Carson City

FY 2022-2026

Strategic Plan

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September 2, 2021

Dear Carson City Residents:

The Carson City FY 2022-2026 strategic planning process was initiated in December of 2019. Although the COVID-19 pandemic delayed our completion of the plan in 2020, it gave us the opportunity to work with the new 2021 Board of Supervisors to bring the plan to fruition and provided several additional opportunities for online public input and outreach. Therefore, we are pleased to present to the citizens of Carson City a comprehensive strategic plan that represents the priorities of the Board of Supervisors as well as the community.

The purpose of strategic planning is to set priorities, to focus energy and resources, to strengthen operations, and to ensure that employees and other stakeholders are working toward common goals. The City's existing Strategic Goals are the six pillars of our community – *Economic Development, Efficient Government, Organizational Culture, Quality of Life and Community, Safety* and *Sustainable Infrastructure*. Based on these goals, City leadership developed multi-year tactics with performance measures to make Carson City a leader among cities as an inviting, prosperous community where people live, work, and play. The Carson City FY 2022-2026 Strategic Plan serves as a roadmap to guide where we are going and convey what our City aspires to be.

As we update our strategic plan following an unprecedented year which challenged our City in ways we could have never imagined, we reflect on our City's strength and resilience. We believe that Carson City is stronger than ever! We will use this plan to not only guide where we are going and the actions needed to get there, but also to tell us if we have been successful in our mission to preserve and enhance the quality of life and heritage of Carson City for present and future generations.

Our City continues to be "Proud of its Past ... Confident of its Future."

Sincerely,

Lori Bagwell
Mayor

Nancy Paulson
City Manager

Carson City's Vision, Mission & Values

Vision

To be a leader among cities as an inviting, prosperous community where people live, work and play.

Mission

To preserve and enhance the quality of life and heritage of Carson City for present and future generations of residents, workers, and visitors.

Values

Customer Service

We value our residents, businesses, and visitors by committing to provide efficient and effective customer service.

Organizational Culture

We value an environment that fosters a proactive, team-oriented approach to delivering solutions.

Integrity

We value an ethical and accountable government that is open, accessible, and a responsible steward of public funds.

Carson City's Strategic Goals

Economic Development

Cultivate a vibrant, diverse, and dynamic economy that attracts and retains businesses and a skilled workforce.

Efficient Government

Provide our community with efficient services in a transparent and financially responsible manner.

Organizational Culture

Foster innovation, productivity, and professional growth through a cohesive, ethical, and positive work environment.

Quality of Life and Community

Promote educational, cultural, and recreational opportunities that contribute to the health and well-being of our community.

Safety

Ensure a safe community through proactive and responsive protection of life and property.

Sustainable Infrastructure

Develop and maintain a sustainable public infrastructure to meet the current and future needs of our community.

Strategic Planning Process

The purpose of strategic planning is to develop overall goals for the City and a plan to achieve them. The strategic plan is essentially a roadmap for Carson City which will guide decisions for the next five years and beyond. The Carson City strategic planning process took place over 18 months in 2019 – 2021 as follows:

December 2019 – Planning Process Initiated: The Carson City FY 2022-2026 strategic planning process was initiated in December of 2019. Internal meetings were held with Elected Officials and Department Directors to determine priorities for the next five years.

February 27, 2020 – BOS Retreat: Carson City held the first Strategic Planning Workshop as a part of the annual Board of Supervisors' retreat. The workshop provided an opportunity for the Board of Supervisors, along with Elected Officials and executive staff to discuss recent accomplishments, long-term goals for Carson City, and strategic objectives for FY 2022-2026.

October 14 - October 31, 2020 – Public Survey: The City administered an online public survey to gauge overall community input on the proposed goals and objectives intended to steer City operations for the next five years.

February 22, 2021 – Draft Strategic Plan Posted: The draft strategic plan was posted on Carson City's website at carson.org/plan for public review and comment.

March 4, 2021 – Public Survey Results and Draft Plan: The public survey results and the draft plan document were presented to Board of Supervisors. A total of 338 survey submissions were recorded and 818 people viewed the survey online. The full survey results can be found in Appendix A on pages 43-51 of this plan.

March – July, 2021 – Internal Review: Elected Officials and Department Directors continued to further refine the objectives and tactics.

July 19, 2021 – BOS Retreat: The final Strategic Planning Workshop was held as part of the Board of Supervisors' retreat.

September 2, 2021 – Plan Approval: The Carson City FY 2022-2026 Strategic Plan was submitted to the Board of Supervisors for approval.

Carson City's Strategic Objectives & Tactics

The following tables represent the work plan for the objectives and tactics included in the strategic plan. Tactics should be complete within five (5) years; however, the plan will be evaluated on an annual basis and adjustments can be made based upon current conditions.

Economic Development

Cultivate a vibrant, diverse, and dynamic economy that attracts and retains businesses and a skilled workforce.

Cultivate Regional Partnerships

Promote Community Assets

Promote Businesses

Economic Development

Cultivate a vibrant, diverse, and dynamic economy that attracts and retains businesses and a skilled work force.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
Cultivate Regional Partnerships	a. Enhance regional partnerships including meeting quarterly with quad-county County Managers.	City Manager	General Fund	Ongoing	Number of meetings held. Annual report on the results/ benefits of the partnerships.
	b. Support regional businesses that provide employment opportunities in multiple counties.	City Manager	General Fund	Ongoing	Number of new regional businesses.
	c. Work with NNDA to attract new businesses.	City Manager	General Fund	Ongoing	Number of new businesses.
	d. Participate in the Shared Federal Framework Program for a common vision to improve the quality of life and economic prosperity of the region.	City Manager	General Fund	Ongoing	Submittal and input of legislative initiatives and Carson City projects to be included in the Northern Nevada Shared Federal Framework Document.
Promote Community Assets	a. Host a special events calendar that will focus on events that generate out-of-the-area visitors. Coordinate with Chamber of Commerce, to also provide dedicated link on VisitCarsonCity.com to the Chamber's locals/community calendar of events.	Visit Carson City - CTA	Transient Lodging Tax	2023	Special events tourism calendar to be hosted on VisitCarsonCity.com.
	b. Improve Airport terminal and entrance appearance.	Airport Authority	Land Lease Revenue, Property Tax, Federal Funding, Private Partnerships	2026	Completion of project.
	c. Build an additional airport access road on the north end of the airport.	Airport Authority	Land Lease Revenue, Property Tax, Federal Funding, Private Partnerships	2026	Completion of project.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	d. Attract investment in additional hangars on leased airport property.	Airport Authority	Land Lease Revenue, Property Tax, Federal Funding, Private Partnerships	2026	Completion of project.
	e. Attract investment on the property adjacent to the College Parkway terminal building.	Airport Authority	Land Lease Revenue, Property Tax, Federal Funding, Private Partnerships	2026	Completion of project.
	f. Implement a Downtown Circulator/Shuttle/Trolley Pilot during a Legislative session to connect hotels, Nevada State Prison Museum and V&T Railroad to downtown destinations.	Public Works, Visit Carson City - CTA	Redevelopment Funds, Transient Lodging Tax	2024	Completion of evaluation during 2023 Legislative Session.
Promote Businesses	a. Use available Redevelopment and grant funds to develop a five-year plan for Redevelopment expenditures and establish programs to retain existing businesses and stimulate new investments.	Community Development	Redevelopment	Ongoing	Dollars spent on improvements and number of businesses helped.
	b. Construct infrastructure, parking lot and sidewalk improvements to improve access to businesses.	Public Works, Community Development	Redevelopment	Ongoing	Dollars spent on improvements.
	c. Explore the possibility of a stand-alone convention center.	City Manager	Various Funds	2026	Report findings to the Board of Supervisors.
	d. Develop a policy for special events that includes a one stop shop for road closures, insurance requirements, and fees.	Public Works, Parks, Community Development, Sheriff, Fire, Visit Carson City - CTA	Various Funds	2023	Completion of policy.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	e. Explore a policy of whether the City will provide incentives to projects with public/private partnerships.	Public Works, Community Development, Parks	General Fund/Redevelopment	2025	Present policy discussion to Board of Supervisors.

Efficient Government

Provide our community with efficient services in a transparent and financially responsible manner.

