








2022 – 2025

City of Reno Strategic Plan Achievements Report

The City of Reno Strategic Plan was originally adopted on February 26, 2020. In April 2022, the plan was refreshed to refine the Council’s priorities. This report outlines major achievements since 2022 when the plan was refreshed related to the specific strategies listed.

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Fiscal Sustainability

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

Strategies	Achievements
1. Advocate for new, sustainable, and equitable sources of revenue for the City while ensuring allocations of resources at the state and local level.	<ul style="list-style-type: none"> Updated sewer connection fees with area-specific fees based on the cost of service for those service areas. Connection fees will be used to fund upcoming capacity projects involving sewer connections, treatment, and reuse. Emphasized a renewed focus on leveraging grant dollars and grant opportunities which included utilizations of grant funds such as the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) and Community Project Funding, and a more strategic approach to leveraging grant dollars. Awarded \$95,161,161 in local, state, federal, and foundation grants to support strategic priorities since fiscal year 2022.
2. Build and maintain the City's ability to sustain, manage, and fund operations for the long term through reserves and robust capital policies.	<ul style="list-style-type: none"> Formed a cross-departmental team where future development projects are discussed and maintenance feasibility is determined based on current operational levels. Through this team, estimates of yearly maintenance costs are provided. Published a facility conditions assessment report monitor City-owned facilities annually. The report includes buildings, parks, recreation facilities, the public art collection, and other assets.
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.	<ul style="list-style-type: none"> Secured more than \$15 million in federal funding through the Community Project Funding program for various public safety and infrastructure projects. Completed a regional fiscal equity study to analyze the alignment of tax revenue generation compared to expenditures. Initiated conversations with regional partners to improve delivery of regional services focused initially on public safety, street maintenance, and sewer and stormwater management services.
4. Evaluate core services, and engage regional partners in funding, to align resources and focus on priority services.	<ul style="list-style-type: none"> Instituted a formal risk management program to mitigate employee risk exposure and long-term financial losses. Launched the Service Delivery Measure Initiative (SDMI) to enhance department-level measurement of service delivery, set realistic targets, and create additional accountability measures. Developed new tools and resources for ensuring fiscal transparency including a new digital budget book software platform.
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.	<ul style="list-style-type: none"> Hired a staff economist to provide long-range fiscal analyses for the City's major funds and perform research on micro and macro-economic trends. Developed two new resilient budget strategies. A 10-year financial forecast to better project future resource needs, identify areas of concern, and adjust operating programs to meet available resources is maintained. Second, a 25+ year history is maintained that tracks significant data points such as population, GDP, and building permit activity in relation to revenues that assists with future projections.



Public Safety

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

Strategies	Achievements
1. Assess alternative fire response models to manage call volume while still providing needed services.	<ul style="list-style-type: none"> • Executed an agreement with the City of Sparks, Washoe County and REMSA Health to replace and implement a unified regional computer aided dispatch (CAD) platform. Once implemented, the regional CAD system will expand 9-1-1 services and interagency communications between all local partners and improve service delivery within the emergency response system. • Approved the HxGN computer aided dispatch system. For the first time in the region's history, all four entities dispatching public safety resources will be using the same platform under a fair and equitable governance agreement. • Initiated discussions with regional partners relating to fire operations and regional service models and hosted a regional meeting in February 2025 with all three jurisdictions elected bodies.
2. Complete a new Public Safety Center and identify options for the existing police property.	<ul style="list-style-type: none"> • Opened the Reno Police Department (RPD) Public Safety Center in August 2024. • Determined that the existing property will be converted to the Reno Fire Department's (RFD) Central Station. • Reno Fire Department Central Station construction manager at risk selected for preliminary design work; demolition of previous police department building scheduled for 2025.
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.	<ul style="list-style-type: none"> • Completed the RPD patrol staffing study to improve patrol staffing and deployment. • Instituted a strategic restructuring of RPD to enhance services and improve morale. • Identified a full time recruiting and retention officer for the RPD to develop robust recruiting and retention strategies to keep pace with attrition and growth. • Introduced the Directed Engagement, Enforcement and Deployment Strategy (D.E.E.D.s) program with RPD to strategically deploy officers into areas of the city to prevent crime through increased visibility and to decrease crime through officer-initiated interactions with the community. • Implemented procedural justice and implicit bias training for RPD staff.
4. Develop and implement a fire station repair and replacement plan.	<ul style="list-style-type: none"> • RFD included in the facility condition analysis report to assess necessary station repairs and plan for future replacements. • Created a comprehensive fire station capital improvements program to address necessary repairs, renovations, and reconstructions. • Researched financing tools for the replacement and building of new fire stations in the city.

