrant urban core.
2	Enhance and streamline processes to support and attract businesses interested in expanding or establishing projects in Reno.
3	Enhance key procedures to comprehensively evaluate the environmental, infrastructure, and service impacts/benefits of developments.
4	Identify infrastructure needs to promote infill development, focusing on opportunities within the McCarran loop.
5	Implement the Downtown Action Plan in collaboration with the Downtown Reno Partnership.
6	Implement the Master Plan to support revitalization of urban areas and well-designed neighborhoods.
7	Update and maintain a land development code that facilitates economic development and improves quality of life.



GOAL E
INFRASTRUCTURE, CLIMATE
CHANGE, & ENVIRONMENTAL
SUSTAINABILITY



Improve the City’s infrastructure and protect the environment.

Strategies	
1	Address flooding mitigation plan for the North Valley and Truckee Meadows areas, including evaluation of a stormwater utility.
2	Build and maintain the City’s ability to sustain, manage, and fund capital assets for the long term through capital fund management.
3	Coordinate with federal, state, and tribal entities to support the City’s infrastructure, transportation, and environmental goals through cooperative planning and implementation opportunities.
4	Develop a framework that identifies the software and technology needs of the City and establish a funding plan for these projects.
5	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.
6	Plan and prepare for service continuity and community resilience in the face of a changing climate, guided by the Climate Action Plan.
7	Strategically engage in the Regional Transportation Plan (RTP) update and collaborate regionally with entities in support of Reno’s transportation infrastructure.
8	Where possible, minimize the environmental impacts of municipal operations, guided by the Climate Action Plan.



GOAL F
ARTS, PARKS, &
HISTORICAL RESOURCES



Enhance the community’s living experience through the arts, its public parks, and historical resources.

Strategies

- 1 Collaborate with community and management stakeholders to address challenges, and identify community-generated solutions, surrounding the population of feral horses in the Virginia Range.
- 2 Create opportunities with other agencies and the private sector to develop Connected/Smart City initiatives that will improve public interaction with City services.
- 3 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.
- 4 Identify actions the City could take to protect Reno’s historic resources, including the Lear Theater.
- 5 Identify dedicated and creative funding sources for parks and recreation to address aging facilities, maintain parks and trails, expand recreational opportunities, and complete the Parks, Recreation and Open Space (PROS) Plan.
- 6 Identify remaining funds needed to build Moana Springs pool, which already has some of the required funding.
- 7 Strengthen the City’s commitment to an attractive and vibrant Truckee River through community partnerships, and City initiatives.



GOAL G GOVERNANCE & ORGANIZATIONAL EFFECTIVENESS



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

Strategies

- 1 Create a succession plan to prepare for future staffing needs.
- 2 Embrace the diversity of our community & ensure City processes consider the input of all voices through the formation of a DEI committee, and implementation of recommended DEI initiatives.
- 3 Foster a culture of respectful, open, professional communications within the organization and between Council and staff.
- 4 Implement robust, innovative staff training to support professional development needs/interests.
- 5 Improve efficiency of Council meetings through procedural changes, adherence to Council rules.
- 6 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.
- 7 Streamline efforts between City departments to promote greater efficiencies and better outcomes in operations and governance.
- 8 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.
- 9 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.