Implement Best Practices

Improve Customer Service

Maximize Communication and Transparency

Efficient Government

Provide our community with efficient services in a transparent and financially responsible manner.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
Implement Best Practices	a. Perform in-depth assessment of library space and services to more efficiently provide existing services and better serve changing needs of the community.	Library	General Fund, grants as available	2023	Completion of assessment with potential changes and next steps identified.
	b. Complete annual audit with no findings or budget violations.	Finance	All Funds	Ongoing	Complete annually.
	c. Update Fraud, Waste and Abuse Policy.	Finance	General Fund	2023	Completion of updated policy.
	d. Create and implement vote by mail processes and procedures in conjunction with the Secretary of State's Office and Nevada's 16 other counties.	Clerk	General Fund	2023	Completion of project.
	e. Create and implement Presidential Preference Primary Election processes and procedures pursuant to AB126 which was passed in the 81st legislative session.	Clerk	General Fund	2025	Completion of project.
	f. Perform redistricting/reapportionment pursuant to the 2020 census data.	Clerk/GIS	General Fund	2023	Completion of project.
	g. Implement and enhance a statewide voter registration system pursuant to AB422 & AB423 which were passed in the 81st legislative session.	Clerk	General Fund	2025	Completion of project.
	h. Standardize the mapping of parcels with the GIS department and the Assessor's Office to eliminate duplication of mapping.	Assessor	General Fund	2023	Completion of project.
	i. Complete parceling of Fire Station from Airport parcel.	Public Works	General Fund	2023	Recordation of parcel map.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	j. Identify the neighborhood, contributory values of all residential/commercial property in Carson City in order to complete the land costing module of the CAMA system to reduce errors in property valuations.	Assessor	General Fund	2023	Completion of project.
	k. Organize existing digital files maintained by the Treasurer's Office.	Treasurer	General Fund	2023	Completion of project.
	l. Analyze Granicus software for process improvements including migration towards paperless Board packets.	City Manager, Information Technology	General Fund	2023	Completion of project.
	m. Support program with NV Energy Underground Management Plan to fund underground power lines in redevelopment areas, transportation projects, and major corridor projects.	Public Works, Community Development	NV Energy	Ongoing	Amount of funding received per year from this program or length of power lines placed underground.
	n. Collaborate with local resources (small business/employment opportunities, non-profits/education opportunities and assistance with housing) to encourage client cooperation, motivation to change and promote successful outcomes.	Alternative Sentencing	General Fund, Grants	Ongoing	Number of clients that successfully complete probation.
	o. Work with local, state and federal partners to identify projects and programs that can provide a mutual benefit.	City Manager	General Fund	Ongoing	Percent of success rate; percent of federal funding for projects.

Objective		Tactic	Department	Funding	FY To Be Completed	Performance Measure
Improve Customer Service	a.	Develop mapping features to disseminate capital projects information and road reports to public.	Public Works, Information Technology	General Fund	2025	Develop maps and embed on Public Works website, Carson Proud.
	b.	Identify process improvements for business license.	Community Development	General Fund	2023	Complete successful renewal process.
	c.	Track JAC ridership on a yearly basis so that value of service can be compared to cost of service.	Public Works	Regional Transportation Commission	2024	Create graphs illustrating ridership trends.
	d.	Ensure all departments have up-to-date FAQ's and update Carson Connect or migrate to Tyler 311 for citizen portal.	City Manager, Information Technology	General Fund	2023	Completion of update and/or migration to Tyler 311.
	e.	Complete a comprehensive revision of Carson City Municipal Code.	Community Development, District Attorney	General Fund	2026	Completion of revised code; revise Title 18 in 2021-2022.
	f.	Identify and fix over 88,000 documents for hyperlinking to the Recorder's Office from the Assessor website. Enhance the software to allow public to view recorded documents on parcels.	Assessor	General Fund	2023	Completion of project.
	g.	Enhance the website to assist the taxpayers with an itemized report of personal property.	Assessor	General Fund	2023	Completion of project.
	h.	Review workflow and develop new computer software system for parking tickets.	Treasurer, Sheriff, Information Technology	General Fund	2024	Successful implementation of new computer program.

Objective		Tactic	Department	Funding	FY To Be Completed	Performance Measure
	i.	Prepare a Citywide Website Refresh that will remove duplications, assist in greater customer service, and enhance ADA accessibility.	City Manager	General Fund	2023	Completion of Website Refresh.
	j.	Meet with development community annually to review development code and discuss process improvements.	Community Development, Public Works	General Fund	Ongoing	Annual meeting.
	k.	Update website to include forms and information about how to petition the courts to appoint the Carson City Public Guardian to serve as guardian for vulnerable adults who are unable to manage their personal and/or financial affairs.	Public Guardian	General Fund	2023	Completion of project.
	l.	Update website to provide resources to individuals that want to be guardians of family members.	Public Guardian	General Fund	2023	Completion of project.
	m.	Work with Courts to provide family guardianship training classes.	Public Guardian	General Fund	2023	Complete four classes per year.
	n.	Create and implement an online public records request webpage to include public record request information (i.e. fees, form to submit request, contact information to submit request or request status).	Clerk	General Fund	2023	Completion of webpage and report annually of number of record requests received.
	o.	Evaluate feasibility of splitting the Clerk-Recorder into two separate positions. This may require a statutory amendment.	Clerk	General Fund	2024	Completion of evaluation with recommendation to the Board.

Objective		Tactic	Department	Funding	FY To Be Completed	Performance Measure
Maximize Communication and Transparency	a.	Digitize and preserve historical records from 1862 to approximately 1969 ranging from court financial documents, clerk minutes, sheriff financial documents, treasurer financial documents, recorded documents, patents, and mining documents.	Clerk/Recorder	Recorder Technology Fund, General Fund	2026	Completion of project.
	b.	Create a central contracts repository and index.	City Manager, District Attorney	General Fund	2024	Completion of project.
	c.	Create a resolution repository and index.	City Manager, District Attorney	General Fund	2023	Completion of project.
	d.	Transfer fees and charges from Carson City Municipal Code to a Citywide revenue book.	City Manager, All	General Fund	2025	Completion of project.
	e.	Update website to provide a user-friendly, interactive platform to ensure the residents of Carson City are informed of budgeted revenues and expenses.	Finance, Information Technology	General Fund	2023	Completion of project.
	f.	Expand PW public information and outreach on capital projects, utilities, programs, and reporting.	Public Works, Parks	General Fund	Ongoing	Update website and develop policy and procedure on interacting and informing community through multiple mediums.

Organizational Culture

Foster innovation, productivity, and professional growth through a cohesive, ethical, and positive work environment.

- **Engage Collaborative Teams**
- **Strengthen Employee Development**
- **Strengthen Leadership**
- **Support Innovative Ideas**

Organizational Culture

Foster innovation, productivity, and professional growth through a cohesive, ethical, and positive work environment.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
Engage Collaborative Teams	a. Introduce and educate new supervisors/managers on the process to submit an item and staff report to the Board of Supervisors through the existing supervisory training program.	City Manager	General Fund	2023	Completion of material to add to Supervisory training and implementation of material.
	b. Hold Directors and Citywide Update Meetings at least monthly.	City Manager	General Fund	Ongoing	Number of meetings held.
Strengthen Employee Development	a. Explore opportunities and other incentives used to attract and retain talented staff.	All	General Fund	2024	Look at resignation /termination data including exit interviews and track new opportunities and ideas.
	b. Conduct an employee satisfaction survey every year and use to create efficiencies, maintain a positive working environment and identify needs.	City Manager, Human Resources	General Fund	Ongoing	Report on improvements or efficiencies created; number/percentage increase of employees completing survey.
	c. Prepare annual Human Resources Report to present to Board of Supervisors.	Human Resources	General Fund	Ongoing	Presentation of annual report.
	d. Create a Budget and Finance 101 Course for Management and Accounting Staff Citywide.	Finance	General Fund	2023	How many attendees, pre and post-test results.
	e. Adopt a continuity of operations policy and implement desk manuals for each employee that identifies the primary duties for that employee and enhances cross-training of other employees.	All	General Fund	2026	Identify and document two (2) tasks per month so that within 1-24 months, collective desk manual is completed.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	f. Expand efforts to ensure City employees and departments are aware of training and career development resources available.	Library, Human Resources	General Fund	Ongoing	Development of new employee welcome packet and number of new employees reached; departments cross-trained.
	g. Develop a personal career development plan for participating employees.	All	General Fund, Grant Funding	Ongoing	Number of hours of training from each department totaled annually. Amount of certifications /credentials obtained not just maintained.
Strengthen Leadership	a. Establish the "Tone at the Top" - management's commitment towards openness, honesty, integrity and ethical behavior.	City Manager	General Fund	Ongoing	Include as part of annual employee satisfaction survey.
Support Innovative Ideas	a. Foster Quality Improvement (the continuous cycle of improvement in a process, service or program) across all departments and allow cost savings realized to return to department for supplemental requests.	All	General Fund	2023	Number of QI projects that have been initiated, are in progress, or completed.
	b. Create a program through City Manager's Office to encourage the involvement of City employees in the development of innovative ideas that will increase the productivity and service level of City government while decreasing the costs.	City Manager	General Fund	2025	Create policy and implement program.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	c. Continue to promote the Employee-of-the-Quarter Program and employee longevity awards.	City Manager, Human Resources	General Fund	Ongoing	Recognize Employee-of-the-Quarter 4 times per year at the BOS Meeting and longevity awards once per month.

Quality of Life and Community

Promote educational, cultural, and recreational opportunities that contribute to the health and well-being of our community.

