A Strategic Plan for the City of Fernley
For FY 2017 through FY 2021

Community Workshop No. 3

Friday, February 26, 2016

City Hall
City of Fernley
595 Silver Lace Boulevard
Fernley, NV  89408

University Center for Economic Development
http://www.unr.edu/business/research-and-outreach/uced

University Center for Economic Development – Nevada Leadership Program
http://www.unr.edu/business/research-and-outreach/nevada-leadership
Welcome!

City of Fernley Strategic Planning Community Workshop
February 26, 2016

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.

The Agenda

A Strategic Plan for the City of Fernley, Community Workshop No. 3:

1. A Review of the Results from Workshop No. 2 (Saturday, January 23, 2016)

2. Development and Identification of a Strategic Mission and a Strategic Vision

3. Evaluation of Existing Strategic Goals and Objectives

4. Identification of Strategic Goals, Objectives and Implementation Measures for the FY17-FY21 Horizon

5. Next Steps
City of Fernley Strategic Planning
Community Workshop
February 26, 2016
Review of the Results from Community Workshop No. 2

City of Fernley Strategic Planning Community Workshop
February 26, 2016

What We've Done So Far

What We Have Done:

– Review of the Environmental Assessment and Evaluation of Community Positions and Resources.


– Discussed relevant issues pertaining to the financial sustainability of the City of Fernley.

– Review of the Discussion on the City’s current Core Values and developed new ones.
Community Identity

Three Questions:

– If your community were a person, what would it be like and why?

– If your community were a car, tell me about it.

– If we put a music score to the daily activity of your community, what would it sound like and why?

Community Identity

If the Community were a Person:

– Male.
– Introvert.
– ‘Cowboy’ Persona: casual dress with blue jeans and button-up and collared shirt. T-shirt or athletic clothes appropriate as well.
– Think Kid Rock, Mark Zuckerberg, Ben Cartwright.
– Movies: western, action, war movies. Beetlejuice or Forest Gump.
– Smaller ‘get-togethers’ vs. Large Parties: family and friends.
Community Identity

If the Community were a Car:

- Old and used and probably in need of some repairs but well cared for.
- Dusty – a ‘getting around’ vehicle like a Sports Utility Vehicle (SUV) or pick-up truck.
- Many miles – ‘too many miles but they’re all on I-80’.
- In need of some TLC.

Community Identity

Community’s Musical Score

- Variety of genre’s: rock ‘n roll, classic rock, mellow or easy listening, punk rock, hip hop, classical music, country music.
- ‘Rocky’ theme song.
- Donny and Marie Osmand: ‘A Little Bit Country, A Little Bit Rock ‘n Roll”.
- Underlying themes: preserving a past way of life while reaching toward the future.
- Existing/Current Residents vs. New Residents (Old vs. Young).
Community Identity

Added from Our January 23, 2016 Workshop:

– Person: nothing about the arts but we should add something! This person would like the arts.

– Car: basic, no major additions or add-ons.

– Music: “On the Road Again”.

Evaluating Our Community

Answered Ten Questions:

– Is the community generally supportive or antagonistic toward business interests and growth? Generally supportive; NIMBY attitude; growth focused on new jobs.

– Is the community generally supportive or antagonistic toward government programs and initiatives? Mix of support and antagonism for government programs.

– What types of programs do residents generally support – redistributive programs or developmental programs? Support for Development-Oriented Programs.

– Does the community have a history of public-private collaboration? Mixed history: mostly ‘ad hoc’; need more formal ‘structure’ to future collaborations.

– Is the community willing to sacrifice some of its quality of life to either promote or curtail growth? Willing to sacrifice short-term for long-term improvement.

– Are the elite members of the community willing to share power with others? No ‘elites’ exist.

– Are the citizens generally accepting of change, or do they resist it? Mixed – older/existing population will resist (more rural/quite) vs. new/future population.

– Where do residents and businesspeople stand on issues of environmental sustainability? Mixed support. WATER – quality and quantity BIG.
Evaluating Our Community

Added from Our January 23, 2016 Workshop:

– Need public-private partnerships.
– Knowing when to say ‘no’.
– Consistency with community identity and goals.
– Drought management plan.
– Add – Effect of the County on the City (CTX)

Evaluating the Impacts of Growth

Consider:

– How strongly the community wants growth? New Commercial, Manufacturing, certain Residential supported.

