

STAFF REPORT

Date: March 26, 2025

To: Mayor and City Council

Through: Jackie Bryant, City Manager

Subject: Staff Report (For Possible Action): Presentation, discussion, and potential direction to staff regarding the City's Strategic Plan, including initiating an update to the strategic plan and extending the current priorities to support the FY26 budget process.

From: Carissa Bradley, Strategic Initiatives Manager
Calli Wilsey, Director of Policy and Strategy

Department: City Manager's Office

Summary:

The City of Reno Strategic Plan was adopted in February 2020 and refreshed in April 2022. The City's seven overarching goals are fiscal sustainability; public safety; economic opportunity, homelessness, and affordable housing; economic and community development; infrastructure, climate change, and environmental sustainability; arts, parks, and historical resources; and government effectiveness. This item will provide insight into progress to date on the Council's priorities and outlines the proposed process for updating the City's Strategic Plan. Staff recommends Council extend the current priorities for the FY26 budget process and initiate the process to update the strategic plan.

Alignment with Strategic Plan:

All

Previous Council Action:

April 27, 2022: The Council completed a mid-plan review and adopted revisions to the plan for FY23-25.

February 26, 2020: The Council adopted the City of Reno's Strategic Plan for 2020-2025.

Background:

The City of Reno Strategic Plan was adopted in February 2020 and refreshed in April 2022. Council identified specific areas of focus for FY23-25 during the refresh. Those included fiscal responsibility, police and fire services, housing affordability, master plan implementation,

community sustainability, and downtown revitalization. Attached to this staff report is an overview of major achievements for each of the Council's seven strategic goal areas between 2020 and 2025. Achievements between 2020-2022 are included in a City Manager memo from April 8, 2022. The remaining achievements are included in the 2022-2025 Achievements Report.

Discussion: As the City Strategic Plan approaches the end of its adopted timeframe, staff recommends Council initiate the process to update its strategic plan. That attached report highlights the many achievements and progress toward previously identified goals. Progress to date necessitates a review of those goals and reassessment of overall City priorities.

Over the course of 2025, staff recommends the City review and refine its strategic priorities through a collaborative approach. In the proposed process, the City will work with the community, staff, and Council to identify and draft a recalibrated strategic plan that incorporates improved measures of success and accountability. The purpose and desired outcomes of the 2025 City of Reno Strategic Plan update are:

- Develop clear measures of success
- Identify specific and clear priorities
- Engage with the community and staff
- Use the plan to manage the City by focusing on resources and effort to prioritize items
- Provide visible and ongoing progress shared with Council, staff, and community members.

Planning Process

Staff proposes a five-phase process as described below:

Phase 1 – Gaining Insight (March 2025 – July 2025)

During phase 1 of the planning process, the strategic planning team will gather input from a wide range of City stakeholders including the Council, City and department leadership, employees across the organization, community stakeholder groups, and community members to gain input around strategic priorities. Executive interviews will be conducted with the mayor and individual Council members to gather input around strategic priorities and major initiatives to account for in the planning process. Two different surveys will be conducted to employees and the community to gain perspectives as inputs in the strategic planning process. The strategic planning team will review the City's adopted plans and other documents to ensure that previously identified actions are aligned with strategic priorities. Information about the City's projected budget will also be incorporated into the process to ensure appropriate expectations around feasibility of accomplishments. Additional research will be conducted to gather information about citywide operations and community trends.

Phase 2 – Agreement on Priorities (*August 2025*)

During phase 2 of the planning process, the City will host a Council workshop to discuss emerging trends discovered through the gaining insights phase and seek agreement to the high-level priorities of the plan.

Phase 3 – Drafting the Plan (*August 2025 – September 2025*)

During phase 3 of the planning process, the strategic planning team will use the priorities from the Council workshop to draft specific plan objectives, initiatives, and measures. The team will coordinate cross-departmental meetings to gather feedback in preparing the draft of these specifics of the plan.

Phase 4 – Refining the Plan (*October 2025*)

Once a drafted plan has been completed, the strategic planning team will publish the draft plan for feedback from community members, Council members, stakeholders, and staff. The plan will be presented to the city's Neighborhood Advisory Boards and other community meetings. Each Council member will receive an individual briefing to go over plan specifics and incorporate comments and suggestions.

Phase 5 – Adoption and Sharing the Plan (*November-December 2025*)

The goal is to present a final version of the plan by the end of the calendar year for Council adoption. Once the plan has been approved, cross-functional implementation teams will begin meeting to implement and execute on specific items outlined in the plan.

Following adoption of the plan, staff will move into implementation and managing the plan's performance. As stated, one goal of this update is to ensure progress visible and shared regularly with Council and the community. Additional conversations will occur throughout the strategic planning process to identify the specifics for this goal.

In addition to kicking off the strategic plan update, staff is recommending Council extend the current plan's priorities for a short period of time while the update process occurs. Best practices for the budget process include incorporating strategic priorities. The FY26 budget will need to be adopted in May 2025, and additional time is needed to complete the plan update collaboratively and thoughtfully. A short-term extension allows the City to meet budgetary best practices while accomplishing the plan update.

Financial Implications:

None at this time.

Legal Implications:

Legal review completed for compliance with City procedures and Nevada law.

Recommendation:

Staff recommends Council extend the current plan's strategic priorities by one year to support the FY26 budget process and direct staff to initiate the strategic plan update process

Proposed Motion:

I move to extend the current plan's strategic priorities for one year to support the FY26 budget process and direct staff to initiate the strategic plan update process.

Attachments:

2020-2022 Council Memo Strategic Plan Update

2022-2025 City of Reno Strategic Plan Achievement Report