



# City Manager's Office

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## MEMORANDUM

**DATE:** April 8, 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 Update

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This year marks the second year of the 2020-2025 strategic plan adopted by Council, and staff is preparing an item for April 27 for Council to review and refine the plan. Council members are scheduled to meet with Erica Olsen from OnStrategy for individual review sessions on April 14 and 15, 2022 and will have the opportunity to provide feedback on progress and discuss opportunities to provide prioritization and direction on the mid-plan refresh.

Attached is a summary of the progress made under each strategy listed in the plan to help assist Council with their sessions with Ms. Olsen. Similar, as Council prepares for their sessions, staff recommends consideration of the following questions:

- Are we heading in the right direction?
- Expectations over the next 3 years?
- Are there any new areas of work not reflected in the plan today?
- What is most important to you? (thru Spring of 2025)
- What are your top 3 priorities?

Ms. Olsen and staff will incorporate Council feedback received during the one-on-one meetings into the current strategic plan, noting any updates on prioritization, and prepare a refreshed version of the 2020-2025 plan for presentation and possible adoption by Council on April 27, 2022.

## 2020 to 2025 Strategic Plan

Midplan Review: April 2022

### Structure of the Midplan Review:

**Goals:** Six major plan goals broken down in sections below.

**Strategies:** Current progress and next steps identified by strategy leaders for each strategy aligned under the six goals

**Recommendations:** Staff recommendations for updates to strategies including adjustment of language or completion.

~~Strikethrough~~ - suggested removal to improve clarity and/or measurement

**Red text** - suggested additions to improve clarity and/or measurement

**Tier:** Identification of strategies identified as tier one (◆) or tier two (◆◆) in the original adoption of the plan.

**Status:** Visual indicators of the progress made to date as identified by the strategy leader. Key in the footer.

**% Complete:** Estimated percent of strategy completed.

Goals/Strategies	Strategic Plan Recommendations	Tier	Status	% Complete
<b>A. Fiscal Sustainability</b>				
<b>Advocate for new, sustainable, and equitable sources of revenue for the City while ensuring equitable allocations of resources at the state and local level.</b> Current Progress: <ul style="list-style-type: none"> <li>Advocated for funding to support parks and homeless services through two City-sponsored BDRs in the 2021 legislative session.</li> <li>Secured pandemic relief dollars that assisted the City in responding to COVID-19 and stabilizing its financial resources</li> <li>Successfully hired a grants administrator (03/2022) to help oversee grant funds and potential organization of grant opportunities.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Identification and partnership on improved interlocal agreements for cost sharing of regional services when appropriate.</li> <li>Continue to evaluate the health of current revenue streams and participate in discussions that support a sustainable organization.</li> </ul>	Keep - recommend adjust language	◆	→	60%
<b>Build and maintain the City's ability to sustain, manage, and fund operations for the long term through reserves and robust capital policies.</b> Current Progress: <ul style="list-style-type: none"> <li>Building adequate reserves as directed by Council and adopted through the annual budget process.</li> <li>Starting to build strategic plans that will support growth &amp; data driven decisions throughout the city.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Implement robust financial forecasting to be able to run scenarios and stress tests to determine progress on resiliency through improved technology.</li> </ul>	Keep - recommend adjust language	None	→	70%
<b>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.</b> Current Progress: <ul style="list-style-type: none"> <li>Outreach partnership established with the Reno Initiative for Shelter and Equality in February 2022.</li> <li>Advancement of outreach protocols and the development of Clean and Safe Program handbooks.</li> <li>Implemented programs and continued partnerships with Karma Box, HSI, and the Downtown Regional Partnership</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Expand regional public and private partnerships to augment support and maintain public space equity.</li> <li>Explore outreach tools for the unsheltered population through outreach efforts.</li> <li>Identify opportunities to study and implement regional partnerships and services when appropriate.</li> </ul>	Keep - recommend adjust language	◆◆	→	60%
<b>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.</b>	Keep - recommend adjust language	None	→	60%

Current Progress:

- Efforts to align regional services with the appropriate funding source are ongoing.
- Results from CPSM studies and other plans are being evaluated to identify opportunities to appropriately fund and manage jurisdictional resources.
- Transitioned homeless services to Washoe County through a regional effort to align programs with the appropriate service provider.
- Initiated a study to explore regional fiscal gaps and opportunities

Needs/Next Steps:

- Continue to identify opportunities for improved alignment and work with regional partners to identify areas of improved efficiency and appropriate service delivery.