<p>5. Implement the multi-year plan to replace outdated fire apparatus.</p>	<ul style="list-style-type: none"> Established a fire apparatus replacement schedule, incorporating evaluations based on vehicle age, usage, maintenance records, and repair costs. Created an apparatus replacement fund through the annual budget process to meet both short-term and long-term apparatus needs.
<p>6. Increase attention and efforts on traffic and pedestrian safety.</p>	<ul style="list-style-type: none"> Coordinated with the Vision Zero Task Force to improve pedestrian safety through installation of pedestrian flashing beacons, signage, audible signals, pedestrian ramps, and sidewalks. Collaborated with the Regional Transportation Commission (RTC) to develop safer infrastructure for bikes and pedestrians for active transportation projects via the Biggest Little Bike Network. Developing a formalized program to prioritize infrastructure improvements such as school flashing beacons, pedestrian beacons, and intersection improvements.
<p>7. Review the 2019 fire operational study and identify staffing, equipment, and other resource needs to improve operations.</p>	<p>RFD has successfully addressed the following recommendations from the fire operational study:</p> <ul style="list-style-type: none"> Employee Work Hours: Implemented a policy to limit the number of consecutive mandatory hours an employee can work. Program Management Expansion: Expanded program management duties to field personnel to support career development, with successful completion of these duties now considered in the promotional process. Video Conferencing System: Introduced an internet-based video conferencing system to facilitate regular departmental meetings, discuss new initiatives, and enable remote training by chief officers and support staff. Training and Certification Requirements: Expanded training, certification, and educational prerequisites for the fire equipment operator, captain, and battalion chief promotional processes. Fire Station Improvements: Initiated a comprehensive fire station capital improvements program to address necessary repairs, renovations, and reconstructions. Fire Apparatus Replacement Schedule: Established a fire apparatus replacement schedule, incorporating evaluations based on vehicle age, usage, maintenance records, and repair costs. Apparatus Replacement Fund: Created an apparatus replacement fund through the annual budget process to meet both short-term and long-term apparatus needs. Common Radio Frequency for Emergency Medical Services (EMS): Continued implementation of a common radio frequency for ambulance and fire first responders on EMS calls. Pre-Fire Planning: Implemented a pre-fire planning process for all high-risk commercial properties and target hazards. Mobile Data Terminals (MDTs) for Pre-Incident Plans: Entered pre-fire and incident plans into apparatus MDTs, ensuring real-time access to this information. Risk Management Plan: Developed an integrated risk management plan focusing on structure fires in high-risk areas. Advanced Life Support (ALS) First Response Units: Reevaluated the expansion of Advanced Life Support (ALS) first response units within the city.

- Automatic Response with Truckee Meadows Fire & Rescue (TMFR): Reestablished an automatic response arrangement.
- Training Steering Committee: Formed a training steering committee, including battalion chiefs, captains, driver operators, firefighters, union representatives, and EMS staff to assess training needs and provide direction for the department's training efforts.
- Skills Testing for Fire Training: Integrated written and practical skills testing into the department's comprehensive fire training program.
- Annual Physical Fitness Evaluation: Implemented an annual physical fitness evaluation process has been implemented for all emergency response personnel, including chief officers.

Other Goal-Related Achievements

- Upgraded over 200 public safety radios to be P25 ready.
- Consolidated dispatch agreement with the Reno-Tahoe International Airport Authority to improve public safety at the Reno-Tahoe International Airport.
- Public Safety Dispatch began utilizing emergency medical dispatch protocols to provide regional backup services.
- Created an interlocal agreement between RFD and Reno-Tahoe Airport Authority to combine the City and Airport fire departments to meet the needs of the growing community and provide enhanced emergency response.



