Welcome!

City of Fernley Strategic Planning Community Workshop
July 30, 2016

Quick Question…

What do you love about your community?

…and…

What do you not love about your community?
What is Strategy?

“A strategy is a way of describing how you are going to get things done. It less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, ‘How do we get there from here?’ Do we want to take the train? Fly? Walk?”

What is Strategy?

Does the Strategy:
- Give overall direction? The strategy should point out the overall path without dictating a particular narrow approach.
- Fit resources and opportunities? Should take advantage of current resources and assets while embracing new opportunities.
- Minimize resistance and barriers? Keep in mind that opposition and resistance is inevitable. Good strategies should attract allies and deter opponents.
- Reach those affected? Should connect the intervention with those who it should benefit.
- Advance the mission? The strategy should make a difference on the mission and objectives.

Our Agenda:

A Strategic Plan for the City of Fernley, Community Workshop No. 4:
1. Review the results from Workshop No. 3 from February 26, 2016 and all Past Workshops
2. Review of the draft final set of Core Values, Strategic Mission, and Strategic Vision
3. Review of the draft final Community Goals
4. Review of the draft final Organizational Goals
5. Moving Forward…Implementation
Our Past Efforts

- Three Workshops, Eight Months, a LOT of Participation, a LOT of Hard Work…and a LOT of pizza…
  1. Workshop No. 1, November 7, 2016: 33 total participants.
  2. Workshop No. 2, January 23, 2016: 30 total participants.
  3. Workshop No. 3, February 26, 2016: 43 total participants.

- Elected and appointed officials, City of Fernley staff, Lyon County and Lyon County School District officials, business owners, community leaders, Chamber of Commerce, business owners, property owners, residents and students.

Our Past Efforts

The Work Completed so far…

- Review of past and current socio-demographic and economic conditions for Fernley, the region, the state, and the country.
- Completed a comprehensive strategic environmental assessment.
- Completed a comprehensive Strengths, Weaknesses, Opportunities, and Threats analysis.
- Identification of a Preamble for the FY 2017 through FY 2021 Strategic Plan and three new Core Values (Trust, Innovation, Engagement through Communication).
- Retooled each of the three Community Goals and each of the two Organizational Goals for FY 2017 through FY 2021.
- Began developing a list of implementation measures and specific policy actions for FY 2017 through FY 2021.

But What do we Do After?

Six Steps for Implementation:

1. Translate strategic goals into actionable initiatives.
2. Create a blueprint for change (if change is necessary).
3. Mobilize the team.
4. Align finances.
5. Monitor progress.
6. Revisit the strategic plan annually and repeat.
CORE VALUES

“The core values of an organization are those values we hold which form the foundation on which we perform work and conduct ourselves. We have an entire universe of values, but some of them are so primary, so important to us that throughout the changes in society, government, politics, and technology they are STILL the core values we will abide by. In an ever-changing world, core values are constant.

Core values are not descriptions of the work we do or the strategies we employ to accomplish our mission. The values underlie our work, how interact with each other, and which strategies we employ to fulfill our mission. The core values are the basic elements of how we go about our work. They are the practices we use (or should be using) every day in everything we do”

Core Values:
- Govern personal relationships.
- Clarify who we are.
- Articulate what we stand for.
- Help explain why we do business the way we do.
- Guide us on how to teach.
- Inform us on how to reward.
- Guide us in decision making.
- Underpin the whole organization.
- Require no external justification.
- Are essential tenets.

What Core Values are NOT:
- Operating practices.
- Business strategies.
- Cultural norms.
- Competencies.
- Changed in response to environmental or administrative changes.
- Used exclusively individually.
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CORE VALUES

Trust

Innovation

Engagement through Communication

Trust

- Trust is the result of executing the other core values of innovation and engagement through communication and serves as the foundational principle of the City’s strategic vision and mission.
- Transparency in organizational operations and policy development, implementation, and administration builds trust.
- Professionalism.
- Leadership and service.
- Public service is synonymous with trust, innovation, and engagement.

Does this Value:

- Govern personal relationships?
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Innovation

- Leadership.
- Listening and being receptive of new ideas and new approaches to policy development, implementation, and administration.
- Finding new ways to do things.
- Innovation leads to improved organizational efficiency and effectiveness.
- Developing a different perspective on existing and new challenges.
- Innovation is a process in thinking creatively which can lead to expanded public service provision while using fewer resources.