**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 ~~maintain~~ cultivate adequate reserves.**

Keep -  
recommend  
adjust language



70%

Current Progress:

- Utilizing a 10-year financial forecast to inform our projections and analyses.
- Continuously reviewing the debt market and our position to refund outstanding debt for savings.
- Increased our rating from A+ to AA- with a stable outlook.

Needs/Next Steps:

- Strategically building reserves 1% each year with a goal of 16% (headed to 14% with the FY23 budget proposal).

Goals/Strategies	Strategic Plan Recommendations	Tier	Status	% Complete
<b>B. Public Safety</b>				
<b>Assess alternative Fire response models to manage call volume while still providing needed services.</b>	Keep & Continue	None		40%
Current Progress: <ul style="list-style-type: none"><li>• Utilizing a 10-year financial forecast to inform our projections and analyses.</li><li>• Continuously reviewing the debt market and our position to refund outstanding debt for savings.</li><li>• Increased our rating from A+ to AA- with a stable outlook.</li></ul> Needs/Next Steps: <ul style="list-style-type: none"><li>• Strategically building reserves 1% each year with a goal of 16% (headed to 14% with the FY23 budget proposal).</li></ul>				
<b>Complete a new Public Safety Center and identify options for the existing Police property.</b>	Keep & Continue	◆◆		50%
Current Progress: <ul style="list-style-type: none"><li>• Phase One has begun for the new Public Safety Center.</li><li>• Current property located at 455 E. 2nd St. is currently being considered by the City Manager's Office for future use within the City of Reno.</li></ul> Needs/Next Steps: <ul style="list-style-type: none"><li>• Phase Two funding and work is anticipated to begin in 2023 with an opening date in Q1 2024.</li></ul>				
<b>Determine the <del>number of</del> 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.</b>	Keep - recommend adjust language	◆		50%
Current Progress: <ul style="list-style-type: none"><li>• CPSM Group Audit/The FBI Criminal Justice Information Service Division analysis complete - RPD needs 123 additional positions to achieve average staffing levels.</li><li>• Additional personnel allows for more proactive and community based policing, reduced response times, a greater capacity to handle calls for service that may otherwise be referred to outside resources, greater visibility in the community and may contribute in deterring criminal activity/improving the sense of security.</li></ul> Needs/Next Steps: <ul style="list-style-type: none"><li>• Increase staffing in some specialized units.</li><li>• Increase staff based on recommendations of the CPSM study to ensure patrol and other mission critical operations are staffed.</li></ul>				
<b>Develop and implement a Fire station repair and replacement plan.</b>	Keep & Continue	None		60%

<p>Current Progress:</p> <ul style="list-style-type: none"> <li>A plan is in place to begin the design phase of a new central fire station in downtown Reno. \$2 million dollars has been committed to the planning and design phase.</li> <li>The repairs needed for our various stations are being identified and addressed through the CIP process.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Determine priorities of the repairs and seek appropriate funding for needed projects.</li> </ul>				
<p><b>Implement the multi-year plan to replace outdated Fire apparatus.</b></p> <p>Current Progress:</p> <ul style="list-style-type: none"> <li>Planning process complete.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Replacement of the apparatus will be done on a yearly basis going forward.</li> </ul>	Completed - move under operations	None	✓	100%
<p><b>Increase attention and efforts on traffic and pedestrian safety.</b></p> <p>Current Progress:</p> <ul style="list-style-type: none"> <li>Traffic Section has 5 grants to traffic and pedestrian safety.</li> <li>Traffic Section is heavily involved in Truckee Meadows Vision Zero and on several Nevada State Highway boards.</li> <li>In 2021 the Traffic Section worked with the City Attorney's office to draft a new RMC for Pedestrian Safety Zones which reduces the speed limit in high pedestrian locations to 20 MPH.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Continue management and implementation of safety protocols throughout the city.</li> </ul>	Keep & Continue	None	→	60%
<p><b>Review the 2019 Fire operational study and identify staffing, equipment, and other resource needs to improve operations.</b></p> <p>Current Progress:</p> <ul style="list-style-type: none"> <li>Fire apparatus replacement plan implemented by Council and ahead of schedule.</li> <li>Secured funding through SAFR grant to add 20 additional firefighter positions.</li> <li>Added 10 additional firefighter positions through the augmentation process.</li> <li>Gained approval to host multiple academies in 2021 and 2022 to accommodate new positions.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Recommendations need to be reevaluated in light of the passage of time and direction given on which recommendation(s) to adopt.</li> </ul>	Keep & Continue	None	→	80%