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	Achievements
1. Explore ways to partner with the private sector to fund and provide services to the homeless population.	<ul style="list-style-type: none"> Established strategic nonprofit relationships with the Reno Initiative for Shelter and Equality and the Karma Box Project to increase homelessness outreach efforts. Coordinated with the Downtown Reno Partnership to expand the Downtown Ambassadors' program to include homelessness outreach staff focused on the downtown core. Developed a mobile application prototype called Direct Resource Outreach and Placement Service (DROPS) in partnership with NewRocket and ServiceNow to transform the way outreach workers assist unsheltered individuals. Aligned resources with Washoe County to open the Nevada Cares Campus Resource Center and further support homelessness diversion tactics and outreach services. Supported Washoe County's capital campaign to garner private sector investment in homelessness service providers.
2. Identify clear objectives to address homelessness and develop a cross-departmental approach.	<ul style="list-style-type: none"> Continued regional coordination with the Reno Housing Authority, Washoe County, and other agencies to standardize the homelessness response by establishing clear roles and responsibilities. Continued the Clean and Safe Team to provide daily outreach to individuals experiencing homelessness and coordinate encampment clean ups across the city. Assisted and provided outreach services to the unsheltered community, resulting in 613 housing and shelter arrangements, 624 identification replacements, 335 family reunifications, and 527 supportive services accessed since 2021. Maintained equitable and safe access to public spaces through the coordination of 1,789 abandoned encampment cleanups, removal of 24,097 yards of waste, and addressed 9,575 service requests related to unsheltered concerns since 2020. Implemented daily, cross-departmental City Walks in October 2022 to address a variety of issues, while connecting people to services as needed. Provided over 4,500 households with rental and/or deposit assistance since 2022, disbursing over \$14,346,250. Continued to refine Community Court programs through Reno Municipal Court, primarily serving individuals experiencing housing insecurity, aimed at reducing and properly addressing quality of life offenses in the downtown area and City parks. In 2024, Community Court admitted a total of 300 participants with a 35 percent successful completion rate, demonstrating a 15 percent increase over 2023. Piloted a Rapid Rehousing Program in 2024 to assist individuals experiencing homelessness with stable housing, gap rental assistance, and support at the Village on Sage Street while awaiting longer term support from the Reno Housing Authority.

- Continued to refine the Reno Works Program to provide innovative workforce development opportunities for people experiencing homelessness. Since 2015, 127 graduates have completed the program, with 75 percent of graduates contacted still housed after one year of program completion.

3. Research and implement proven approaches to address affordable housing needs.

- Allocated \$8.85 million in SLFRF funding towards affordable housing projects including Sage Street, Dick Scott Manor, and 4th Street Village.
- Welcomed housing expert Shane Phillips in November 2023 to provide recommendations on improving housing affordability.
- Developed a series of housing workshops to explore housing affordability opportunities including accessory dwelling units (ADUs), streamlined approvals, and zoning review.
- Conducted community outreach related to ADUs for possible ordinance development and consideration in 2025.
- Complied with AB 213 (2023 Session) requirements to create development incentives and a process for speeding the approval of affordable housing projects, including density bonuses incentives for affordable housing developments serving 0-60 percent area median income (AMI), process improvements to expedite building permit review, and increasing density bonus incentives targeted towards market rate infill developments.
- Provided over \$11 million in sewer connection fees and \$735,537.21 in building permit waivers for affordable housing projects since 2020. This helped to bring 2,113 new affordable housing units to the market.
- Adopted Title 18 zoning code cleanup changes, improving on the code changes from the original adoption in 2021.
- Established an agreement with the Community Foundation of Northern Nevada to manage the City of Reno's Affordable Housing Charitable Donation Fund.
- Provided loans through the Washoe County HOME Consortium (WCHC), led by the City of Reno's Housing and Neighborhood Development team for the development of affordable housing units. Since 2017, WCHC has provided \$17,551,388 to facilitate the development of nearly 4,000 units of affordable housing.



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	Achievements
1. Encourage and support integration of the University community into the downtown area by redeveloping targeted City blocks and promoting a vibrant urban core.	<ul style="list-style-type: none"> Renamed Center Street to University Way, creating a stronger connection with the University of Nevada, Reno. Placed new City of Reno banners throughout downtown and Wells Avenue District and facilitated new banner placement for the University's 150th birthday. Supported the University's expansion into downtown through the University Gateway Project and University Village employee and graduate student housing. Continued partnership with UNR to explore streetscape improvements near the university to continue expansion into downtown. Implemented parts of the Biggest Little Bike Network prioritizing Virginia Street and Evans Ave to provide protected bike lane infrastructure and encouraging physical connection between the University and downtown Reno. Adopted the Virginia Street Placemaking Study in 2023, providing a collaborative vision for Virginia Street to connect areas including the University, downtown, and midtown through placemaking efforts, infrastructure updates, and other activations.
2. Enhance and streamline processes to support and attract businesses interested in expanding or establishing projects in Reno.	<ul style="list-style-type: none"> Launched the Biggest Little Business Partnership in 2022 to promote small businesses licensed by the City of Reno through \$65,000 in waived renewal fees to assist businesses impacted by the pandemic-era economic impacts. Adopted sidewalk vendor regulations to reduce barriers to entry for business owners and developed an interactive map for business owners to understand restrictions in place. Created a compliance program to monitor packaged alcohol, wine, and beer licenses located within the safe scape and its buffer areas. Continued to streamline online business licensing processes to maximize online engagement resulting in a 55 percent online application and renewal rate compared to 22 percent in 2020. Initiated RMC Title 4 "Business License Code" and 5 "Privileged Licenses, Permits, and Franchises" code rewrite, collaborating with community partners and the local business community. Identified and hired key positions focused on economic development and redevelopment to support efforts to broaden the economic base, attract, grow, and retain businesses as well as cultivate a vibrant and livable downtown.
3. Enhance key procedures to comprehensively evaluate the environmental, infrastructure, and service impacts/benefits of developments.	<ul style="list-style-type: none"> Evaluating and researching the use of special assessment districts and impact fees as a financing mechanism for infrastructure. Adopted the Police Facility Impact Fee in 2020 and updated the fee in 2023 to help facilitate paying for the Public Safety Center. Updated the fiscal impact analysis model and guidelines, which is used in evaluating the economic impacts of specific projects.