– What impact new development and growth will have on the community’s way of life? Increased demand for new public safety and social services (infrastructure, education, law enforcement, etc.). Impact on Natural Resources (water, open spaces). Need PLANNING.

– What strategies will the community support and outright oppose to foster and support new development and growth? CANNOT increase costs to citizens (taxes/fees). Redevelopment/Revitalization of downtown. New amenities, jobs.

– What values will the community prioritize in choosing a strategy? Water conservation, property rights, proper planning, beautification, protect existing rural lifestyle.
Evaluating the Impacts of Growth

Added from Our January 23, 2016 Workshop:

- Inconsistency: desire for services vs. resistance to taxes.
- Observation: we are one of the lowest tax states and communities.
- We are a Dillon’s Law state…meaning ‘limited’ local discretion. (Nevada Senate Bill 29 2015 Legislature…grants counties functional home rule)
- Explore the use of various alternatives: SAD’s, GID’s, etc. Use of donations and grants?

Results from our Checklist for Evaluating Community Position and Resources

For Each Primary Factor:

- Economic Base: Low (21), Medium (43), High (20)
- Workforce Characteristics: Low (38), Medium (36), High (10)
  - Skill: Low (49), Medium (12), High (3)
  - Land/Physical Capital: Low (16), Medium (29), High (63)
  - Energy: Low (5), Medium (42), High (33)
- Financial Capital: Low (66), Medium (32), High (2)
- Tax Structure: Low (10), Medium (45), High (29)
- Community Culture: Low (52), Medium (49), High (9)
- Geography: Low (8), Medium (34), High (69)
- Research Environment: Low (32), Medium (25), High (29)
Results from our Checklist for Evaluating Community Position and Resources

Added from Our January 23, 2016 Workshop:

– Skills (Worker Skill Level): some skills perceived as low but are still very valuable (i.e. welding).

– Research: look to access private research being done in the area and region.

**Table 4.11**

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>Climate, Natural Resources, general proximity/centrality to other communities in northern Nevada.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Transportation Networks: US I-80, 95-A, Highway 50</td>
</tr>
<tr>
<td></td>
<td>Railroad, airport.</td>
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<tr>
<td></td>
<td>Climate – favors development and renewable energy.</td>
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<tr>
<td></td>
<td>Strong/efficient City government.</td>
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</tbody>
</table>
Strengths

Added from Our January 23, 2016 Workshop:

– “People-Friendly” Fernley!

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WEAKNESSES

- Tax system and financial resources.
- Impacts ability to improve and maintain infrastructure (roads, sidewalks, water, etc.)
- WATER WATER WATER and WATER
- Workforce – underskilled workforce impacts business development in the area/region.

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Table 4.12
Weaknesses - City of Fernley
Identified on November 7, 2015