Enhance Programs & Services

Engage Arts & Cultural Assets

Foster Community Collaboration

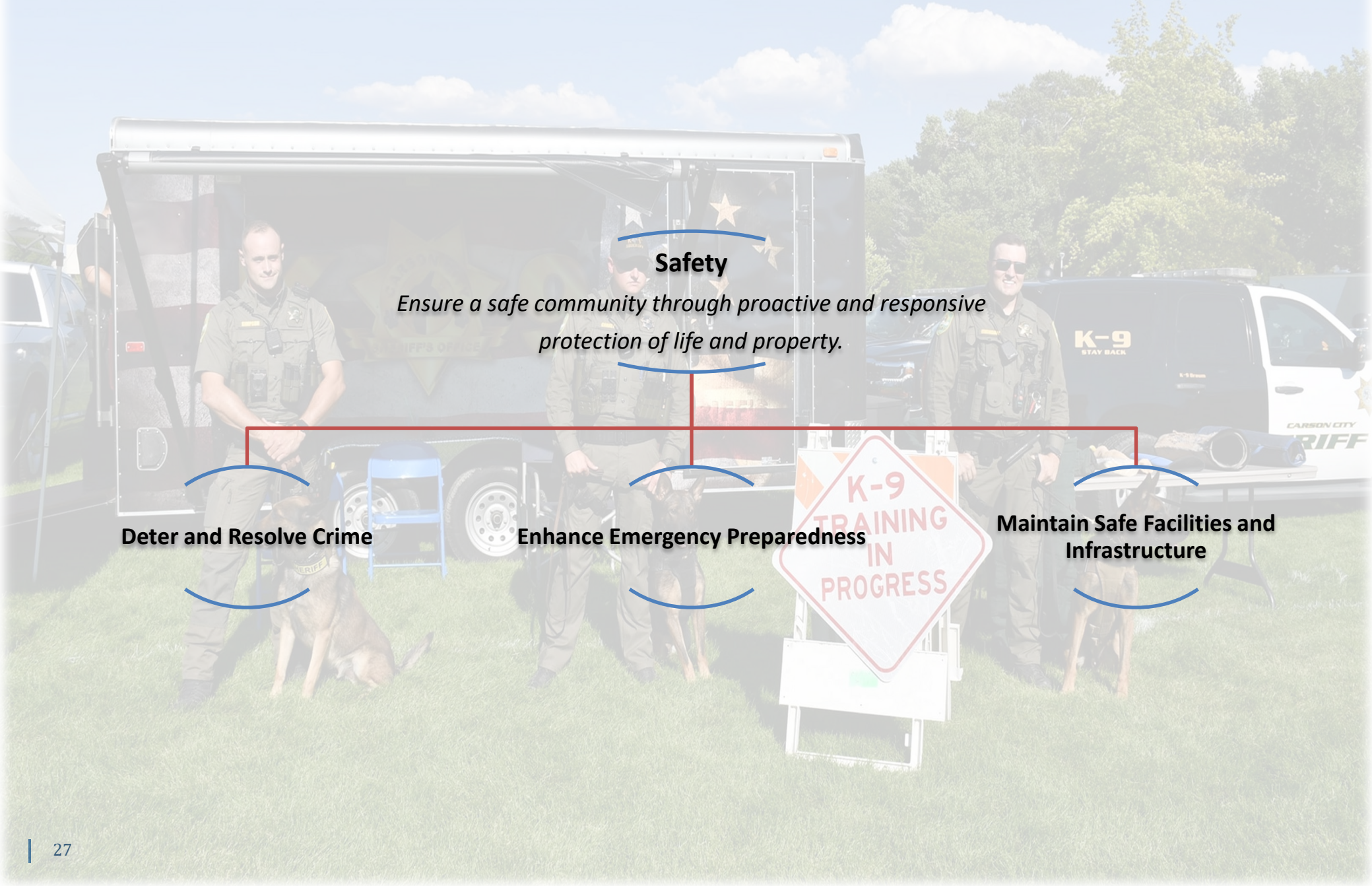
	Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
Quality of Life and Community *Promote educational, cultural, and recreational opportunities that contribute to the health and well-being of our community.*	Enhance Programs & Services	a. Update Master Plan.	Community Development	General Fund	2025	Completion of master plan update.
		b. Increase the number of tobacco and vaping educational presentations to youth by 5% per year, including through Parks and Recreation after school and summer programs.	Health	Grants – Funds for Healthy Nevada and Vaping Tax (Youth Vaping)	Ongoing	Number of presentations given.
		c. Enhance "Adopt a Watershed Program."	Public Works	Stormwater	2024	Status on watersheds adopted and number of watersheds adopted.
		d. Continue progression of infrastructure tax projects.	Public Works	Infrastructure Tax, Utility Funds, Redevelopment	Ongoing	1) Completion of E. Williams Street, and 2) completion of N. Carson Street.
		e. Conduct two Columbia Suicide Screening trainings to one internal organization and one partner organization and ensure the community is using the same screening.	Health	General Fund	2023	Number of trainings conducted.
		f. Provide transitional housing and ancillary services for Specialty Court Programs and Human Services, including opportunities to obtain units through City-partnered affordable housing projects.	Justice/Municipal Court, Health	Indigent Funds, ARPA, General Fund	Ongoing	Number of offenders provided transitional housing.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	g. Provide UNR Extension programs for youth, adults, families, businesses and organizations that increases the quality of life based on the City's Needs Assessment outcomes.	UNR Cooperative Extension	Extension budget funds and federal, state, and local grant funding	Ongoing	Accomplishment of goals and course objectives will be assessed using program evaluation tools and validated survey instruments.
	h. Preparing residents and families for employment through STEM and practical soft skill education deemed essential by public and private sector employers through joint programs developed together by Carson City and state government, the Carson City School District, Western Nevada College, local employers and University of Nevada, Reno.	UNR Cooperative Extension	Extension budget funds and federal, state, and local grant funding	Ongoing	Program participant evaluations and informal data collection during programs.
	i. Review Public Administrator activities, duties, and rules. Develop strategies to improve its technological, administrative and community service abilities which may include creating its own dedicated position within the City or contracting out for services.	Clerk/Recorder/ Public Administrator	General Fund	2025	Report to Board of Supervisors.
	j. Maintain or improve the City's Community Rating System (CRS) classification and compare ratings with neighboring counties.	Public Works	Stormwater	Ongoing	Improve CRS classification for Carson City.

Objective		Tactic	Department	Funding	FY To Be Completed	Performance Measure
	k.	Expand outreach efforts to engage directly with the community around technology, services, and materials available to them. Strengthen ongoing library engagement efforts at the Boys and Girls Club of Western Nevada and deliberately increase library outreach and engagement at K-12 school events.	Library	General Fund, Grant Funding	Ongoing	Number of outreach events participated in by school, number of community members, schools, and students reached. Reach every school in the Carson City area at least twice yearly.
	l.	Increase the number of Meals on Wheels services to qualified homebound seniors.	Senior Center	Grant Funding	Ongoing	Percent increase in average meal count and percent decrease in wait list.
	m.	Attract seniors of all stages of aging to participate at the Senior Center including underserved populations.	Senior Center	Senior Center Fund	Ongoing	Increase in monthly programs offered, grant program demographics and decrease wait list.
	n.	Be the trusted advocate for seniors by connecting them to resources and services for healthy aging.	Senior Center	Senior Center Fund	Ongoing	Increase case management units of service and decrease wait list.
	o.	Follow up on foodborne illness complaints within 24 hours.	Health	General Fund	2024	Percent of foodborne illness complaints that are followed up on within 24 hours.
	p.	Educate and encourage Women, Infants, and Children (WIC) program participants to breastfeed their infants for at least 6 months.	Health	Grant Funds	Ongoing	Percent of Women, Infants, and Children (WIC) program participants that breastfeed their infants for at least 6 months.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
Engage Arts & Cultural Assets	a. Explore opportunities to fund arts & culture.	City Manager, Visit Carson City - CTA	Various	Ongoing	Report on potential funding.
	b. Review and update Arts & Culture Master Plan and implement performance measures.	City Manager, Visit Carson City – CTA	Transient Lodging Tax	Ongoing	Completion of Master Plan update with performance measures.
	c. Find a location to reuse the Roundhouse Arch.	Public Works, Visit Carson City – CTA, Parks	General Fund	2024	Complete relocation.
	d. Develop Plans to improve utilization of the Mind of Da Vinci.	Visit Carson City - CTA, Parks	General Fund	2024	Completion of plan.
	e. Integrate public art into gateway improvements (corridor), parks and other capital projects.	City Manager, Visit Carson City – CTA, Public Works	General Fund, Transient Lodging Tax	Ongoing	Number of art pieces installed.
Foster Community Collaboration	a. Evaluate ways to partner with affordable housing developers to increase affordable housing units.	Community Development	General Fund	2024	Number of affordable units constructed or rehabilitated.
	b. Increase community awareness to enforce City ordinances when properties are not maintained to prevent erosion of property values and quality of life.	Community Development, All	General Fund	Ongoing	Measure the community engagement practices with code enforcement officers.
	c. Increase community engagement in City programs and activities.	Parks, Health, Visit Carson City - CTA, Sheriff, Fire	General Fund, Quality of Life	Ongoing	Community engagement will increase 5% each year for the next 5 years.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	d. Promote collaborations with city and local nonprofit leaders to optimize healthy living, ecological conservation, leadership development and sustainable preservation of Carson's heritage through education, research and outreach using UNR expertise and resources.	UNR Cooperative Extension, Health, Parks	Extension budget funds and federal, state, and local grant funding	Ongoing	Program participant evaluations and informal data collection during programs.
	e. Identify education and employment opportunities for Department of Alternative Sentencing clients.	Alternative Sentencing	General Fund	2024	Percent increase in identification of education and employment opportunities.
	f. Improve participation in volunteer programs.	All	Various	Ongoing	Percent increase in in-kind match for grants, percent increase in volunteer hours, and percent increase in value of volunteer labor.



Safety

Ensure a safe community through proactive and responsive protection of life and property.