	<ul style="list-style-type: none"> • Worked with the Truckee Meadows Regional Planning Agency in the development of their Natural Resource and Public Infrastructure Plans, both of which attempt to enhance our area’s understanding of the topics for use in evaluating projects and policy decisions. • Completed biannual review of sewer rate fees to ensure that rate structures meet needs for environmental, infrastructure, and service impacts.
4. Identify infrastructure needs to promote infill development, focusing on opportunities within the McCarran loop.	<ul style="list-style-type: none"> • Approved and implemented the 1,000 Homes in 120-day program with a focus on developing new housing in target areas like downtown and midtown. • Supported RTC in the Regional Maintenance Study to evaluate roadway maintenance needs and examine how funding is allocated to those needs at the local and regional levels. • Supported the development and adoption of the Truckee Meadows Regional Plan update to refine the region’s approach to public facilities and natural resources. • Supported the development and adoption of the 2050 Regional Plan Update. • Conducted a Micromobility Pilot Project from June through October of 2022 to introduce micromobility-specific infrastructure to the community. This project ultimately informed elements of the Biggest Little Bike Network program with RTC.
5. Implement the Downtown Action Plan in collaboration with the Downtown Reno Partnership.	<ul style="list-style-type: none"> • Strengthened collaboration with the Downtown Reno Partnership resulting in more clear downtown roles and responsibilities related to homelessness, public safety, debris management, and processes for addressing service requests. • Launched the ReStore Facade and Tenant Improvement Program, providing 36 properties or business locations with \$1,049,026 in grants to improve the interior and exterior aspects of the business. • Piloted the Plaza Activation Program to encourage new events and activities via promoter engagement such as Harmony on the River, Dancing on the River, and Off the Rails Concert Series. • Initiated a new mobile engagement team to provide coverage throughout the downtown core and increase police visibility and officer-initiated calls. • Assigned a dedicated code enforcement officer to downtown Reno to enhance proactive code enforcement by providing ongoing outreach to businesses and property owners, initiating violations, and resolving service requests. • Updated Reno Municipal Code (RMC) Chapter 6.30 parking regulation and fee schedule. • Initiated a parking study and comprehensive parking plan for downtown Reno and commercial districts. • Purchased and installed 188 new trash cans within the Business Improvement District. • Purchased and planned installation of placemaking equipment and infrastructure at Locomotion Plaza such as containers, furniture, and electrical work.

