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

Community Workshop No. 2

Saturday, January 23, 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
January 23, 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?

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.


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.
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.

The Agenda

A Strategic Plan for the City of Fernley, Community Workshop No. 2:

1. A Review of the Results from Workshop No. 1 (Saturday, November 7, 2015)

2. Development and Identification of Core Values, 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
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Review of the Results from Community Workshop No. 1

City of Fernley Strategic Planning Community Workshop
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What We’ve Done So Far

What We Did:

– Community Identity, Evaluating our Community, Evaluating the Impacts of Growth.

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

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?

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.

– Manual transmission, hand-crank windows.

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).
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 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.
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)

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Table 4.11

**Strengths – City of Fernley Identified on November 7, 2015**

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

- Climate, Natural Resources, general proximity/centrality to other communities in northern Nevada.
- Transportation Networks: US I-80, 95-A, Highway 50
- Railroad, airport.
- Climate – favors development and renewable energy.
- Strong/efficient City government.
Table 4.12

<table>
<thead>
<tr>
<th>WEAKNESSES</th>
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<tbody>
<tr>
<td>• Tax system and financial resources.</td>
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<tr>
<td>• Impacts ability to improve and maintain infrastructure (roads, sidewalks, water, etc.)</td>
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<tr>
<td>• WATER WATER WATER and WATER</td>
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<tr>
<td>• Workforce – underskilled workforce impacts business development in the area/region.</td>
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Table 4.13

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
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<tbody>
<tr>
<td>• Continued growth and development of the TRI Center: Tesla, Switch…build and recruit complimentary residential, manufacturing and commercial development to Fernley.</td>
</tr>
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<td>• Central location – tie to larger regional, national and international markets.</td>
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<td>• Importance of local/county/regional SERVICES – education, etc.</td>
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<td>• Regional Events - Burning Man</td>
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Table 4.14
City of Fernley
Identified on November 7, 2015

<table>
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<tr>
<th>Threats</th>
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<tr>
<td>Drugs, crime. Sprawl.</td>
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<td>At-risk schools. Nuclear transport/train accidents.</td>
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<tr>
<td>Non-pedestrian friendly/lack of connectivity. Apathy from residents – ‘I don’t care about that’.</td>
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<td>Water rights/surface water. Increased federal/state regulation.</td>
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<td>Lack of area to promote physical fitness/healthy lifestyle (community/recreation).</td>
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<tr>
<td>Lack of ‘brain gain’ – lack of professional jobs in the community.</td>
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<tr>
<td>Tesla – demand for services that are not offset by tax revenue.</td>
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<tr>
<td>USA Parkway extension – bypass Fernley and compete with Fernley.</td>
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<tr>
<td>Canal operation – repair can cost water users lots of money, lining can affect municipal and domestic water supply.</td>
</tr>
<tr>
<td>Water quantity – only enough surface &amp; group water to support given population; how do we pay to import new water sources to support growth?</td>
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<tr>
<td>Another economic downturn – crazy people like Shari won’t spend their money anymore and cultural.</td>
</tr>
<tr>
<td>Demographic obstacles to qualify education: under-educated workforce/instability; transiency and shifting cultural values.</td>
</tr>
<tr>
<td>Tribal acquisition of water rights…limit our ability to grow and expand economy.</td>
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<tr>
<td>CTAX – not enough logic in tax distribution to make increase in Fernley GDP matter.</td>
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<tr>
<td>Canal closing – lose aquifer recharge, agricultural water.</td>
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<tr>
<td>Hazmat spill, fire – trains, trucks go through City everyday…warehouses with high hazmat materials.</td>
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<tr>
<td>Thames – 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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City of Fernley, Nevada Community Assessment
January 27, 2011

Major Themes:

– **Communication**: citizens to government to citizens loop (rumors, informal network, difficulty in informing commuters); lack of media coverage; intergovernmental communications; Reader Board

– **Community Amenities**: HAVE: good schools, swimming pool, parks, churches, civic groups, volunteerism, access to public lands, arts community; WANT: retail, family friendly restaurants, 24/7 medical services, no-kill animal shelter, community center, recycling, library, MOVIE THEATER

City of Fernley, Nevada Community Assessment
January 27, 2011

Major Themes:

– **Economic Development**: location, location, location; ready, willing, able workforce (development, vocational, expand WNC offerings); available space for development, available/affordable housing; industrial parks; keep money in Fernley.