Deter and Resolve Crime

Enhance Emergency Preparedness

Maintain Safe Facilities and Infrastructure

Safety

Ensure a safe community through proactive and responsive protection of life and property.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
Deter and Resolve Crimes	a. Provide on-going School District support in accordance with joint agreement that provides dedicated officers to the schools.	Sheriff	General Fund, Grant Funding	Ongoing	Percentage of grant versus total cost of program (cost recovery).
	b. Provide traffic management program activities, including traffic management enforcement and education, with a goal of Zero Fatalities, consistent with the statewide Zero Fatalities initiative.	Sheriff	General Fund, Grant Funding	Ongoing	Percent changes in injury accidents, non-injury accidents, fatalities, DUI Enforcement, Traffic Citations, Special Event Activities, Joining Forces Activities, Enforcement of Underage Drinking Laws, Traffic Warnings Issued, Volunteer Enforcement Activities, and Educational Activities.
	c. Prepare Emergency Evacuation Plans for all City Buildings and perform emergency drills.	Fire, All	General Fund	2023	Completion of plans, perform drills twice per year.
	d. Utilize evidence based rehabilitative services to reduce recidivism.	Alternative Sentencing	General Fund	Ongoing	The data will be collected during Formal Probation Reporting week each month.
	e. Reduce occurrence rates of crimes against persons and property in the community.	Sheriff	General Fund	Ongoing	UCR and NIBRS.
	f. Strive to achieve Sheriff emergency response times that average 6 minutes.	Sheriff	General Fund	Ongoing	Percent of calls that average 6 minute or less response time.
	g. Automate data entry in criminal cases.	District Attorney	General Fund	2024	Completion of project.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	h. Automate communication with victims of crimes and law enforcement to provide instantaneous updates to case status.	District Attorney	General Fund	2023	Completion of project.
	i. Evaluate need for an intensive community-based program for the high-risk youth in the community due to China Springs Youth Camp closing the boys' program.	Juvenile Services	General Fund, Grants	2022	Complete evaluation. If program is implemented, use recidivism data to show 50 percent reduction in recidivism.
Enhance Emergency Preparedness	a. Construct a new fire station that includes Emergency Operations Center, training, and backup dispatch center.	Fire, Sheriff, Public Works	CTAX Bonds, Federal Grant Funding, Potential NV Energy Partnership	2024-2026	Complete construction.
	b. Ensure timely and appropriate fire and EMS emergency response.	Fire, Dispatch	General Fund	Ongoing	Percent of calls that average 4 minute travel (response) time in urban areas.
	c. Implement replacement for Sheriff's Tiberon system and evaluate whether integration with court case management and fire management is appropriate.	Sheriff, Fire, Justice/Municipal Court, Information Technology	General Fund, 911 Surcharge	2024 - 2026	Completion of project.
`	d. Implement Public Safety radio communications plan.	Public Works	CIP, Fleet, 911 Surcharge	2026	Percent of radios registered on statewide system.
	e. Establish a Fire Safety Public Education Program for elementary schools.	Fire	General Fund	2024	Educate all CCSD K-3 schools in basic fire safety.
	f. Provide ongoing Fire Safety Public Education Program for Seniors.	Fire	General Fund	Ongoing	Number of classes provided.

Objective		Tactic	Department	Funding	FY To Be Completed	Performance Measure
	g.	Develop and implement plans according to completed Master Plan for Fire/EMS Service Delivery.	Fire	General Fund	2023	Report on strategic priorities for Fire/EMS response as listed in Master Plan; report annually on progress of implementation of Fire Department Master Plan.
	h.	Ensure workforce is aware of Incident Command System (ICS) - emergency response or is prepared to respond in the event of an emergency.	Fire, All	General Fund, Grant Fund	2024	Percent of staff from each department who have completed required ICS training and are trained in EOC position-specific operations.
Maintain Safe Facilities and Infrastructure	a.	Complete a new Cyber Security Response Plan which complies with legal mandates, upgrade the City's Cyber Security program.	Information Technology	General Fund	2023	Complete written plan; provide reporting on predictive analytics.
	b.	Complete recommendations from Audit Committee regarding IT Vulnerability Audit.	Information Technology	General Fund	2024	Complete remediations.
	c.	Improve pedestrian safety infrastructure by securing funding and completing selected Tier 1 and Tier 2 priority projects identified in Safe Routes to School (SRTS) Master Plan.	Public Works	RTC, Street Maintenance, Federal Funds	Ongoing	Amount of funding invested in completing Tier 1 or Tier 2 priority projects identified in SRTS master plan. Number of Tier 1 and Tier 2 priority projects completed.
	d.	Enforce building codes and nuisance laws.	Community Development	General Fund	Ongoing	Number of stop work orders for building permits and the number resolved; code enforcement issues resolved.

Sustainable Infrastructure

Develop and maintain a sustainable public infrastructure to meet the current and future needs of our community.

- **Maximize Life of City Assets**
- **Provide Safe Drinking Water**
- **Meet Community Infrastructure Needs**

Sustainable Infrastructure

Develop and maintain a sustainable public infrastructure to meet the current and future needs of our community.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
Maximize Life of City Assets	a. Complete a juvenile facility needs assessment and identify potential funding sources including possibly partnering with Storey County.	Juvenile Services	General Fund	2022	Completion of Facility Needs Assessment.
	b. Implement juvenile facility needs assessment.	Juvenile Services	General Fund	2023-2026	Completion of capital improvement plan; completion of project.
	c. Leverage facility condition assessment report to identify priority projects and drive facilities capital improvement project requests.	Public Works	General Fund, Extraordinary Maintenance	Ongoing	Number of FCA recommended projects completed.
	d. Develop a Strategic Asset Management Plan (SAMP) and Asset Management Plans (AMPs) for all major asset systems to clearly outline objectives, priorities, and best practices for the maintenance and replacement of City assets.	Public Works, Parks	Various Funds, General Fund, Extraordinary Maintenance	2024	Completion of SAMP and AMPs.
	e. Explore disposal of excess City property & leased/licensed properties.	Public Works	General Fund	Ongoing	Revenue from property sale or lease.
	f. Acquire or lease new office space to create a centralized customer service center.	City Manager, Public Works	General Fund, Bonds, Redevelopment, Exchanges	2024	Complete acquisition or relocation.
	g. Implement park ambassador program.	Parks	General Fund	2023	Number of parks sponsored.
	h. Promote “Adopt a Park” or “Adopt a Spot” program.	Parks	General Fund	2023	Number of parks/spots sponsored.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	i. Complete a space needs assessment citywide starting with the courthouse.	Public Works	General Fund	2022	Completion of assessment and report to the Board.
	j. Evaluate expansion of Carson City Justice/Municipal Court to accommodate additional courtroom for increasing population to 60,000, including which departments/ functions need to remain at the courthouse and all necessary relocations.	Justice/Municipal Court, District Attorney	Court Restricted Funds, General Fund, Bonds	2024-2026	Completion of project.
	k. Relocate the Clerk/Recorder/Public Administrator office to a space capable of housing all departments and meeting each of their respective security, staffing and storage requirements, as well as allow for public parking and access and use as a polling location.	Clerk/Recorder/ Public Administrator	General Fund	2025	Complete relocation.
	l. Increase preventative maintenance versus reactive maintenance of City assets.	Public Works, Parks	Various	Ongoing	Percent increase in preventative maintenance work orders per year.
	m. Increase usage of physical and virtual library.	Library	General Fund, Grant Funding	2024	Increase number of library cardholders, daily count of library users, and number of participants in library programs by 20%.
Provide Safe Drinking Water	a. Upgrade Quill Water Treatment Plant in order to manage all of the water resources that Carson City has rights to use.	Public Works	Water	2025	Complete construction of plant upgrade.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	b. Complete Southeast Mandatory Sewer Extension Project to eliminate septic systems as a source of nitrogen contamination in the City's domestic water supply wells in the project vicinity.	Public Works	Wastewater	2025	Complete connection of remaining 140 residences.
Meet Community Infrastructure Needs	a. Increase funding for street maintenance; work in partnership with residents and businesses to develop long term solutions to fund road maintenance.	Public Works	RTC, Street Maintenance	Ongoing	Graphically present increase in public/private investment spent each year.
	b. Pursue options to bring enhanced broadband service to better support the local community and to increase economic growth.	Information Technology	General Fund	2026	Broadband services installed.
	c. Analyze number and types of events for impacts on City infrastructure and reinvest in aging infrastructure to attract special events and tourism to Carson City.	Visit Carson City - CTA, Parks, Public Works	Transient Lodging Tax	Ongoing	CTA reporting on events, dollars invested improvements, percent funds leveraged with grants for improvements.
	d. Encourage growth within existing urban boundaries and infill in existing developed areas to prevent "sprawl" and higher infrastructure maintenance costs.	Community Development	General Fund	Ongoing	Open space preserved outside "urban boundary" versus private property rezoned for higher density outside the urban boundary.
	e. Implement a secure, resilient, high availability network to support mission critical services and Public Safety.	Information Technology, Public Works	General Fund	2025	Make sure all equipment is supported by vendor and replaced prior to the vendors End of Lifecycle for each piece of equipment.

Objective	Tactic	Department	Funding	FY To Be Completed	Performance Measure
	f. Report to the Growth Management Commission peak flow for wastewater and maximum daily demand for water flow related to capacity as well as efforts to expand capacity.	Public Works	Water, Wastewater	Ongoing	What percentage of capacity/efforts to increase capacity.
	g. Implement water/wastewater resources tracking with Community Development on a parcel basis to get data in real time.	Community Development, Public Works	Water, Wastewater	2025	Refine effort and have annual reporting.
	h. Complete Transportation System Management Plan (TSMP) and implement processes that will result in a sustainable improvement in transportation system performance.	Public Works	CAMPO	2024	Completed TSMP.
	i. Align library technology resources to community priorities - perform updated Library Edge assessment.	Library	General fund, grant funding	2024	Percent above or below national or regional average; complete updated library technology plan.