	<ul style="list-style-type: none"> Established active engagement with business owners on East 4th Street to facilitate revitalization to develop a new brewery district, collaborate on problem solving, and strengthen corridor relations. Disposed and facilitated the development of strategic properties for economic development including 0 Riverside which was disposed for 123 units of new housing, 4th Street properties for business expansion, 0 Commercial Row for 200 units of housing. Entered into a sale agreement for 315 & 355 Record St property to support construction of a 136-unit affordable housing development.
6. Implement the Master Plan to support revitalization of urban areas and well-designed neighborhoods.	<ul style="list-style-type: none"> Secured affordable housing contribution agreements from land developers providing monetary contributions on a per-door basis as projects develop. To date, six land development projects have included the affordable housing contribution agreement, providing for over \$4 million in additional funds to support affordable housing projects. Adopted RMC Title 18 housing initiatives to expedite affordable housing projects through improvements to the building permit review process and increased density allowances for affordable housing projects. Launched the Love Your Block Mini-Grant Program, a City of Reno partnership with the Bloomberg Center for Public Innovation at Johns Hopkins University offering mini-grants to revitalize neighborhoods and community spaces. Currently processing a text amendment for Accessory Dwelling Units, which aims to help increase density and allow for housing more options in infill areas. Completed 24 community cleanups and 2 river cleanups from since 2023.
7. Update and maintain a land development code that facilitates economic development and improves quality of life.	<ul style="list-style-type: none"> Adopted a major code update to RMC Title 18, which provided a comprehensive clean up to address conflicting regulations, clarifying language, updates based on 2023 legislative changes and correcting miscellaneous typos and inconsistencies. Adopted regulations to RMC Title 18 that allow for no parking requirements for all development located within the downtown area. This has helped to incentivize development in the downtown core. Adopted regulations to RMC Title 18 that allow for increased density of up to 80 percent more units than the zoning otherwise allows for infill market rate units that meet certain size requirements. This is a significant incentive to create more residential development in the infill areas. Reviewed misaligned codes and laws to approve new ordinances to prohibit sitting, lying, sleeping, or camping in public places such as sidewalks, streets, alleys, and the Truckee River area.



Infrastructure, Climate Change, and Environmental Sustainability

Improve the City's infrastructure and protect the environment.

Strategies	Achievements
1. Address flooding mitigation plan for the North Valley and Truckee Meadows areas, including evaluation of stormwater utility.	<ul style="list-style-type: none"> Received a \$2.87M community grant award for flood mitigation in the North Valley's. Continued evaluation of FEMA flood hazard mapping updates to improve and identify flood risk in our community (Silver & Swan Lake, Southwest Reno tributaries, and Truckee River).
2. Build and maintain the City's ability to sustain, manage, and fund capital assets for the long term through capital fund management.	<ul style="list-style-type: none"> Created a new overview of all capital projects and facility assets to be maintained and the deferred maintenance costs published annually through the facility conditions assessment report Developing a formalized program to prioritize infrastructure improvements such as school flashing beacons, pedestrian beacons, and intersection improvements. Supporting RTC in the Regional Maintenance Study to evaluate roadway maintenance needs and examine how funding is allocated to those needs at the local and regional levels. Completed the sewer user rate sufficiency analysis. Proposed greater equity in fuel tax distribution and shared a solution with our regional partners.
3. Coordinate with federal, state, and tribal entities to support the City's infrastructure, transportation, and environmental goals through cooperative planning and implementation opportunities.	<ul style="list-style-type: none"> Supported the development and adoption of the 2050 Regional Transportation Plan Update. Received a \$3 million community grant award for Island 8 Septic to Sewer Phase 2. Expanded electric vehicles in the fleet and vehicle charging infrastructure. Completed \$21 million in Neighborhood Street Rehabilitation Projects in the northwest area of Reno and \$11 million in sewer collection rehabilitation projects. Continued collaboration with regional partners to replace Arlington, Sierra Street, and Keystone bridges. Maintain regular communication with regional and state infrastructure partners to strategically identify and collaborate on priorities. Partnered with the Desert Research Institute, the University of Nevada, Reno, Washoe County, the Reno-Sparks Indian Colony, the Citizens Climate Lobby and several other organizations within our region to host the Reno-Sparks Heat Campaign in 2024. The campaign consisted of a mapping effort to understand 200 square miles temperature variability.
4. Develop a framework that identifies the software and technology needs of the City and establish a funding plan for these projects.	<ul style="list-style-type: none"> Standardized City policies for technology procurement, including provisions for software requirements. Created a hardware and software replacement schedule based on industry standards. Obtained three grant awards for network modernization, new replacement routers, and new replacement switches.

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.

- Adopted the TMWRF Facility Improvement Plan in 2020.
- Completed pre-design for filtration improvements at TMWRF and proposed a new project to increase the capacity of the filtration process while utilizing existing infrastructure, saving rate payers an estimated \$45 million.
- Completed 12 capital projects (9 in progress) at the TMWRF as part of the 2020 Facility Improvement Plan, providing regulatory compliance, improving plant performance, and increasing capacity.
- Rebuilt or rehabilitated six lift stations, two under construction, and three stations in design for significant upgrades.
- Completed RSWRF expansion, doubling the treatment capacity from 2 million gallons per day to 4 million gallons per day.
- Constructed RSWRF recycled water 1.5-million-gallon tank and pump station, greatly improving service pressures and flows for customers reliability, and added additional customers (O'Brien Middle School, expanded Mayor's Park irrigation for new fields).