<table>
<thead>
<tr>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under-educated workforce or skilled workforce (undertrained) -- obstacle to new high-paying jobs in our community.</td>
</tr>
<tr>
<td>Poverty - Tax Revenues (utility rates) -- can't implement positive changes with limited financial resources.</td>
</tr>
<tr>
<td>Lack of Communication, development plan aligns to Community goals and objectives (lack of informed decision making by government) - also not enough volunteers.</td>
</tr>
<tr>
<td>Under-educated workforce or irrelevant education (undertrained) -- barrier to new high-paying jobs in our community.</td>
</tr>
<tr>
<td>BEDROOM COMMUNITY: Folks live in Reno and sleep in Fernley, export all resources and are too tired to get involved in our community.</td>
</tr>
<tr>
<td>Money / Tax Revenue / Utility Rates - can't implement positive changes because of revenue constraints.</td>
</tr>
<tr>
<td>Public Transportation - obstacle to get resources outside of Fernley, also not green (commuting with 1 guy in SUV).</td>
</tr>
<tr>
<td>Leanest Municipal Government (per capita) in the state – we can only meet basic needs, not implement improvements.</td>
</tr>
<tr>
<td>Poor relationships with sister agencies (TCID, Lyon County, State of Nevada) -- makes it hard to navigate regional issues because we don't have influence.</td>
</tr>
<tr>
<td>WTP Debt - $150 million with interest sucks up City resources.</td>
</tr>
<tr>
<td>No Taxpayer - lack of funds. Unskilled workforce -- some businesses will not come in.</td>
</tr>
<tr>
<td>Lack of water -- controls growth, agriculture. Lack of alternative arterial street access.</td>
</tr>
<tr>
<td>Lack of community communication (no local radio/television/paper media).</td>
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<tr>
<td>Lack of community engagement.</td>
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<tr>
<td>Lack of water shortage/canal shortage -- restricts growth.</td>
</tr>
<tr>
<td>Neighboring Tribal relations -- water war.</td>
</tr>
<tr>
<td>Financial resources/revenue -- difficult to invest in new programs/services improvement.</td>
</tr>
<tr>
<td>Educational planning process -- current process discourages growth.</td>
</tr>
<tr>
<td>Ability to streamline the development planning process -- current process discourages growth.</td>
</tr>
<tr>
<td>Transportation - infrastructure, streets, sidewalks, and communications.</td>
</tr>
<tr>
<td>Water/wastewater treatment facilities outside of Fernley to travel.</td>
</tr>
<tr>
<td>Limited parks. Limited partnerships. Limited staff.</td>
</tr>
<tr>
<td>No funding for streets or parks.</td>
</tr>
<tr>
<td>Need a vision -- we need to know where we are going.</td>
</tr>
<tr>
<td>Need additional (or better) communications engagement -- need to build future leaders.</td>
</tr>
<tr>
<td>Constant change (priority).</td>
</tr>
</tbody>
</table>
Weaknesses

Added from Our January 23, 2016 Workshop:

- **Workforce**: look at nature of skills; how to backfill key vocational skills? High school has a good program. Bridge the gap between needed workforce and available workforce (Carson Career Center?).
- **Social Capital…commuters. (Weekends?)**
- **Arts…lack of/not enough. (Development codes?)**
- **Communication…address specific weaknesses i.e. need to know what’s going on. (Door-to-door campaign; social media for younger citizens; multiple forms of communication, affects perception/participation/voting; push back on some aspects of image…Ferntucky)  (Strategic Communications Plan)**

### Table 4.13
Opportunities – City of Fernley
Identified on November 7, 2015

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>City welcomes entrepreneurial-thinking ventures.</td>
<td></td>
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<tr>
<td>Trade/workforce development (vocational). Affordability vs. neighbors to the west.</td>
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<tr>
<td>Water quality and capacity to treat water: cleanest water in the world &amp; plenty of treatment capacity.</td>
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<tr>
<td>Burning Man: we encourage more people to visit Fernley and spend money; use Burning Man to advance art &amp; culture in Fernley; piggyback on Reno's events.</td>
<td></td>
</tr>
<tr>
<td>New high paying jobs... less commuters and more community engagement.</td>
<td></td>
</tr>
<tr>
<td>Education and development of education needs... bring new high paying jobs... less commuters and more community engagement.</td>
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<td>Arts...lack of/not enough.</td>
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<td>Communication...address specific weaknesses i.e. need to know what's going on.</td>
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<tr>
<td><strong>Strategic Communications Plan</strong></td>
<td></td>
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### OPPORTUNITIES

- **Continued growth and development of the TRI Center: Tesla, Switch...build and recruit complimentary residential, manufacturing and commercial development to Fernley.**
- **Central location – tie to larger regional, national and international markets.**
- **Importance of local/county/regional SERVICES – education, etc.**
- **Regional Events - Burning Man**
Opportunities

Added from Our January 23, 2016 Workshop:

– TRIC/Tesla/Switch…and are also a threat due to the need for services for residents.
– Veterans Cemetery.
– Lantern Festival.
– Speedway.
– To attract youth to ‘come back home’.
– CHALLENGE: adding new concepts to subdivisions that were approved long ago.