Implementation Schedule

The below table represents the work plan for the tactics included in the strategic plan. Tactics should be complete within five (5) years; however, the plan will be evaluated on an annual basis and adjustments could be made based upon current conditions.

Economic Development Tactics	***2022***	***2023***	***2024***	***2025***	***2026***
Enhance regional partnerships including meeting quarterly with quad-county County Managers.	X	X	X	X	X
Support regional businesses that provide employment opportunities in multiple counties.	X	X	X	X	X
Work with NNDA to attract new businesses.	X	X	X	X	X
Participate in the Shared Federal Framework Program for a common vision to improve the quality of life and economic prosperity of the region.	X	X	X	X	X
Use available Redevelopment and grant funds to develop a five-year plan for Redevelopment expenditures and establish programs to retain existing businesses and stimulate new investments.	X	X	X	X	X
Construct infrastructure, parking lot and sidewalk improvements to improve access to businesses.	X	X	X	X	X
Host a special events calendar that will focus on events that generate out-of-the-area visitors. Coordinate with Chamber of Commerce, to also provide dedicated link on VisitCarsonCity.com to the Chamber's locals/community calendar of events.		X			
Develop a policy for special events that includes a one stop shop for road closures, insurance requirements, and fees.		X			
Implement a Downtown Circulator/Shuttle/Trolley Pilot during a Legislative session to connect hotels, Nevada State Prison Museum and V&T Railroad to downtown destinations.			X		
Explore a policy of whether the City will provide incentives to projects with public/private partnerships.				X	
Improve Airport terminal and entrance appearance.					X
Build an additional airport access road on the north end of the airport.					X
Attract investment in additional hangars on leased airport property.					X
Attract investment on the property adjacent to the College Parkway terminal building.					X
Explore the possibility of a stand-alone convention center.					X
Efficient Government Tactics	***2022***	***2023***	***2024***	***2025***	***2026***
Complete annual audit with no findings or budget violations.	X	X	X	X	X
Support program with NV Energy Underground Management Plan to fund underground power lines in redevelopment areas, transportation projects, and major corridor projects.	X	X	X	X	X
Collaborate with local resources (small business/employment opportunities, Ron Wood Center/education opportunities and assistance with housing) to encourage client cooperation, motivation to change and promote successful outcomes.	X	X	X	X	X
Work with local, state, and federal partners to identify projects and programs that can provide a mutual benefit.	X	X	X	X	X
Meet with development community annually to review development code and discuss process improvements.	X	X	X	X	X
Expand PW public information and outreach on capital projects, utilities, programs, and reporting.	X	X	X	X	X
Perform in-depth assessment of library space and services to provide existing services more efficiently and better serve changing needs of the community.		X			

Efficient Government Tactics	*2022*	*2023*	*2024*	*2025*	*2026*
Update Fraud, Waste and Abuse Policy.		X			
Create and implement vote by mail processes and procedures in conjunction with the Secretary of State's Office and Nevada's 16 other counties.		X			
Perform redistricting/reapportionment pursuant to the 2020 census data.		X			
Standardize the mapping of parcels with the GIS department and the Assessor's Office to eliminate duplication of mapping.		X			
Complete parceling of Fire Station from Airport parcel.		X			
Identify the neighborhood, contributory values of all residential/commercial property in Carson City in order to complete the land costing module of the CAMA system to reduce errors in property valuations.		X			
Analyze Granicus software for process improvements including migration towards paperless Board packets.		X			
Organize existing digital files maintained by the Treasurer's Office.		X			
Identify process improvements for business license.		X			
Ensure all departments have up-to-date FAQ's and update Carson Connect or migrate to Tyler 311 for citizen portal.		X			
Identify and fix over 88,000 documents for hyperlinking to the Recorder's Office from the Assessor website. Enhance the software to allow public to view recorded documents on parcels.		X			
Enhance the website to assist the taxpayers with an itemized report of personal property.		X			
Prepare a Citywide Website Refresh that will remove duplications, assist in greater customer service, and enhance ADA accessibility.		X			
Update website to include forms and information about how to petition the courts to appoint the Carson City Public Guardian to serve as guardian for vulnerable adults who are unable to manage their personal and/or financial affairs.		X			
Update website to provide resources to individuals that want to be guardians of family members.		X			
Work with Courts to provide family guardianship training classes.		X			
Create and implement an online public records request webpage to include public record request information (i.e. fees, form to submit request, contact information to submit request or request status).		X			
Create a resolution repository and index.		X			
Update website to provide a user-friendly, interactive platform to ensure the residents of Carson City are informed of budgeted revenues and expenses.		X			
Track JAC ridership on a yearly basis so that value of service can be compared to cost of service.			X		
Review workflow and develop new computer software system for parking tickets.			X		
Evaluate feasibility of splitting the Clerk-Recorder into two separate positions. This may require a statutory amendment.			X		
Create a central contracts repository and index.			X		
Create and implement Presidential Preference Primary Election processes and procedures pursuant to AB126 which was passed in the 81st legislative session.				X	
Implement and enhance a statewide voter registration system pursuant to AB422 & AB423 which were passed in the 81st legislative session.				X	
Develop mapping features to disseminate capital projects information and road reports to public.				X	

Efficient Government Tactics	2022	2023	2024	2025	2026
Transfer fees and charges from Carson City Municipal Code to a Citywide revenue book.				X	
Complete a comprehensive revision of Carson City Municipal Code.					X
Digitize and preserve historical records from 1862 to approximately 1969 ranging from court financial documents, clerk minutes, sheriff financial documents, treasurer financial documents, recorded documents, patents, and mining documents.					X
Organizational Culture Tactics	**2022**	**2023**	**2024**	**2025**	**2026**
Hold Directors and Citywide Update Meetings at least monthly.	X	X	X	X	X
Conduct an employee satisfaction survey every year and use to create efficiencies, maintain a positive working environment and identify needs.	X	X	X	X	X
Prepare annual Human Resources Report to present to Board of Supervisors.	X	X	X	X	X
Expand efforts to ensure City employees and departments are aware of training and career development resources available.	X	X	X	X	X
Develop a personal career development plan for participating employees.	X	X	X	X	X
Establish the "Tone at the Top" - management's commitment towards openness, honesty, integrity and ethical behavior.	X	X	X	X	X
Continue to promote the Employee-of-the-Quarter Program and employee longevity awards.	X	X	X	X	X
Introduce and educate new supervisors/managers on the process to submit an item and staff report to the Board of Supervisors through the existing supervisory training program.		X			
Create a Budget and Finance 101 Course for Management and Accounting Staff Citywide.		X			
Foster Quality Improvement (the continuous cycle of improvement in a process, service or program) across all departments and allow cost savings realized to return to department for supplemental requests.		X			
Explore opportunities and other incentives used to attract and retain talented staff.			X		
Create a program through City Manager's Office to encourage the involvement of City employees in the development of innovative ideas that will increase the productivity and service level of City government while decreasing the costs.				X	
Adopt a continuity of operations policy and implement desk manuals for each employee that identifies the primary duties for that employee and enhances cross-training of other employees.					X
Quality of Life and Community Tactics	**2022**	**2023**	**2024**	**2025**	**2026**
Increase the number of tobacco and vaping educational presentations to youth by 5% per year, including through Parks and Recreation after school and summer programs.	X	X	X	X	X
Continue progression of infrastructure tax projects.	X	X	X	X	X
Provide transitional housing and ancillary services for Specialty Court Programs and Human Services including opportunities to obtain units through City-partnered affordable housing projects.	X	X	X	X	X
Provide UNR Extension programs for youth, adults, families, businesses and organizations that increases the quality of life based on the City's Needs Assessment outcomes.	X	X	X	X	X
Preparing residents and families for employment through STEM and practical soft skill education deemed essential by public and private sector employers through joint programs developed together by Carson City and state government, the Carson City School District, Western Nevada College, local employers and University of Nevada, Reno.	X	X	X	X	X