Goals/Strategies	Strategic Plan Recommendations	Tier	Status	% Complete
<b>C. Economic Opportunity, Homelessness, and Affordable Housing</b>				
<p><b>Explore ways to partner with the private sector to fund and provide services to the homeless population.</b></p> <p>Current Progress:</p> <ul style="list-style-type: none"> <li>Identified and entered into partnerships with local organizations to support efforts to connect people to services and provide access to community partners.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Homeless shelters/services transferred to Washoe County in September 2021 - private sector donations are now led by the County.</li> </ul>	Keep - recommend adjust language	◆◆	→	80%
<p><b>Identify clear objectives to address homelessness and develop a cross-departmental approach.</b></p> <p>Current Progress:</p> <ul style="list-style-type: none"> <li>Identified regional approach to the housing continuum, which identified a lead for homelessness and a lead for affordable housing.</li> <li>Transferred homeless services to Washoe County in September 2021.</li> <li>Clean and Safe program expansion and collaboration cross-departmentally to help those experiencing homelessness connect with services and housing.</li> <li>HAND focusing on housing stabilization.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Continue as a key stakeholder to Northern Nevada Continuum of Care Leadership Council.</li> <li>Continue to provide information to the Community Homeless Advisory Board (CHAB) as needed to support regional homelessness initiatives.</li> </ul>	Keep & Continue	◆	→	70%

<b>Research and implement proven approaches to address affordable housing needs.</b> Current Progress: <ul style="list-style-type: none"> <li>Identified regional approach to the housing continuum, which identified a lead for homelessness and a lead for affordable housing.</li> <li>HAND working on a division strategic plan to identify affordable housing goals consistent with the Regional Affordable Housing Plan.</li> <li>Council approved goals identified by HAND at February 22nd Special Council Housing meeting.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Continue Special Council Housing Meetings.</li> <li>Continue work with the Nevada Housing Coalition and Policy Sub-Committee.</li> <li>Continue and expand efforts in alignment with Council approved HAND Strategic Plan.</li> </ul>	Keep & Continue	◆	➔	60%
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Goals/Strategies	Strategic Plan Recommendations	Tier	Status	% Complete
<b>D. Economic and Community Development</b>				
<b>Encourage and support integration of the University community into the downtown area by <del>promoting a vibrant urban core</del>, redeveloping targeted City blocks and promoting a vibrant urban core.</b> Current Progress: <ul style="list-style-type: none"> <li>Coordination on the Gateway District.</li> <li>Active participant in reviewing on campus development projects.</li> <li>Continued participation in University collaboration meetings hosted by UNR.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Continue to partner and collaborate with the University to increase student housing development.</li> </ul>	Keep - recommend adjust language	None	➔	40%
<b>Enhance and streamline processes to support and attract businesses interested in expanding or establishing projects in Reno.</b> Current Progress: <ul style="list-style-type: none"> <li>Zoning code allows density, mixed use and unlimited height in many zoning districts.</li> <li>Converted the building permit application process to be online.</li> <li>Modified pre-application meetings to be virtual.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Update the Accela platform to enable more automated submittal and review processes.</li> </ul>	Keep & Continue	None	✗	30%
<b>Enhance key procedures to comprehensively evaluate the environmental, infrastructure, and service impacts/benefits of developments.</b> Current Progress: <ul style="list-style-type: none"> <li>Improved communication lines between departments and other agency staff.</li> <li>Developing a more comprehensive tree ordinance.</li> <li>Working with Public Works to define sewer capacity constraints.</li> <li>Adopted a Police impact fee to help address police facility constraints.</li> <li>In west Reno, added a condition of approval on almost all entitlements to require a fire contribution fee, to help fund future fire stations.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>None identified.</li> </ul>	Keep - recommend adjust language	◆◆	➔	40%
<b>Evaluate impacts associated with infill development, focusing on McCarran and areas with capacity concerns.</b> Current Progress: <ul style="list-style-type: none"> <li>Completed the modeling of over 96 miles of critical sewer mains within the McCarran ring road.</li> <li>Sewer Collection model is being developed for evaluation of sewer capacity in the Urban Core.</li> <li>Detail analysis is occurring to determine where capacity may be limited within the current system.</li> <li>Street, alley and sidewalk data is also being updated to determine funding gap needs.</li> <li>Initiated a study to explore regional fiscal gaps and opportunities, and the relationship with land decisions</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Additional modeling will be required outside the McCarran ring road.</li> </ul>	Keep - recommend adjust language	None	➔	50%