Table 4.14
Threats – City of Fernley
Identified on November 7, 2015

<table>
<thead>
<tr>
<th>Threats</th>
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</tr>
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<tbody>
<tr>
<td>Drains, crisis</td>
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</tr>
<tr>
<td>Air pollution</td>
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</tr>
<tr>
<td>Water supply issues</td>
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</tr>
<tr>
<td>Tribal acquisition of Fernley water/water rights</td>
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</tr>
<tr>
<td>Loss of the current community identity due to rapid and unplanned growth – sprawl, crime, drugs, accidents (trains), etc.</td>
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<tr>
<td>What will the county, the state and the federal government do? Impacts on funding/revenue, etc.</td>
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<tr>
<td>NEED expanded discussion with local, state, federal partners to resolve immediate issues – WATER WATER WATER and WATER</td>
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</table>
Threats

Added from Our January 23, 2016 Workshop:

- Railroad fence further divides community (i.e. walking distance to school).
- Through streets (formerly not connected)...adds traffic to formerly quiet neighborhoods.
- Water Water Water Water...it is a *quantity* issue, not quality.
- Need expanded discussion with local, state, and federal partners.

Core Values

City of Fernley Strategic Plan
FY 2017 to FY 2021
Core Values

Preamble to the FY 2017 to FY 2021 Strategic Plan:

“In service to the public, the City of Fernley values, at its core, trust, innovation, and engagement through communication.”

Core Value No. 1: Trust

Elements of Trust:

- Core value or the result of executing the other core values?

- Need to include TRUST in the Vision...trust results in executing the Mission.

- Transparency builds trust.

- Key Words: Transparency, Professionalism, Trust, Leadership, Service.
Core Value No. 2: Innovation

Elements of Innovation:

- Leadership
- Listening (versus hearing)
- Finding New Ways to do Things
- Innovation Leads to Efficiency and Effectiveness
- Innovation Provides Different Perspectives
- Innovation is a Process of Thinking Creatively, Leading to Expanded Services using Fewer Dollars (Resources)

Core Value No. 3: Engagement through Communication

Elements of Engagement through Communication:

- For City Council meeting agendas (All agendas? Appointed Boards?), add “intent” to agenda items to help people understand the agenda and agenda items.
- Effective communication and education = engagement.
- Citizen empowerment.
- Measurements of effective communication and empowerment: Volunteerism, Meeting Attendance, Voting, Trust.
City of Fernley Strategic Planning
Community Workshop
February 26, 2016
The Strategic Mission and the Strategic Vision

City of Fernley Strategic Planning Community Workshop
February 26, 2016

Building a Strategy – A Five Component Model
Building a Strategy – A Five Component Model

What is our ‘noble cause’?

– What’s working well?

– What’s not working well?

– What can we do to make the things that aren’t working, work?

– Is there anything else?

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”.
City of Fernley Strategic Plan (FY 2011-16)

MISSION

“To provide our growing dynamic community excellent municipal services to make Fernley a great place to live, work, and play. Together, we enhance the desirability, safety, friendliness, aesthetics and quality of life in our City.”

Feedback from November 7, 2015:
- Current mission DOES focus on satisfying constituent needs.
- WHO are our constituents?
- Effectively highlights and emphasizes the ‘friendly’ aspect of working for/engaging with the City.
- Current mission BASED on the City’s (organization) CORE competencies.
- SPLIT on whether or not the current mission motivates and inspires stakeholder commitment.
- Current mission sufficiently short and focused, memorable.

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 2011-16)

VISION

“To be the best place in the West to live, work and play.”

Feedback from November 7, 2015:

– Almost universal agreement that the current vision does NOT futurecast, is NOT audacious, is NOT motivating, is NOT purpose-driven, is NOT inspiring.
– Does not adequately represent the aspired to ‘mountaintop’ of expected municipal service provision and governance for the City or the community.
– What does BEST mean?
– Fails to provide any specific direction or a larger sense of purpose for internal or external stakeholders for the City as an organization.
Strategic Goals, Objectives, and Implementation Measures

City of Fernley Strategic Planning Community Workshop
February 26, 2016

City of Fernley Strategic Plan (FY 2011-16)

CORE ORGANIZATIONAL GOALS

- **Organizational Goal No. 1**: Financial Stability. Ensure fiscal integrity, stability, and equality of the City’s financial planning.
  - How do you perceive the City’s financial stability?
  - Does the City conduct its finances with integrity?
  - Is it accountable, transparent, and responsible?