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

- Continued to oversee an annual commercial building benchmarking program, adopted by Council in 2019 (RMC 14.30), to gather data on energy use of public and privately owned buildings. In 2024, over 50 million square feet reported achieving a 51 percent program compliance rate.
- Incorporated climate resilience into the Washoe County Hazard Mitigation Plan, addressing Priority 9 under the Sustainability and Climate Action Plan.
- Converted approximately 60 percent of utility-owned streetlights to LED, and nearly all City-owned streetlights are LED.
- Between 2019 and 2023, Nevada's renewable energy generation increased from 20 percent to 39 percent.
- Achieved a SolSmart Silver designation and established a solar permitting checklist to streamline the process in 2022. In 2024, staff amended the fee structure for solar permitting cost determination to reduce the cost.
- Partnered in 2024 under Solar for All, a \$156 million statewide initiative to expand solar. RMC 18.04.706 allows for a 5 percent parking reduction when solar panels are installed, either in the parking lot or on the site/building. Parking requirements may be reduced by 5 percent when solar parking structures are installed in the parking lot or solar panels are installed on the site and/or building.
- Planted the City's first public orchard at Miguel Ribera Park.
- Completed the first community solar project in the state of Nevada on City-owned property. The City leases the land to NV Energy, while eligible households and businesses subscribe to the clean generation capacity through NV Energy and receive credit on their bill.

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

- Supported the development and adoption of the Regional Transportation Plan update, adopted in February 2025.
- Developed the Micromobility Pilot Program to define elements for permanent installations for equal opportunities for transportation, and working with the RTC to develop a micromobility connectivity plan.
- Planned for the implementation of the Biggest Little Bike Network to enhance strategic downtown micromobility corridors for bikes, scooters, skateboards, etc.
- Initiated the Intelligent Transportation Systems (ITS) Strategic Master Plan.

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

- Achieved a tree equity score of 84/100 which represents an equitable urban forest.
- Updated the community-wide greenhouse gas emissions inventory. The last inventory was performed in 2017, using data through 2014. The inventory showed that the transportation sector makes up 37 percent of community-wide emissions, followed by residential energy at 31 percent and commercial energy at 26 percent. Emissions declined 16.59 percent since 2008, despite adding 50,000 people to the population over the same time period.
- Received a \$500,000 grant to plant trees near neighborhoods adjacent to the Reno-Tahoe International Airport to mitigate urban heat island effect, increase tree biodiversity, and create a buffer from particulate matter.
- In 2024, City of Reno facilities generated 1.6 million kilowatt hours of energy, making up nearly 32 percent of the annual energy usage.
- Reduced City fleet emissions by 20 percent from 2019 levels.
- Participated in and implemented the Energy Performance Program for the Public Safety Center, including the City's first solar and storage project. The project will generate 776,486 kWh of solar energy each year.
- Expanded electric vehicles in the fleet and vehicle charging infrastructure.
- Launched the Bird e-scooter share program.
- Awarded Community Project Funding for a solar array at the Moana Springs Community Aquatics Center.
- Developed and implemented City Policy 303 requiring environmentally preferable purchasing in February 2022.



Arts, Parks, and Historical Resources

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

Strategies	Achievements
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.	<ul style="list-style-type: none"> • Virginia Range horse protection fencing funding secured through community-generated solutions such as Nevada Department of Transportation (NDOT), RTC, City of Reno federal recovery funds and contingency funds, and private donations. • The Virginia Range Horse fencing North Phase is nearing completion, and the South Phase is anticipated to begin construction in Spring 2025. Once completed the fencing will provide a barrier between the Virginia Range and the urban interface in South Reno, improving safety for both wildlife and the traveling public. • Adopted amendments to the Title 18 zoning code to enhance protections for the Virginia Range horse population by identifying a location and including requirements for return gates, fencing, construction trench flagging, and signage.
2. Create opportunities with other agencies and the private sector to develop Connected/Smart City initiatives that will improve public interaction with City services.	<ul style="list-style-type: none"> • Instituted ServiceNow, an enterprise service request platform to enhance and improve the public's interaction with City services and reporting issues. • Began utilizing location intelligence software to understand park usage rates to meet service needs and inform programming decisions. • Published an interactive map of Reno properties that have been evaluated for their historic significance. • Published interactive GIS story maps for Reno historic preservation collection, providing virtual learning experiences to view historic places on the local historic register. • Published an interactive public art map cataloging the City's public art collection. • Instituted and enhanced more online registration opportunities for recreation programs and activities. • Published the Geospatial Hub is the City's public platform for exploring, visualizing, and downloading location-based Open Data. • Published a <i>Recreation in the Biggest Little City</i> story map to highlight Reno's unique recreational opportunities.
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.	<ul style="list-style-type: none"> • Adopted the Public Art Master Plan to inform future public art investment, programming, and outreach in March 2025. • Refined the City's approach to the annual arts & culture grant program leading to the new equity expansion grant program designed to reach smaller and historically underserved organizations and community members. • Developed an annual art condition assessment process and report for the City's public art collection to prioritize maintenance resources.