<b>Implement the Downtown Action Plan in collaboration with the Downtown Reno Partnership.</b>	<b>Keep &amp; Continue</b>	◆	✗	<b>30%</b>
Current Progress: <ul style="list-style-type: none"> <li>The creation of the Business Improvement District was the most significant implementation strategy directly related to the DAP.</li> <li>Other projects include: 1,000 Homes program, Market Tax Credits.</li> <li>Clean &amp; Safe and Downtown Reno Partnership collaboration.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Framework needed where we can measure success of implementing the DAP.</li> <li>Upcoming projects: Working with our EPA grant to conduct a Truckee River Bike Path facility analysis, the Virginia Street Placemaking Study.</li> </ul>				
<b>Implement the Master Plan to support revitalization of urban areas and well-designed neighborhoods.</b>	<b>Keep &amp; Continue</b>	◆◆	←	<b>50%</b>
Current Progress: <ul style="list-style-type: none"> <li>1,000 homes in 120 days.</li> <li>Opportunity zoning.</li> <li>Business Improvement District.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Zoning code needs to be updated to clean up errors and better support the Master Plan.</li> </ul>				
<b>Update and maintain a land development code that facilitates economic development and improves quality of life.</b>	<b>Keep &amp; Continue</b>	None	→	<b>60%</b>
Current Progress: <ul style="list-style-type: none"> <li>The new Title 18 was adopted in January of 2021.</li> <li>Updated zoning code has increased flexibility and encourages density and mixed use development.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Updates and fixes are still needed to Title 18 and will be brought forward to Council for consideration.</li> <li>Continue to work with the City Council on tools and zoning regulations that encourage and facilitate affordable housing development.</li> </ul>				

Goals/Strategies	Strategic Plan Recommendations	Tier	Status	% Complete
<b>E. Infrastructure, Climate Change, and Environmental Sustainability</b>				
<b>Address flooding mitigation plan for the North Valley and Truckee Meadows areas, including evaluation of a stormwater utility.</b>	<b>Keep &amp; Continue</b>	◆◆	→	<b>60%</b>
Current Progress: <ul style="list-style-type: none"> <li>The Stormwater Utility Implementation Project is currently underway (70% completion).</li> <li>Parcel level GIS analyses and preliminary financial models with residential tiers and nonresidential crediting programs have been developed.</li> <li>Addressing land loss, erosion control, and water quality issues with the Dry Creek, Chalk Creek, and Boynton Slough projects is in active planning.</li> <li>The Utility Services Department has completed improvements to the Swan Lake discharge pipeline to the American Flat Farm, progressing with the American Flat Farm Advanced Purified Water Facility (APWF).</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Public outreach is ongoing to obtain stakeholder input and evaluate impacts - once public outreach has concluded, alternatives will be brought to council for consideration.</li> <li>The department is working to hire two staff members to support drainage and flood control evaluation of new development and a detention basin inspector for review of new construction and inspection of existing detention basins to verify required maintenance activities.</li> <li>Continue to plan flood reduction projects throughout the City of Reno.</li> <li>Working with Washoe County on updated flood mapping of Swan and Silver Lakes and a Lake Management Plan for Swan Lake.</li> <li>Coordinating with RTC on the Lemmon Valley Drive widening/realignment project that will elevate the roadway above the 100-year flood elevation for emergency access.</li> <li>Continue working with the Truckee River Flood Management Agency to plan and implement Truckee River flood reduction projects, and update of regional flood maps (Flood Insurance Risk/Rate Maps).</li> <li>In collaboration with Washoe County and the City of Sparks, update the Truckee Meadows Regional Drainage Manual.</li> </ul>				