- **Organizational Goal No. 2**: Employee Relations. Provide a successful and efficient work environment.
  - Does the City value its employees and their contributions? Is it aware of those contributions?
  - Does the Community value the City’s employees and their contributions? Is the community aware of those contributions?
City of Fernley Strategic Plan (FY 2011-16)

COMMUNITY ORIENTED GOALS

- Community Goal No. 1: Explore and promote opportunities for economic development and planned redevelopment.
  - What does economic development mean to you?

- Community Goal No. 2: Promote citizen engagement and build strong alliances with other government entities.
  - What does citizen engagement mean to you?

- Community Goal No. 3: Preserve and maintain quality of life and enhance maintenance and reconstruction of City infrastructure with emphasis on sustainability.
  - What does quality of life mean to you?
City of Fernley Strategic Plan (FY 2011-16)

Community Goal No. 2: Promote citizen engagement and build strong alliances with other government entities.

- Improve internal and external communications.
- Develop, extend and promote citizen interaction with city government and promote volunteer opportunities for citizens of Fernley.
- Initiate and advance local, state and federal strategic alliances and promote shared services with other agencies.

City of Fernley Strategic Plan (FY 2011-16)

Community Goal No. 3: Preserve and maintain quality of life and enhance maintenance and reconstruction of City infrastructure with emphasis on stability.

- Share information with the public, City Staff, and local, state, and federal elected officials to enhance understanding of water issues that affect Fernley.
- Protect and expand water resources and solidify our future ability to serve our water customers.
- Improve and maintain Streets and Storm Drain System, Water and Wastewater System, and Parks System through accurate evaluation of existing conditions, cost effective maintenance methodologies, and technically sound capital project prioritization.
City of Fernley Strategic Plan (FY 2011-16)

FINAL ELEMENTS (Implementation Measures)

- **Customer Service Values – the 3 P’s:**
  - Interactions will be Polite, Professional and Performed consistent with the city’s Strategic Plan.

- **Commitment:**
  - We will meet our commitments to our citizens.

- **Diversity:**
  - We will create an organizational culture that respects and values individuals and group differences and encourages the productive potential of every employee.

Building a Strategy – A Five Component Model

![Diagram showing the relationship between Outcomes, Core Values, Assets, Noble Cause, and Behaviors]
Outcomes

- Outcomes vs. Goals:
  - **Goal**: a future state; can have a diminishing return as they are statements about what we are **not** currently.
  - **Outcome**: a present state of success that can morph into a larger victory over time

- Identify **outcomes**, present conditions, that you would like to address. Make sure to tie these outcomes to the core vision and noble cause.
  - Be **specific**.

Assets

- Two Types:
  - **Core Assets**: what do we currently have? Think about those **strengths**.
  - **Common Ground**: how are we seen by those with whom we want to transact with?

- Critical Question No. 1: Do we have enough assets for the outcomes?
  - If “yes”, what are those assets?
  - If “no”, what assets do we need to acquire?
Behaviors

- Avoid these two mistakes:
  - Writing down what people are already doing, rather than focusing on behaviors that will bring the outcomes to life.
  - Assuming that everything will go perfectly. It won’t. Whenever practical, our strategy should include at least two behavioral paths to accomplishing each critical outcome.

- Answer: What should we do to accomplish the outcomes?

- Then answer:
  - Critical Question No. 2: Do we have enough assets for the selected behaviors?
  - Critical Question No. 3: Will behaviors accomplish the selected outcomes?

Setting Objectives (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.
Building a Strategy – A Five Component Model

In Developing New Outcomes, Consider these Three Questions:

Critical Question No. 1: Do we have enough assets for the outcomes?

Critical Question No. 2: Do we have enough assets for the selected behaviors?

Critical Question No. 3: Will behaviors accomplish the selected outcomes?

City of Fernley Strategic Planning Community Workshop

February 26, 2016