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

- Hired a full-time historic preservation coordinator.
- Completed an inventory of historic surveys done within the city limits of Reno and completed a historic survey of properties in the downtown area.
- Completed the Lear Theater Historic Structure Report to evaluate the building's current condition and recommend new uses that are compatible with the building's historic fabric.
- Began the E. 4th Street National Historic District nomination process to designate the historic buildings along East 4th Street from Evans Avenue to Galletti Way as a historic district.
- Piloted a historical marker program to expand representation of previously underrecognized histories commemorated with historical markers recognizing historic events, places, or people.

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.

- Adopted the Parks, Recreation, and Open Space Plan in November 2023.
- Hired a full-time parks fund development manager to focus the efforts of the department to diversify revenues and increase sustainable funding options.
- Implemented a new membership rate structure, called RecConnect, for the City's recreation facilities to address programming needs and harness greater cost recovery for facility operation costs.
- Piloted a parks and recreation sponsorship program to increase public-private partnerships in funding parks and recreational opportunities.
- Researched the concept of park assessment district reconfiguration for legislative consideration.

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

- Identified all funds needed to complete construction of the Moana Springs Community Aquatics & Fitness Center through public and private financing.
- Opened the Moana Springs Community Aquatics and Fitness Center in August 2024.

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

- Held extensive public outreach and engagement for the Truckee River Vision Plan in coordination with Washoe County, One Truckee River, and various community stakeholders.
- Adopted the Truckee River Vision Plan in September 2024 to provide a vision and implementation framework for improving the Truckee River.
- Created a river rangers program aimed at enhancing the protection of the Truckee River corridor by expanding patrols, providing programming, and community engagement.
- Secured a one-time grant from Washoe County supporting a river ranger.
- Established funding opportunity with the Truckee River Flood Management Authority (TRFMA) to offset costs associated with the river ranger program.
- Facilitated plaza and park activation efforts along the Truckee River including sponsored events.
- Allocated funding for West Street Plaza placemaking features, including furniture, shade umbrellas, and space for food truck parking.
- Installed an additional Portland Loo at Reno City Plaza in collaboration with One Truckee River.

Other Goal-Related Achievements

- Installed public art for the new Public Safety Center.
- Installed public art along Oddie Blvd in collaboration with the Regional Transportation Commission and Washoe County.
- Installed public art at North Valleys Roundabout along Sky Vista Parkway and Silver Lake Road.
- Finished a context survey and historic register nomination focusing on Northeast Reno history and heritage of Reno's African American community.
- Launched the Rolling Recreation program to activate underutilized parks and recreation facilities with recreational opportunities and activities.
- \$12.56 million in SLFRF funding allocated for parks and recreation projects including a parks planner, Idlewild pool deck replacement, Truckee River path improvements, and Idlewild Park pond rehabilitation.
- Increased the number of park rangers to conduct daily park management activities.
- Completed the Plumas Tennis Court repairs and resurfacing project.
- Completed the Evelyn Mount Northeast Community Center mural installation.