<b>Build and maintain the City's ability to sustain, manage, and fund capital assets for the long term through capital fund management.</b>	Keep - recommend adjust language	None	→	70%
<p>Current Progress:</p> <ul style="list-style-type: none"> <li>Worked to increase our capital funding in the General Fund by setting aside funds that have a future commitment on our operating costs.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>More strategic plans in place which are more global in nature to use our capital funds more wisely.</li> </ul>				
<b>Coordinate with federal, state, and tribal entities to support the City's infrastructure, transportation, and environmental goals through cooperative planning and implementation opportunities.</b>	Keep - recommend adjust language	None	→	60%
<p>Current Progress:</p> <ul style="list-style-type: none"> <li>Strong relationship with local, state, and federal partners.</li> <li>We are part of the federal cohort organized under the White House Council on Environmental Quality and will learn from others in the cohort in regards to affordable housing, building standards, and clean energy.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Continue to grow networks and collaboration opportunities throughout the region related to infrastructure and infrastructure projects.</li> </ul>				
<b>Develop a framework that identifies the software and technology needs of the City and establish a funding plan for these projects.</b>	Keep & Continue	None	X	15%
<p>Current Progress:</p> <ul style="list-style-type: none"> <li>Some software has been identified: Enterprise system replacement for duplicative maintenance softwares in Public Works, Parks, and Service Request systems (Reno Direct).</li> <li>Began the transition to a new software system that will help streamline processes and improvement agenda management</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Other departments' participation.</li> <li>Develop and document a planning strategy.</li> <li>Council approval of project funds, and implementation.</li> </ul>				
<b>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.</b>	Keep & Continue	None	→	60%
<p>Current Progress:</p> <ul style="list-style-type: none"> <li>TMWRF Facility Plan complete and updated 5 year CIP approved at JCC.</li> <li>TMWRF near-term capacity-driven projects have been identified by the facility plan and scheduled using the TMRPA population projections and are in-progress.</li> <li>Effluent Reuse mapping project for TMWRF and RSWRF sewer sheds complete.</li> <li>RSWRF Expansion construction at 80% complete. Project to be at substantial completion by end of 2022.</li> <li>SCADA improvements are well underway.</li> <li>Logic controllers have been replaced.</li> <li>Final programming and migration to a new control platform is still forthcoming.</li> <li>Offsite improvements to improve delivery of recycled water is awarded for construction and improvements scheduled to be complete by July 2022.</li> <li>RSWRF Pump Station Upgrades is advertising for construction in March 2022, and scheduled to be complete by March 2023.</li> <li>New potential reuse customers include Washoe County School District (O'Brien Middle School), expanded fields at Mayor's Park, and potentially expanded reuse at The Lakes Apartment Complex.</li> <li>Lift station assessment report published February 2020.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Develop an Operations and Maintenance guide and standard operating procedures, and evaluate staffing guidelines and future staffing needs.</li> <li>The interlocal agreement with TMWA is in place for cost sharing for American Flat APWF.</li> <li>AECOM is under contract for 30% design and a Preliminary Design Report. Funding strategies are being vetted. Schedule shows that construction could commence in Spring of 2023. Coordination with TMWA is occurring constantly.</li> <li>Sewer Collection System (beyond lift stations) CIP is continuously updated.</li> <li>Near-term projects include: Thickened Waste Activated Sludge (TWAS) Dewatering Building, Fluidized Bed Reactor Expansion, Filter Building Expansion, and Ultraviolet (UV) Disinfection System.</li> </ul>				