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Engagement through Communication

- For future City Council agendas, the ‘intent’, or a brief description of the action item, of items listed on the agenda should be listed and added in order to help people understand the agenda and specific agenda items.
- Effective communication equals improved engagement (communication and education).
- Citizen empowerment.
- Measurements of effective communication and empowerment include volunteerism, meeting attendance, voting, and trust.

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MISSION

- Mission Statement: typically describes the community’s and organization’s present identity…‘who are we’, ‘what we do’, and ‘why are we here’.
- Key Elements:
  - Provide direction on day-to-day activity.
  - Provides a foundation for future decision-making.
- Google: “to organize the world’s information and make it universally accessible and useful”.
- OSHA: “to assure the safety and health of America’s workers by setting and enforcing standards; providing training, outreach, and education, establishing partnerships, and encouraging continual improvement in workplace safety and health”.

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MISSION

“It is the mission of the City of Fernley to provide all municipal services in a proactive, innovative, and fiscally responsible way. The City of Fernley is dedicated to enhancing the community’s quality of life, to providing a high level of responsive local government services, and to promoting future prosperity and a balanced growth of the community.”

Will this MISSION:

- Provide direction for day-to-day activity?
- Provide a foundation for future decision-making?
VISION

- **Strategic Vision**: describes 'where we are going’…the course and direction the community has charted.

- **Effectively Worded** Vision Statements: graphic, directional, focused, flexible, feasible, desirable, and easy to communicate.

- **Shortcomings** in Vision Statements: vague or incomplete, not forward-looking, too broad, bland or uninspiring, not distinctive, too reliant on superlatives.

City of Fernley Strategic Plan (FY 2017-21)

**VISION**

"It is the vision of the City of Fernley to deliver and provide public services in a way that is fiscally stable and results in a safe, responsive, forward-thinking, and collaborative community. The City of Fernley strives to be an organization that is responsive to growth and public needs and to aspire and excel at providing enhanced and excellent municipal services."

- Does this vision statement describe where the City of Fernley, as an organization and a community, wants to go?

- Is this vision statement graphic, directional, focused, flexible, desirable, and easy to communicate?

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**PREAMBLE**

"In service to the public, and united by the basis of tradition and leadership, the City of Fernley values, at its core, trust, innovation, and engagement thorough communication in the achievement of the City's Mission and Vision and the community goals and organizational goals outlined in this strategic plan for Fiscal Year 2017 through Fiscal Year 2021."

- Does this preamble **effectively** capture and communicate the Core Values, Mission, and Vision for the City of Fernley, as an organization and as a community, for the next five years?
Review of the Community Goals for FY 2017 through FY 2021

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Setting Goals

- Well-stated objectives should be quantifiable, measurable, and contain a deadline for achievement.
- Objectives should be challenging yet achievable; they should ‘stretch’ an organization or a community to its full potential.
- Short-Term vs. Long-Term Objectives:
  - **Short-Term**: focus attention on delivering performance improvements in the current period.
  - **Long-Term**: forces the organization or the community to consider how actions currently under way will affect the organization or community later.

City of Fernley Strategic Plan (FY 2017-21)

**Community Goal No. 1**

*Community Goal Number 1:* To explore and promote opportunities for economic development and planned redevelopment in ways that are consistent with the community’s historical and current identity.

The City must provide clear and consistent policies and procedures to support our growing and dynamic community while keeping Fernley a great place to live, work and play. The City must strive to encourage sustainable job growth and expansion and create opportunities for growing local businesses.

- What measures for achievement can we use to determine whether or not this goal has been achieved?
- Is this goal challenging yet achievable?
City of Fernley Strategic Plan (FY 2017-21)

Community Goal No. 2

Community Goal Number 2: To promote citizen engagement and build strong alliances with other government entities, private sector partners, and members of the community.

Citizen engagement means developing and maintaining the interest of the community’s citizens to participate in the structure and operations of the City. The City should encourage the community’s citizens to participate in City Council meetings and attend public events.

– What measures for achievement can we use to determine whether or not this goal has been achieved?
– Is this goal challenging yet achievable?

Community Goal No. 3

Community Goal Number 3: To preserve and maintain a quality of life enjoyed by the community’s residents and visitors and enhance the continued maintenance and reconstruction of the City’s infrastructure with an emphasis on sustainability.