– **Image**: HAVE: great bunch of people, small town atmosphere, community spirit, quiet/safe/rural, friendliness. WANT: no more “Ferntucky”, lack of common vision, beautification (clean up, downtown, portals of entry), vacant lots/buildings (weeds, vandalism, feral animals)
City of Fernley, Nevada Community Assessment
January 27, 2011

Major Themes:

- **Infrastructure**: new school, industrial areas, WATER/waste water capacity, parks, NV Pacific Parkway, road repair/maintenance, sidewalks near school, high school speed zones, rail crossing, canal crossing, hospital, fiscal issues.

- **Moving Around**: lack of PUBLIC TRANSPORTATION – local and intercity – physically divided community (sidewalks, bike and hike paths); CONNECTING SUBDIVISIONS.

City of Fernley, Nevada Community Assessment
January 27, 2011

Major Themes:

- **Water**: bond debt on the Water Treatment Facility, capacity for growth, misperception on water quality, role of the Canal, trees and greenery, need for canal repairs, communicate accurate information on canal.

- **Youth**: lack of things to do, recreation center (pottery, dance, theater, arts), Boys & Girls Club Building, teen center/place to hang out, safe travel for kids, lack of JOBS for youth, affordable youth sports, skateboard park improvements.
City of Fernley Strategic Planning
Community Workshop

January 23, 2016
Core Values, Strategic Mission, Strategic Vision

City of Fernley Strategic Planning Community Workshop
January 23, 2016

Building a Strategy – A Five Component Model

Outcomes

Core Values

Noble Cause

Assets

Behaviors
Building a Strategy – A Five Component Model

Core Values and Noble Cause:

– What does our community value?
  • The value(s) must be ‘core’ – they must be universal.

– 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?

City of Fernley Strategic Plan (FY 2011-16)

CORE VALUES

“Honesty, Integrity, Professionalism, Respect, Competency, Leadership, Responsibility, Innovation”

Feedback from November 7, 2015:

– Mixed response of support and confusion regarding these values – some people are motivated by them, others are not.
– Redundant – honesty and integrity.
– Other values: ethical, stability, friendly at all times, humble leadership, character (doing the right thing when no one is watching), mutual respect, servant leadership, creative directions.
– Encourage engagement, integrity without compromise, transparent and limited, balance of services and taxes, respect, communication, etc.
– THEMES: competent leadership, professionalism through competency and greater customer service, being transparent leading the building of trust.
**CORE VALUES**

- **Core Values**: the beliefs, traits, and behavioral norms that organizational personnel and members are expected to display in conducting the organization’s functions and pursuing its strategic vision and mission.

- Typically, four (4) to eight (8) core values per organization.

- **Kodak**: respect for the dignity of the individual, uncompromising integrity, unquestioned trust, constant credibility, continual improvement and personal renewal, open celebration of individual and team achievements.

- **Home Depot**: entrepreneurial spirit, excellent customer service, giving back to the community, respect for all people, doing the right thing, taking care of people, building strong relationships, and creating shareholder value.

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**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.
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)

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.
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.
Strategic Goals, Objectives, and Implementation Measures

City of Fernley Strategic Planning Community Workshop
January 23, 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?

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City of Fernley Strategic Plan (FY 2011-16)

**Community Goal No. 1**: Explore and promote opportunities for economic development and planned redevelopment.

- Encourage sustainable job growth and expansion.
- Create opportunities for growing local businesses.
- Explore the creation of a redevelopment district.
- Improve the development process through streamlining and benchmarking.
- Update the master plan to reflect community values and goals.
- Beautify the City through education, pride and enforcement.
## 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.

### 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, Noble Cause, Assets, 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.
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