Governance and Organizational Effectiveness

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

Strategies	Achievements
1. Create a succession plan to prepare for future staffing needs.	<ul style="list-style-type: none"> Completed a City-wide Classification and Compensation Study to benchmark the City's system against the market and best practices, through which the City's classification structure was realigned to promote enhanced career pathing. Modeled after the Reno Constituents Institute (RCI), the City launched the Reno Engaged Leaders Institute (RELI) in 2024 to cultivate enterprise-leadership mindsets in current and aspiring leaders within the City.
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.	<ul style="list-style-type: none"> Established organizational Equity Plan and Language Access Plan. Established the One City Many Voices engagement series to support employee learning related to the various social topics, community groups, and community groups to better understand our growing community and elevate customer service. Launched <i>CommUNITY Connect Reno</i>, a series of community events in partnership with local non-profits, community groups, and staff. These free, public events, hosted at City facilities featured inaugural celebrations and enhancements to established programs. Expanded outreach and engagement efforts to Reno's Spanish speaking community with the addition of the inclusive communications specialist. Enhanced Spanish communications through media partnerships with Telemundo, Juan 101.7FM, and Que Buena Reno 94.5 Adopted the City of Reno's Title VI of the Civil Rights Act Plan to prohibit discrimination on the basis of race, color, or national origin in programs or activities receiving federal financial assistance. Launched the Reno Seniors EngAGED initiative utilizing SLFRF funding to hire a senior coordinator to oversee programming to reduce senior isolation. Received a perfect score on the Human Rights Campaign Municipal Equality Index.
3. Foster a culture of respectful, open, professional communications within the organization and between Council and staff.	<ul style="list-style-type: none"> Nominated as a Best Place to Work in Northern Nevada in 2024. Nominated as a Best Place to Work in Northern Nevada in 2023 and was a finalist based upon employee engagement scores in the large business category. Recognized as a Best Place for Working Parents by the Children's Cabinet in 2022. Nominated as a Best Place to Work in Northern Nevada in 2022 and placed 3rd in overall score from the employee engagement survey in the extra-large business category. Implemented a Moot Council program to provide employees with opportunities to practice presenting in Chambers and receive real-time feedback.

4. Implement robust, innovative staff training to support professional development needs/interests.	<ul style="list-style-type: none"> Implemented the Moodle Learning Management System, providing a single system for City learning and development opportunities. Implemented regular employee learning and development opportunities on a range of topics like time management, brain-based learning, and conflict resolution. Instituted staff risk management and security training modules.
5. Improve efficiency of Council meetings through procedural changes, adherence to Council rules.	<ul style="list-style-type: none"> Completed audio-visual upgrades for Council Chambers to enhance government transparency and engagement opportunities for the community. Facilitated an ongoing and rigorous Council briefing program to prepare City Council members and staff on upcoming agenda items and high-level policy decisions.
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.	<ul style="list-style-type: none"> Introduced a one-way video platform for interviewing prospective employees to reduce the average time to hire for city positions. Hired a consultant to conduct a needs assessment and provide recommendations for the City's HR/payroll technology modernization initiative. Developed and implemented the Pregnant Workers Protection policy to ensure pregnant employees are afforded the rights and privileges to which they are entitled in August 2024. Developed and implemented the leading-edge citywide Use of Artificial Intelligence policy in July 2024. Created an employer value proposition and collateral materials to support consistent messaging and branding in recruitment efforts. Developed and implemented the electronic on-boarding platform in NeoGov, streamlining the new hire paperwork process. Developed and implemented a City-wide telecommuting policy to promote a more flexible remote work environment.
7. Streamline efforts between City departments to promote greater efficiencies and better outcomes in operations and governance.	<ul style="list-style-type: none"> Executed and ensured federal compliance with all \$51,519,997 in State and Local Fiscal Recovery Funds across departments. Designated as a Silver Certified What Works City through the Results for America program, focusing on practices, policies, and infrastructure to effectively harness data for better decision-making. Instituted ServiceNow, an enterprise service request platform to streamline requests and consolidate five legacy systems into one. Launched solution-oriented action response (SOAR) teams, a structured and collaborative approach to identifying challenges, developing solutions, and implementing measurable improvements across city operations.
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.	<ul style="list-style-type: none"> Adopted the Language Access Plan to enhance customer service abilities to communicate in various languages. Enhanced online services for payment including parking ticket services and central cashiering. Relaunched the Reno Constituents Institute (RCI), a program open to Reno constituents that provides valuable insights into City operations and a deep dive into municipal government.

- Enhanced courtroom operations for procedural fairness by installing an upgraded audiovisual system (A/V) in four courtrooms to improve communication and transparency.
- Implemented the Reno Municipal Court virtual clerk service to allow defendants to conduct court business remotely.
- Launched a comprehensive community survey to engage community members on their perspectives of the community and government services with a goal of conducting a similar survey bi-annually.
- Launched a new public record request system to streamline services for internal and external customers.
- Streamlined service request processes and enhanced Reno Direct services to assist customers on the phone and online.

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.

- Completed the City-wide Classification and Compensation Study, something that had not been completed since 2008, and is critical to building an integrated, coordinated and well-aligned progressive classification and compensation structure.
- Implemented the employer value proposition and recruitment branding to enhance City recruitment efforts across the organization.

Other Goal-Related Achievements

- Completed the hiring of a new City Manager in 2024.
- Completed the seismic retrofit of City Hall.
- Completed redistricting process in September 2023, which transitioned the City from five to six wards.