In a fiscally stable and responsible manner, the City of Fernley should continue to prioritize and fund infrastructure projects that require the greatest attention in terms of maintenance and reconstruction and communicate openly with the community’s citizens about how each project will continue to preserve, maintain and enhance the community’s quality of life.

– What measures for achievement can we use to determine whether or not this goal has been achieved?
– Is this goal challenging yet achievable?
Review of the Organizational Goals for FY 2017 through FY 2021

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City of Fernley Strategic Plan (FY 2017-21)

**Organizational Goal No. 1**

**Organizational Goal Number 1**: The City of Fernley must strive to maintain and improve overall fiscal integrity, stability, and equality of the City’s financial planning.

The City of Fernley must continue to strive to identify and create new revenue sources. The City of Fernley should explore the possibility of using redevelopment, the use of a room tax, impact fees, business license fees, special assessment districts, different public and private partnerships, and federal, state, and non-profit private sector grants as possible alternative sources of funding for projects and programs identified as essential by the City and the community. The City must strive to educate the community and engage residents regarding the City’s financial position and the possible need and potential benefits of pursuing and implementing different funding sources.

To achieve this goal, the City of Fernley should strive to recruit and retain new and existing businesses as a way of broadening and expanding both the community’s economic base and tax base. Controlled growth, designed to promote balance for both businesses and residents, is needed and the City will need to develop and implement a stable and fair business license fee structure.

- What measures for achievement can we use to determine whether or not this goal has been achieved?
- Is this goal challenging yet achievable?
Organizational Goal Number 2: The City of Fernley, as an employer, must strive to create and maintain a successful and efficient work environment.

The community recognizes and appreciates the dedication of the City of Fernley’s workforce and understands that the City’s existing staff provides our community with excellent public services that make Fernley a great place to live, work, and play already. Together, with the citizens of the City, we enhance the safety, friendliness, aesthetics, and quality of life of our community.

While taking into account the financial resources available to the City, the City of Fernley must strive to make sure that all available positions are filled with highly trained and competent employees. The City should provide ongoing training and recertification of its employees and employees should be encouraged to complete ongoing training and recertification.

– What measures for achievement can we use to determine whether or not this goal has been achieved?
– Is this goal challenging yet achievable?
Review of the Implementation Measures for FY 2017 through FY 2021

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Implementation Measures

Implementation Measures should be…

- Relevant to the goal(s) and the overall strategy.
- Placed in context of a target to be reached in an identified time frame.
- Capable of being tracked period after period.
- Owned by the person(s) who is responsible for the goal.

City of Fernley Strategic Plan (FY 2017-21)

Implementation Measures

Implementation Measure Number 1: The City of Fernley and the City’s current and future staff will continue to interact and engage with the community’s citizens, business community, and visitors to the City in ways that are Polite, Professional, and Performed consistent with the City’s Fiscal Year 2017 through Fiscal Year 2021 Strategic Plan.

Implementation Measure Number 2: The City of Fernley and the City’s current and future staff will continue to commit themselves to the service of the public by emphasizing trust, innovation, and engagement through communication.

Implementation Measure Number 3: The City of Fernley and the City’s current and future staff will continue to build and develop an organizational culture that respects and values both individual and group differences and encourage the productive potential of every employee.
**Implementation Measures**

Types of Implementation Measures:

- **Efficiency Measures**: these measures are productivity and cost effectiveness measures as a ratio of outputs per inputs. Examples of efficiency measures include turnaround time per building application or business license processed.

- **Outcome Measures**: these measures are the end result of whether services meet proposed targets or standards and demonstrate impact and benefit of activities. Examples include the percent increase in the number of new business license applicants received year-after-year.

- **Quality Measures**: these measures gauge effectiveness of expectations and generally show improvement in accuracy, reliability, courtesy, competence, responsiveness, and compliance. Examples include the number of complaints received in the business licensing process by applicants.

- **Project Measures**: these measures show progress against an initiative that has a terminus. Examples include the percentage of priority infrastructure projects completed.

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**Community Goals Implementation Measures**

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**Organizational Goals Implementation Measures**

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*As a small group, come up with one Efficiency, Outcome, Quality, and Project measure for each Organizational Goal.*
What do we Do Now?
Six Steps for Implementation:

1. Translate strategic goals into actionable initiatives.
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