Quality of Life and Community Tactics	2022	2023	2024	2025	2026
Maintain or improve the City's Community Rating System (CRS) classification and compare ratings with neighboring counties.	X	X	X	X	X
Expand outreach efforts to engage directly with the community around technology, services, and materials available to them. Strengthen ongoing library engagement efforts at the Boys and Girls Club of Western Nevada and deliberately increase library outreach and engagement at K-12 school events.	X	X	X	X	X
Increase the number of Meals on Wheels services to qualified homebound seniors.	X	X	X	X	X
Attract seniors of all stages of aging to participate at the Senior Center including underserved populations.	X	X	X	X	X
Be the trusted advocate for seniors by connecting them to resources and services for healthy aging.	X	X	X	X	X
Educate and encourage Women, Infants, and Children (WIC) program participants to breastfeed their infants for at least 6 months.	X	X	X	X	X
Explore opportunities to fund arts & culture.	X	X	X	X	X
Review and update Arts & Culture Master Plan and implement performance measures.	X	X	X	X	X
Integrate public art into gateway improvements (corridor) and other capital projects.	X	X	X	X	X
Increase community awareness to enforce City ordinances when properties are not maintained to prevent erosion of property values and quality of life.	X	X	X	X	X
Increase community engagement in City programs and activities.	X	X	X	X	X
Promote collaborations with city and local nonprofit leaders to optimize healthy living, ecological conservation, leadership development and sustainable preservation of Carson's heritage through education, research and outreach using UNR expertise and resources.	X	X	X	X	X
Improve participation in volunteer programs.	X	X	X	X	X
Conduct two Columbia Suicide Screening trainings to one internal organization and one partner organization and ensure the community is using the same screening.		X			
Enhance "Adopt a Watershed Program."			X		
Follow up on foodborne illness complaints within 24 hours.			X		
Find a location to reuse the Roundhouse Arch.			X		
Develop Plans to improve utilization of the Mind of Da Vinci.			X		
Evaluate ways to partner with affordable housing developers to increase affordable housing units.			X		
Identify education and employment opportunities for Department of Alternative Sentencing clients.			X		
Update Master Plan.				X	
Review Public Administrator activities, duties, and rules. Develop strategies to improve its technological, administrative and community service abilities which may include creating its own dedicated position within the City or contracting out for services.				X	
Safety Tactics	**2022**	**2023**	**2024**	**2025**	**2026**
Provide on-going School District support in accordance with joint agreement that provides dedicated officers to the schools.	X	X	X	X	X
Provide traffic management program activities, including traffic management enforcement and education, with a goal of Zero Fatalities, consistent with the statewide Zero Fatalities initiative.	X	X	X	X	X
Utilize evidence based rehabilitative services to reduce recidivism.	X	X	X	X	X

Safety Tactics	2022	2023	2024	2025	2026
Reduce occurrence rates of crimes against persons and property in the community.	X	X	X	X	X
Strive to achieve Sheriff emergency response times that average 6 minutes.	X	X	X	X	X
Ensure timely and appropriate fire and EMS emergency response.	X	X	X	X	X
Provide ongoing Fire Safety Public Education Program for Seniors.	X	X	X	X	X
Improve pedestrian safety infrastructure by securing funding and completing selected Tier 1 and Tier 2 priority projects identified in Safe Routes to School (SRTS) Master Plan.	X	X	X	X	X
Enforce building codes and nuisance laws.	X	X	X	X	X
Evaluate need for an intensive community-based program for the high-risk youth in the community due to China Springs Youth Camp closing the boys' program.	X				
Prepare Emergency Evacuation Plans for all City Buildings and perform emergency drills.		X			
Automate communication with victims of crimes and law enforcement to provide instantaneous updates to case status.		X			
Develop and implement plans according to completed Master Plan for Fire/EMS Service Delivery.		X			
Complete a new Cyber Security Response Plan which complies with legal mandates, upgrade the City's Cyber Security program.		X			
Automate data entry in criminal cases.			X		
Construct a new fire station that includes Emergency Operations Center, training, and backup dispatch center.			X	X	X
Implement replacement for Sheriff's Tiberon system and evaluate whether integration with court case management and fire management is appropriate.			X	X	X
Establish a Fire Safety Public Education Program for elementary schools.			X		
Ensure workforce is aware of Incident Command System (ICS) - emergency response or is prepared to respond in the event of an emergency.			X		
Complete recommendations from Audit Committee regarding IT Vulnerability Audit.			X		
Implement Public Safety radio communications plan.					X
Sustainable Infrastructure Tactics	**2022**	**2023**	**2024**	**2025**	**2026**
Leverage facility condition assessment report to identify priority projects and drive facilities capital improvement project requests.	X	X	X	X	X
Explore disposal of excess City property & leased/licensed properties.	X	X	X	X	X
Increase preventative maintenance versus reactive maintenance of City assets.	X	X	X	X	X
Increase funding for street maintenance; work in partnership with residents and businesses to develop long term solutions to fund road maintenance.	X	X	X	X	X
Analyze number and types of events for impacts on City infrastructure and reinvest in aging infrastructure to attract special events and tourism to Carson City.	X	X	X	X	X
Encourage growth within existing urban boundaries and infill in existing developed areas to prevent "sprawl" and higher infrastructure maintenance costs.	X	X	X	X	X
Report to the Growth Management Commission peak flow for wastewater and maximum daily demand for water flow related to capacity as well as efforts to expand capacity.	X	X	X	X	X

Sustainable Infrastructure Tactics	2022	2023	2024	2025	2026
Complete a juvenile facility needs assessment and identify potential funding sources including possibly partnering with Storey County.	X				
Complete a space needs assessment citywide starting with the courthouse.	X				
Implement park ambassador program.		X			
Promote "Adopt a Park" or "Adopt a Spot" program.		X			
Implement juvenile facility needs assessment.		X	X	X	X
Evaluate expansion of Carson City Justice/Municipal Court to accommodate additional courtroom for increasing population to 60,000, including which departments/functions need to remain at the courthouse and all necessary relocations.			X	X	X
Develop a Strategic Asset Management Plan (SAMP) and Asset Management Plans (AMPs) for all major asset systems to clearly outline objectives, priorities, and best practices for the maintenance and replacement of City assets.			X		
Acquire or lease new office space to create a centralized customer service center.			X		
Increase usage of physical and virtual library.			X		
Complete Transportation System Management Plan (TSMP) and implement processes that will result in a sustainable improvement in transportation system performance.			X		
Align library technology resources to community priorities - perform updated Library Edge assessment.			X		
Relocate the Clerk/Recorder/Public Administrator office to a space capable of housing all departments and meeting each of their respective security, staffing and storage requirements, as well as allow for public parking and access and use as a polling location.				X	
Upgrade Quill Water Treatment Plant in order to manage all of the water resources that Carson City has rights to use.				X	
Complete Southeast Mandatory Sewer Extension Project to eliminate septic systems as a source of nitrogen contamination in the City's domestic water supply wells in the project vicinity.				X	
Implement a secure, resilient, high availability network to support mission critical services and Public Safety.				X	
Implement water/wastewater resources tracking with Community Development on a parcel basis to get data in real time.				X	
Pursue options to bring enhanced broadband service to better support the local community and to increase economic growth.					X

Plan Review Process

In order to meet the goals and objectives identified in this strategic plan, a Plan Review Process will be implemented that will monitor the progress of the tactics and performance measures.

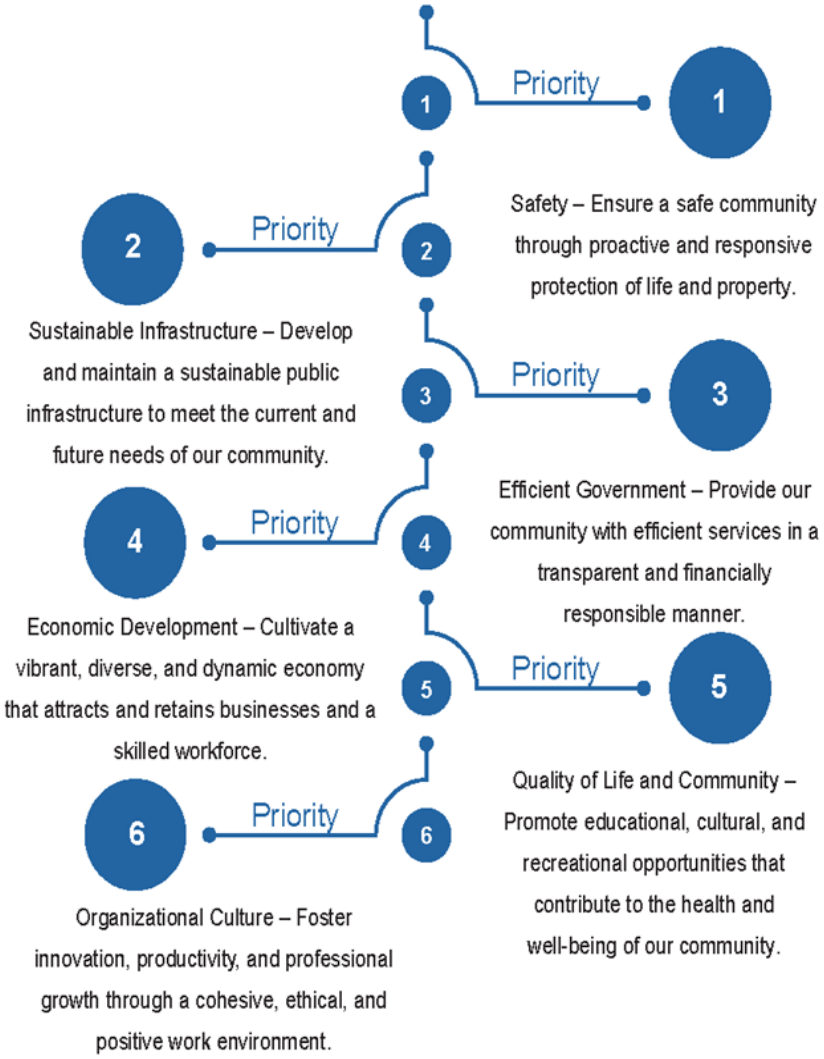
The Plan Review Process is outlined below:

Monthly	Departments will monitor progress on Strategic Plan tactics and update performance measures on dashboard once implemented.
August	Provide annual update to Strategic Plan to report on accomplishments and performance measures. May adopt changes to tactics if needed.
January	During budget preparation, take into consideration Strategic Plan tactics.
April	During budget hearing, identify how requests align with Strategic Plan.