<ul style="list-style-type: none"> <li>Island 8/18 evaluation and consideration of Special Assessment District for sewerage in these areas currently on septic.</li> </ul>				
<b>Plan and prepare for service continuity and community resilience in the face of a changing climate, guided by the Climate Action Plan.</b> Current Progress: <ul style="list-style-type: none"> <li>The Sustainability Plan set forth a goal of reducing community wide emissions 28% by 2025. We are currently benchmarking our progress toward achieving this goal through the LEED for Cities effort and an updated Greenhouse House Gas inventory.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Update the communitywide greenhouse gas emissions inventory which was bid at \$28k.</li> </ul>	Keep & Continue	None	→	60%
<b>Strategically engage in the Regional Transportation Plan (RTP) update and collaborate regionally with entities in support with Reno's transportation infrastructure.</b> Current Progress: <ul style="list-style-type: none"> <li>We have multiple team members from various departments including Planning, Engineering, and Public Works involved in the RTP and other regional communications.</li> <li>Involved in multiple Technical Advisory Committee and transportation studies.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Continue to evolve and implement projects in partnership with the Regional Transportation Commission including upcoming bridge updates, streets, and regionally impactful programs.</li> </ul>	Keep & Continue	None	→	80%
<b>Where possible, minimize the environmental impacts of municipal operations, guided by the Climate Action Plan.</b> Current Progress: <ul style="list-style-type: none"> <li>Number one priority for sustainability plan - ongoing work on the Climate Action Plan.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Create a scale for each goal to get a general idea of the progress.</li> <li>Collaboration with Clean &amp; Safe and future river oriented projects.</li> </ul>	Keep & Continue	None	→	80%

Goals/Strategies	Strategic Plan Recommendations	Tier	Status	% Complete
<b>F. Arts, Parks, and Historical Resources</b>				
<b>Collaborate with community and management stakeholders to address challenges, and <del>identify community-generated solutions, surrounding the population of feral horses in the Virginia Range.</del> to identify community-generated solutions.</b> Current Progress: <ul style="list-style-type: none"> <li>Held an informational community session on 2/10/2022.</li> <li>Created a web page with resources, information, and links to community partners.</li> <li>Completed a speed study</li> <li>Added feeding signage</li> <li>Fencing plan identified.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Continue to be a community partner and key stakeholder to protect feral horses and citizens.</li> <li>Be an active participant in resource planning and execution of innovative solutions.</li> <li>Work with county and state officials to improve traffic and safety issues related to Virginia Range horses.</li> </ul>	Keep - recommend adjust language	None	←	50%
<b>Create opportunities <del>with other agencies and the private sector and other agencies to develop Connected/Smart City initiatives that will improve public interaction with City services.</del></b> Current Progress: <ul style="list-style-type: none"> <li>Initiative in beginning stages to consolidate multiple ticketing and work order systems into one enterprise system.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Development and documentation of a strategy to identify opportunities and initiatives.</li> </ul>	Keep - recommend adjust language	None	X	10%
<b>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.</b> Current Progress:	Keep - recommend adjust language	None	→	60%



