What is Strategy?

“A strategy is a way of describing how you are going to get things done. It is 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?

Elements of a Strategy Include:

– Recognition of existing barriers and resources (people, money, power, materials, etc.)

– Tied to an overall vision, mission, and a set of clearly defined objectives.

– Direction for future planned initiatives focused on providing information, enhancing support, removing barriers, providing resources, etc.

Fernley: A Community in Transition

New Growth Pressures:

– Tesla, Switch, Continued build-out of the Tahoe-Reno Industrial Center

– Major Infrastructure Projects (USA Parkway)

– Regional Pressures: Nevada Copper (southern Lyon County), Silver Springs Airport (central Lyon County)
Strategy: Why Bother?

“...nothing affects [an organization’s] ultimate success or failure more fundamentally than how well its management team charts the [organization’s] direction, develops competitively effective strategic moves and business approaches, and pursues what needs to be done internally to produce good day-in, day-out strategy execution and operating excellence.”

Why is a Strategy Important?

Key Advantages:

– Strategies allow a community to take advantage of resources and emerging opportunities.

– Strategies allow a community to respond effectively to possible barriers and sources of resistance.

– Strategies enable us, as a community, to use our time, energy, and resources more efficiently and more effectively.
Our Past Efforts

- Four Workshops, Ten Months, a LOT of Participation, a LOT of Hard Work…and a LOT of pizza…
  1. Workshop No. 1, November 7, 2015: 33 total participants.
  2. Workshop No. 2, January 23, 2016: 30 total participants.
  3. Workshop No. 3, February 26, 2016: 43 total participants.
  4. Workshop No. 4, July 30, 2016: 21 total participants.

- A true Community Process: 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.

City of Fernley, Nevada Strategic Plan for FY 2017 through FY 2021

- Two University Center for Economic Development Technical Reports:
  - “A Strategic Plan for the City of Fernley for Fiscal Year 2017 through Fiscal Year 2021: Summary Results of the November 7, 2015 City of Fernley Strategic Planning Workshop”; UCED Technical Report 2015/16-12
  - “A Strategic Plan for the City of Fernley for Fiscal Year 2017 through Fiscal Year 2021”; UCED Technical Report 2016/17-01

- The Strategic Plan for FY 2017 through FY 2021:
  - A Preamble
  - A Strategic Mission
  - A Strategic Vision
  - Three Community Goals
  - Two Organizational Goals
  - Three Implementation Measures
City of Fernley, Nevada
Strategic Plan for FY 2017 through FY 2021

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 through 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.

Core Values

Trust, Innovation, and Engagement through Communication

City of Fernley, Nevada
Strategic Plan for FY 2017 through FY 2021

Mission

It is the mission of the City of Fernley to provide all municipal services in a proactive, innovative, and fiscally responsible way in order to continue to enhance the community’s quality of life, provide a high level of responsive local government services, and promote future prosperity and the balanced growth of the community.

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 change and public needs by being proactive rather than reactive and to aspire and excel at providing enhanced and excellent municipal services.
City of Fernley, Nevada
Strategic Plan for FY 2017 through FY 2021

**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.

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City of Fernley, Nevada
Strategic Plan for FY 2017 through FY 2021

**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.
City of Fernley, Nevada
Strategic Plan for FY 2017 through FY 2021

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.

City of Fernley, Nevada
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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.

Organizational Goal Number 2: The City of Fernley, as an employer, must strive to create and maintain a successful and efficient work environment.
City of Fernley, Nevada
Strategic Plan for FY 2017 through FY 2021

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.

City of Fernley, Nevada
Strategic Plan for FY 2017 through FY 2021

Moving Forward Post-Adoption (Assuming Adoption Tonight):

- Begin the process of implementation by developing and implementation strategic actions.
- Begin the development of a new strategic plan in October 2021 for “A Strategic Plan for the City of Fernley for FY 2022 through FY 2027”.
Thank You.

City of Fernley
City Council
October 19, 2016