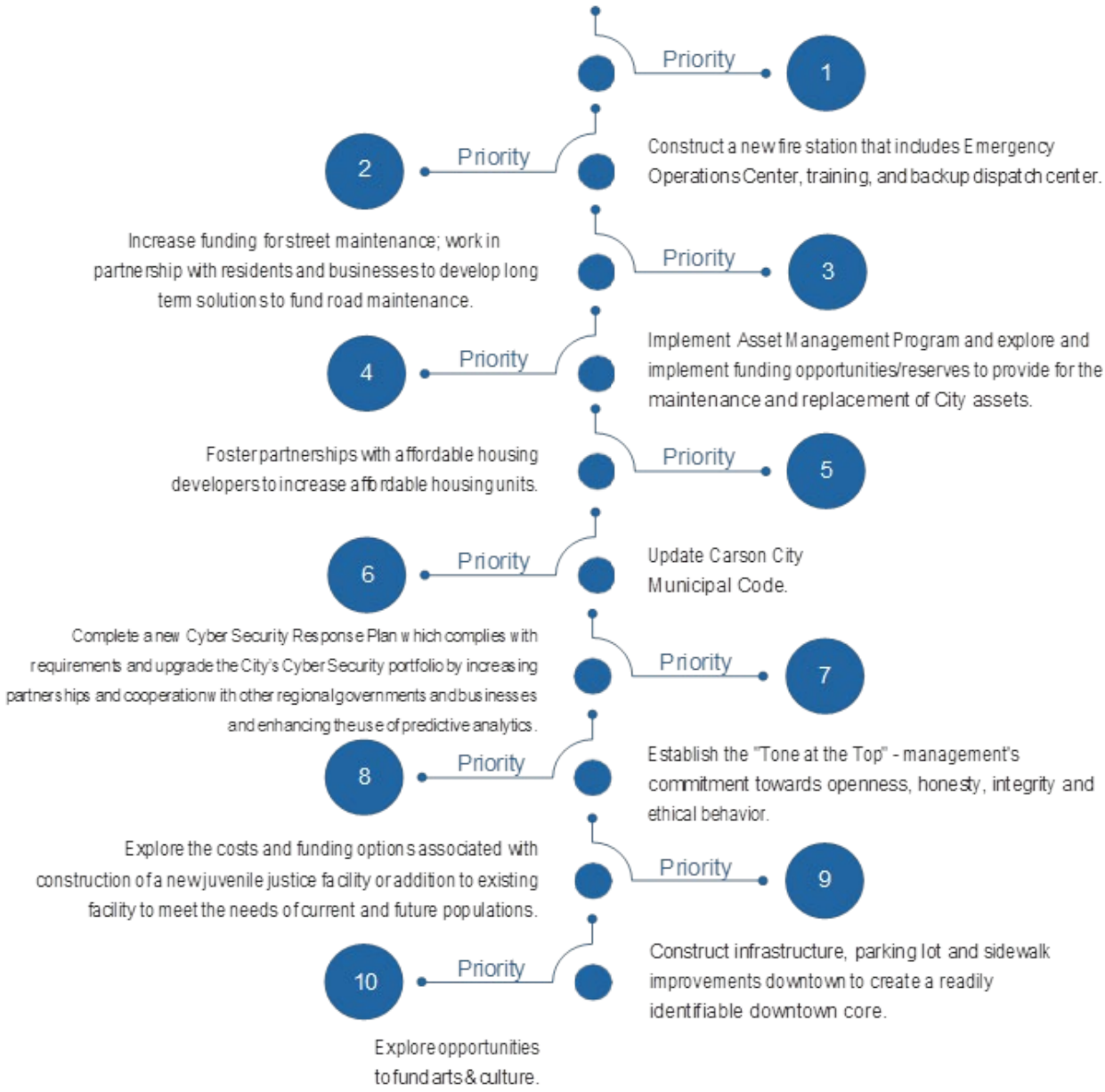
Appendix A - Public Input Survey Results

The results of the public survey that was held online from October 14, 2020 through October 31, 2020 are provided in the following pages. A press release and other social media marketing content announcing the survey were published on October 14, 2020. A total of 338 survey submissions were recorded and 818 people viewed the survey online. The survey closed on October 31, 2020 at 11:59 p.m.

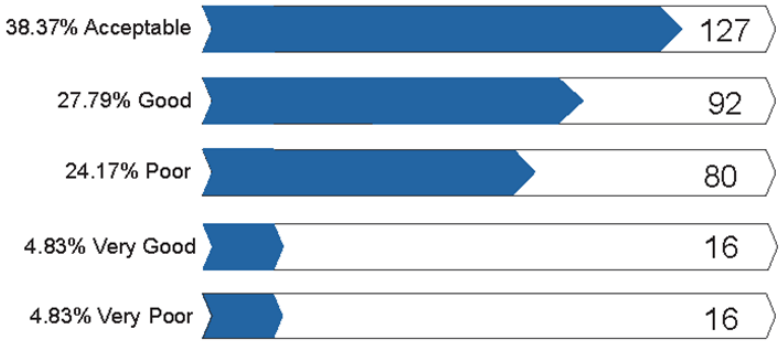
Below are the City's six Strategic Goals as ranked by the survey. They are ranked based on the highest selection percentage for each priority to reflect the priority results.



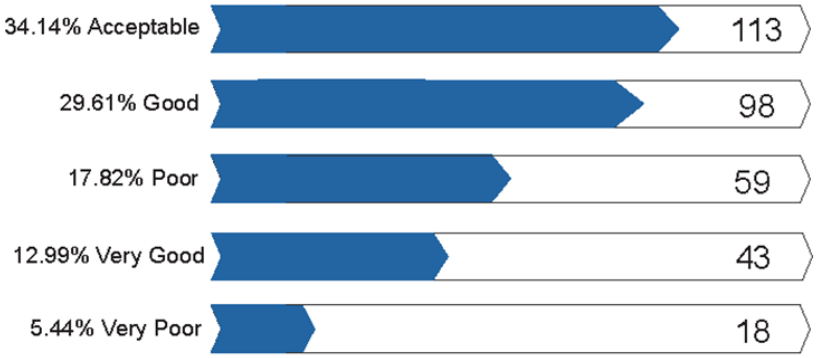
Citizens were asked to prioritize the identified Priority 1 Objectives and areas of focus for the next 5 years. They are currently ranked based on the highest percentage for each objective on each priority result.



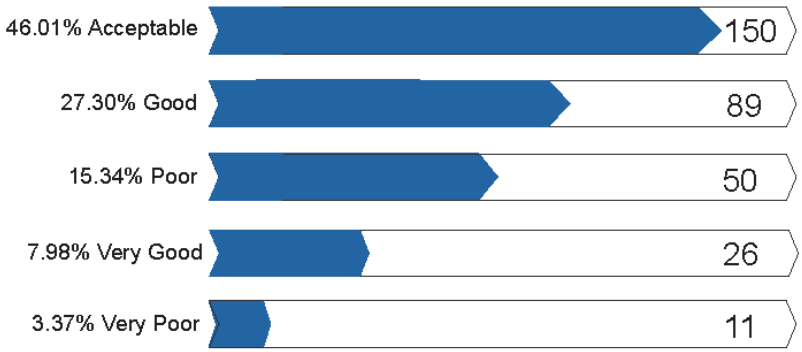
How well do you think Carson City achieves its goal for Economic Development by cultivating a vibrant, diverse, and dynamic economy that attracts and retains businesses and a skilled workforce?



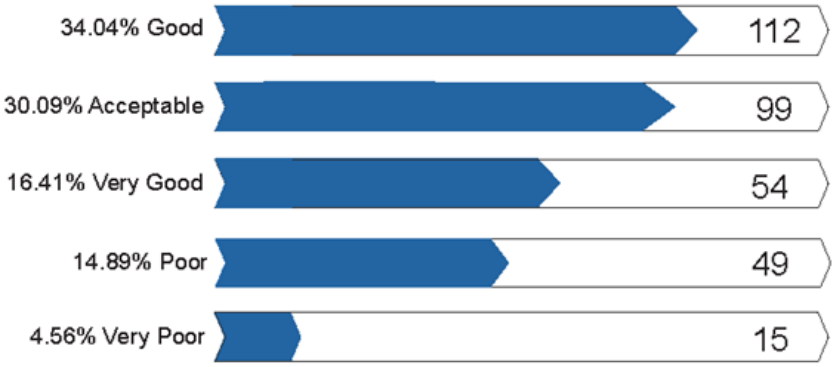
How well do you think Carson City achieves its goal for Efficient Government by providing our community with efficient services in a transparent and financially responsible manner?



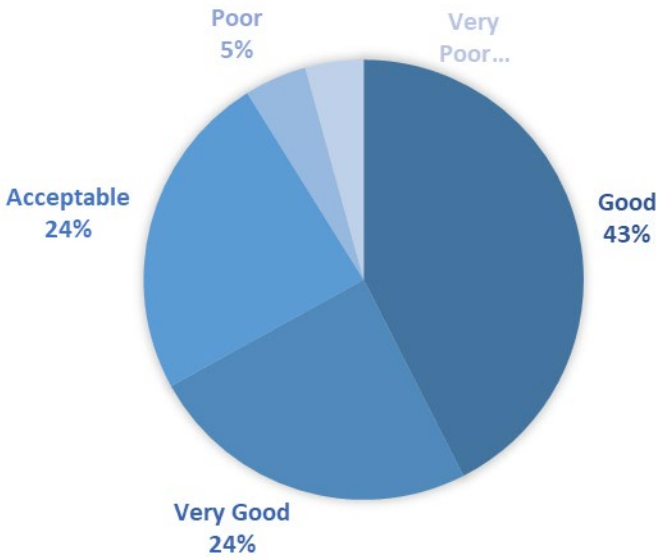
How well do you think Carson City achieves its goal for Organizational Culture by fostering innovation, productivity, and professional growth through a cohesive, ethical, and positive work environment?