<ul style="list-style-type: none"> <li>Completed an initial data analysis of grants survey information which tells us where our grant funding is going and who in the City is benefitting.</li> <li>Receipt of \$500,000 from a National Endowment of Arts grant in 2022.</li> <li>Implementation of the Art Belongs Here program funding multiple art projects.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Updating work plans for FY23 for new opportunities for funding, areas of focus, and new programs.</li> <li>The Public Art Master Plan should be revisited in the next three years in order to reestablish priorities and update language and goals.</li> <li>Evaluation of Title 22 Public Art Ordinance in the next three years as well to clean up, clarify, and update that code to reflect current processes and to facilitate implementation of our public art program.</li> </ul>				
<b>Identify actions the City could take to protect Reno's historic resources, including the Lear Theater.</b> Current Progress: <ul style="list-style-type: none"> <li>Property Purchased.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Fund the rehabilitation of the existing theater.</li> <li>Long term plan and funding source to use the property and maintain the building while still honoring its cultural history.</li> </ul>	Keep & Continue	None	X	30%
<b>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.</b> Current Progress: <ul style="list-style-type: none"> <li>Continue to seek opportunities for partnerships via nonprofits and volunteers to complete necessary work.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Update to the master plan which could provide for broader grant funding opportunities and will meet existing legislation to pursue park districts.</li> </ul>	Keep - recommend adjust language	◆◆	←	40%
<b>Identify remaining funds needed to build Moana Springs pool, which already has some of the required funding.</b> Current Progress: <ul style="list-style-type: none"> <li>Final designs are in progress.</li> <li>Staff is reviewing options for cost saving opportunities.</li> <li>Finance has determined a funding path using general obligation bonds, which Council has approved an increase of up to \$60 million for the pool, Public Safety Center, and Fire Station Headquarters.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Construction completion.</li> </ul>	Completed - move under operations	None	✓	100%
<b>Strengthen the City's commitment to an attractive and vibrant Truckee River through community partnerships, and City initiatives.</b> Current Progress: <ul style="list-style-type: none"> <li>Supporting One Truckee River's Management Plan adopted by Council with the river restroom program and the vegetation management plan. First restroom was installed in Brodhead Park in 2020. Second restroom will be installed in John Champion Park in 2022. Brodhead Park has also been identified as the pilot location for the vegetation management plan. Preliminary work is being completed in 2022.</li> <li>Dedicated Clean and Safe team to supporting service connection and outreach along the river.</li> <li>Added two park rangers to the Parks department that provide a presence in area parks and along the river.</li> <li>Completed a large river clean up event with more than 100 volunteers with plans to host the event again.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Continue to support OTR projects with staff time and additional funding if it becomes available.</li> <li>Continue to prioritize the river through Clean 7 Safe initiatives.</li> <li>Council approval of NEA funding for a mural under the Wells Overpass at the pedestrian pathway along the river.</li> </ul>	Keep - recommend adjust language	None	→	60%

Goals/Strategies	Strategic Plan Recommendations	Tier	Status	% Complete
<b>The Foundation for Success: Governance and Organizational Effectiveness</b>				
<b>Create a succession plan to prepare for future staffing needs.</b> Current Progress:	Keep & Continue	None	X	20%