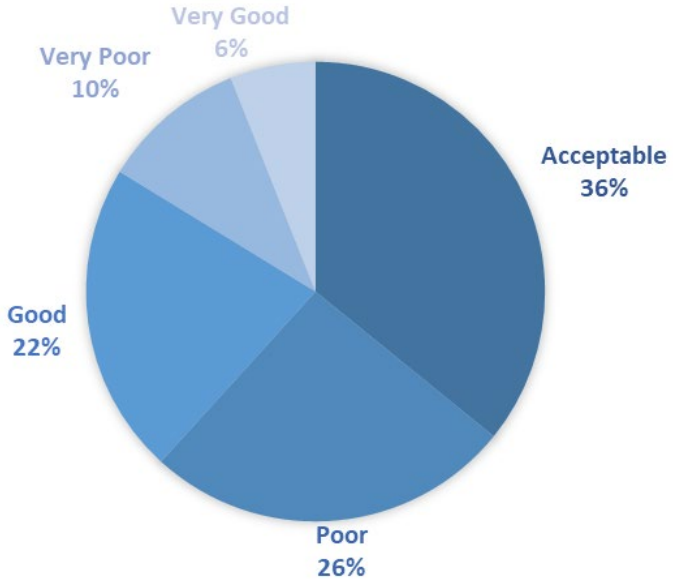
How well do you think Carson City achieves its goal for Quality of Life and Community by promoting educational, cultural, and recreational opportunities that contribute to the health and well-being of our community?



How well do you think Carson City achieves its goal for Safety by ensuring a safe community through proactive and responsive protection of life and property?



How well do you think Carson City achieves its goal for Sustainable Infrastructure by developing and maintaining a sustainable public infrastructure to meet the current and future needs of our community?



Are there any areas that should be addressed that are not addressed by the City's six Strategic Goals?

Rather than providing a series of suggestions, the answers were submitted through an open dialogue box; therefore, allowing citizens to express their ideas freely and share personal views. Out of 115 responses the most common areas that citizens felt needed to be addressed were: education, affordable housing, homelessness, and growth management.

- 2 mentioned juvenile services
- 3 mentioned sustainability
- 5 mentioned public safety
- 5 mentioned infrastructure
- 5 mentioned open space
- 8 mentioned growth management
- 8 mentioned homelessness
- 11 mentioned education
- 12 mentioned affordable housing
- 56 were miscellaneous and had no relation to one another

List three of Carson City's greatest attributes.

The top three mentioned attributes were location, community, and small-town feel. Below is the word cloud.

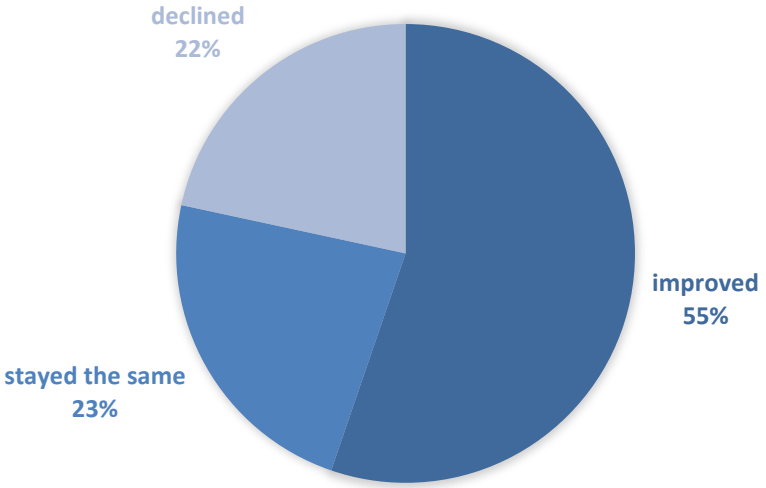
Thinking in the short-term, please list one or two changes you would like to see Carson City accomplish in the next year. The top four commonly used words were housing, roads, homeless, and downtown.

Thinking in the long-term, please list one or two changes you would like to see Carson City accomplish in the next two to five years. The top three commonly used words were affordable housing, community growth, and street.

Finish this sentence in the field below: "The greatest challenge City leaders will face in the next five years is _____."

Words commonly mentioned were growth, affordable housing, population, infrastructure, and COVID.

During the time you have lived here do you think Carson City has improved, stayed the same, or declined?



Respondent Age Demographics

17 or younger – **0.6%**

18-20 – **0%**

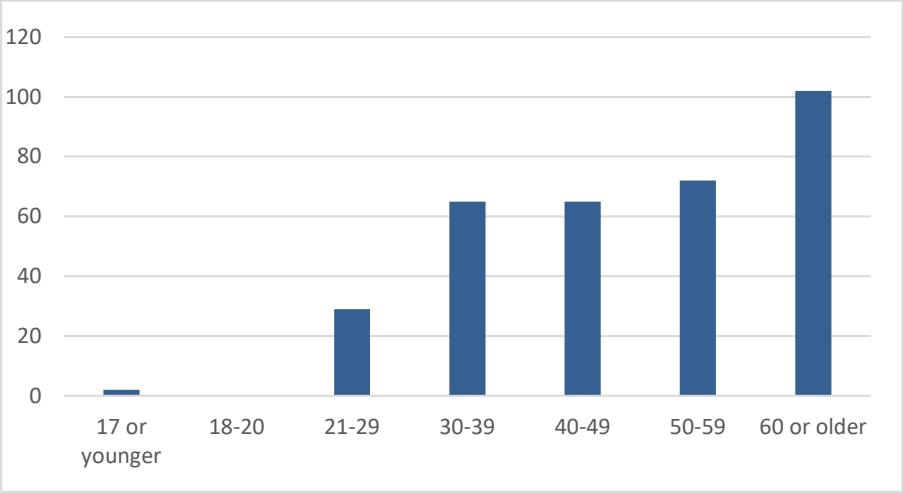
21-29 – **8.66%**

30-39 – **19.4%**

40-49 – **19.4%**

50-59 – **21.49%**

60 or older – **30.45%**



Respondent's Residency: how long the respondent has been living in Carson City.

Month/Months: **2.13%**

Between 1 and 5 years:**14.59%**

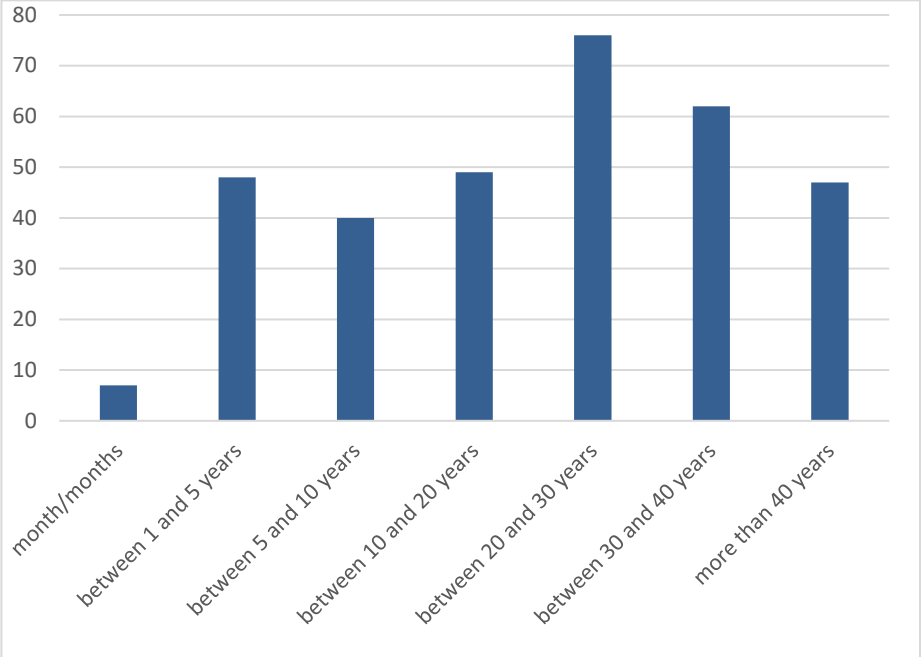
Between 5 and 10 years: **12.16%**

Between 10 and 20 years: **14.89%**

Between 20 and 30 years: **23.1%**

Between 30 and 40 years: **18.84%**

More than 40 years: **14.29%**



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2020 Carson City Board of Supervisors

Robert Crowell, Mayor
Stacey Giomi, Ward 1
Brad Bonkowski, Ward 2, Mayor Pro Tempore
Lori Bagwell, Ward 3
John Barrette, Ward 4

2021 Carson City Board of Supervisors

Lori Bagwell, Mayor
Stacey Giomi, Ward 1, Mayor Pro Tempore
Maurice White, Ward 2
Stan Jones, Ward 3
Lisa Schuette, Ward 4

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Nicki Aaker
Frank Abella
Ali Banister
Melanie Bruketta
Jennifer Budge
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Tod Colgrove
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Courtney Warner
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And the Employees and Citizens of Carson City