<ul style="list-style-type: none"> <li>Professional growth and development opportunities are in the beginning stages of being developed.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Robust performance management processes during which supervisors can facilitate career planning (planned for FY 22/23).</li> <li>Coordinated classification structures that lend themselves to organizational career management (planned for FY 22/23).</li> </ul>				
<b>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.</b>	Keep - recommend adjust language	None		35%
<p>Current Progress:</p> <p>One City, Many Voices speaker series launched in September 2021 and is ongoing into 2022.</p> <ul style="list-style-type: none"> <li>The Diversity, Equity, and Inclusion Committee was reintroduced to the organization.</li> <li>The Human Rights Commission began meeting again.</li> <li>The Safe Zone program was introduced.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Additional DEI initiatives will be ongoing as we work to build capacity and foster organizational inclusion.</li> </ul>				
<b>Foster a culture of respectful, open, professional communications within the organization and between Council and staff.</b>	Keep & Continue	None		40%
<p>Current Progress:</p> <ul style="list-style-type: none"> <li>Organizational collaboration on building diversity, equity, and inclusion capacity to drive organizational belonging and strengthen performance.</li> <li>Ongoing engagement knowledge-building opportunities to raise consciousness.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Update the City of Reno's Diversity, Equity, and Inclusion plan to guide the organization for years to come.</li> <li>Establish opportunities for staff and Council to engage in different communication styles.</li> </ul>				
<b>Implement robust and innovative staff training that will support professional development needs and interests.</b>	Keep & Continue	None		50%
<p>Current Progress:</p> <ul style="list-style-type: none"> <li>Additional staffing approved in FY 19/20 to support professional development needs. The position was filled in July 2021.</li> <li>Began the process of conducting a needs analysis, and surveying management and employees, drafting a strategic organizational development plan, and began offering innovative staff training opportunities and collaborations.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Staff member working on this project was promoted, and the position will be backfilled by April 2022.</li> </ul>				
<b>Improve efficiency of Council meetings through procedural changes and adherence to Council rules.</b>	Keep & Continue	None		70%
<p>Current Progress:</p> <ul style="list-style-type: none"> <li>Implemented monthly briefings on upcoming large projects/initiatives with Council.</li> <li>Began hybrid meetings which offer access to more constituents to allow for efficiency without additional meeting time needed.</li> <li>Developed and offered biweekly writing workshops open to all staff for support in preparing staff reports and presentations for upcoming meetings.</li> <li>Strengthened agenda management practices to improve clarity and timing of agenda items.</li> </ul> <p>Needs/Next Steps:</p> <ul style="list-style-type: none"> <li>Analyzing the amount of time for each type of item to identify opportunities for process changes that may lead to more efficient management of items.</li> <li>Implementing new agenda management software.</li> <li>Continued adherence and review of Council rules.</li> </ul>				
<b>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.</b>	Keep & Continue	None		50%
<p>Current Progress:</p> <ul style="list-style-type: none"> <li>Actively working to modernize and streamline processes and practices.</li> <li>Implemented employee experience process improvements: implementation of an electronic on-boarding system, a streamlined, electronic benefits open-enrollment process, an automated retiree benefit program, and an electronic exit survey.</li> <li>Began trainings for hiring managers around the hiring process, selection, and on-boarding best practices.</li> <li>Actively working to improve the capability of the HRIS/ERP system to enhance functionality and improve the City's ability to make timely, accurate, and data driven decisions.</li> </ul> <p>Needs/Next Steps:</p>				

<ul style="list-style-type: none"> <li>In FY 22/23, looking to further enhance technology solutions that improve employee experiences with the build out of electronic off-boarding processes and electronic performance evaluations.</li> </ul>				
<b>Streamline efforts between City departments to promote greater efficiencies and better outcomes in operations and governance and better outcomes.</b> Current Progress: <ul style="list-style-type: none"> <li>Creation of "teams" for special projects and teams and initiatives versus previously siloed operations based on department alone.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Continued evaluation of teams and outstanding projects.</li> </ul>	Keep - recommend adjust language	None	→	60%
<del><b>Streamline efforts between City departments to promote greater efficiencies in operations and governance in support of better outcomes.</b></del>	Remove - duplicate	None	–	–
<b>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.</b> Current Progress: <ul style="list-style-type: none"> <li>Coaching of staff to manage public commentary from presentations (Moot Council).</li> <li>Book clubs for leadership development of team members.</li> <li>Scheduled training for conflict management.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Training for conflict management is scheduled for this FY continued training and evaluations of best practices.</li> </ul> Review of 2nd floor service delivery operations for the public to create greater access and education.	Keep & Continue	None	→	60%
<b>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.</b> Current Progress: <ul style="list-style-type: none"> <li>Started initiatives to build and cultivate trust (improving internal communications, etc.).</li> <li>Started employee recognition programs (Employee Field Day, monthly Pillars of Service awards, Employee Appreciation Day, etc.).</li> <li>Participating in diversity, equity and inclusion efforts (One City, Many Voices Speaker Series, Safe-Zone Trainings, etc.).</li> <li>Formalized a City-wide Telecommuting Policy.</li> <li>Addition of language to some collective bargaining agreements that allows for all years of City service counted toward vacation accrual rates.</li> <li>Collaboration with the Communications Office to retain a consultant to support the development of a compelling and cohesive employer branding campaign.</li> <li>Nominated as one of the Best Places to Work in Northern Nevada.</li> </ul> Needs/Next Steps: <ul style="list-style-type: none"> <li>Funding for a comprehensive employee engagement survey in FY 22/23, which will help inform future initiatives in support of this strategic priority.</li> </ul>	Keep - recommend adjust language	None	→	60%