

**A STRATEGIC PLAN FOR THE CITY OF FERNLEY, NEVADA
FOR FISCAL YEAR 2017 THROUGH FISCAL YEAR 2021**



A STRATEGIC PLAN FOR THE CITY OF FERNLEY, NEVADA FOR FISCAL YEAR 2017 THROUGH FISCAL YEAR 2021

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and

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Received by the City of Fernley, Nevada City Council on October, 19, 2016

Mayor, Roy Edgington, Jr.
Councilmember, Ward One, Shari Whalen
Councilmember, Ward Two, Dan McCassie
Councilmember, Ward Three, Stan Lau
Councilmember, Ward Four, Susan Siedl
Councilmember, Ward Five, Cal Eilrich

City Manager: Daphne Hooper

Received by the City of Fernley, Nevada Planning Commission on October, 12, 2016

Chairperson, William Shattuck
Vice Chairperson, Fran McKay
Member, Sue Gill
Member, Jan Hodges
Member, Scotty Moss
Member, Gayle Picha

City of Fernley Strategic Planning Community Workshops

Workshop No. 1: Saturday, November 7, 2015; City Council Chambers, City of Fernley
Workshop No. 2: Saturday, January 23, 2016; City Council Chambers, City of Fernley
Workshop No. 3: Friday, February 26, 2016; City Council Chambers, City of Fernley
Workshop No. 4: Saturday, July 30, 2016; City Council Chambers, City of Fernley

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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

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.

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Community Goals

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.

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.

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 Goals

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 benefit 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.

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 makes 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.

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Implementation Measures

The City of Fernley will continue to employ three primary implementation measures for this strategic plan beginning in Fiscal Year 2017 and running through Fiscal Year 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.

1.0 Introduction

Overview

What is strategy? According to John E. Gamble, Margaret A. Peteraf, and Arthur A. Thompson, in their 2015 book, *Essentials of Strategic Management: The Quest for Competitive Advantage*, “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?” In short, a strategic plan provides an organization with a fundamental affirmation of the organization’s core values, strategic mission, and strategic vision while outlining the goals, objective, and implementation measures the organization will attempt to achieve and implement over the strategic planning horizon.

Typically, a strategic plan includes three basic elements. First, the strategic plan is a recognition of the existing barriers an organization faces and the resources the organization has at its disposal to achieve strategic objectives. Second, the strategic plan is generally tied to an overall vision, mission, and a set of clearly defined objectives. And, third, the strategic plan provides direction to the organization for the organization’s future planned initiatives focusing on providing information, enhancing support, removing barriers, and providing resources to different parts of the organization and key stakeholders who have an interest in the achievement of the strategic plan.

When evaluating and developing a strategic plan, five basic questions must be answered, including:

- Does the strategic plan give overall direction to the organization? The strategic plan should point out the overall path without dictating a particular narrow approach.
- Does the strategic plan realistically fit available resources with identified opportunities? The strategic plan should take advantage of current resources and assets while embracing new opportunities for growth and success.
- Does the strategic plan minimize existing and future resistance and barriers the organization currently confronts and may have to address in the future? The strategic plan should keep in mind that opposition and resistance to implementation of the strategic plan is inevitable. Good strategic plans should attract allies and deter opponents.
- Does the strategic plan reach those that may be affected, positively and negatively, by implementing the strategic plan? The strategic plan should connect the intervention with

those who it should benefit while minimizing potential negative impacts to those impacted by the plan.

- Does the strategic plan advance the strategic mission of the organization? The strategy should make a difference on the mission of the organization while enabling the organization to achieve stated goals and objectives.

Unlike strategic plans for private sector firms, strategic plans written for local governments, such as a county government or municipality, are impossible to separate from the community and environment in which the organization operates within. As an organization, the City of Fernley must, as part of its strategic plan, employ actions that improve organizational efficiency and effectiveness while improving public accountability and responsibility in the organization's actions. But as a community, the City of Fernley must also strive to protect the existing culture and community identity enjoyed by the area's residents while providing an environment supportive of new growth and development.

The City of Fernley, along with many other communities in Lyon County and throughout the state of Nevada, acutely felt the impacts of the Great Recession and while many of these communities throughout Nevada have shown signs of significant positive recovery, recovery in the City's real estate market and employment base has remained relatively sluggish. However, the City, along with much of Lyon County, has recently experienced a significant reversal in its economic fortunes. Continued development of the Tahoe Reno Industrial Center, located approximately 15 miles west of Fernley in neighboring Storey County, has already resulted in improved economic conditions in Fernley and throughout northern Nevada. As a result of this continued development and ongoing improvement the community's local economic base, the City of Fernley is beginning to experience an increased demand for public services.

In response to the increased demand for public services, and as part of the City's larger effort to properly manage new growth, the City of Fernley has begun a number of different planning initiatives. The development of this new five-year strategic plan for Fiscal Year 2017 to Fiscal Year 2021 will provide the City and the community with an overall direction for the other major planning initiatives the City has started. This strategic plan will enable the City and the community to take advantage of new opportunities as they emerge, enable the City and the community to effectively respond to possible barriers and sources of resistance as they develop, and will enable the community and the City to use its resources more efficiently and more effectively.

This strategic plan for the City of Fernley, unlike specific action plans, will provide the City and the community with a general direction in responding to potential opportunities and threats as they emerge based upon the City's and the community's current set of strengths and weaknesses. Ultimately, this new strategic plan for the City of Fernley for Fiscal Year 2017 through Fiscal Year 2021, which is tied to an overall set of core values, mission, vision, and clearly defined objectives and goals, will provide the City and the community with a structure to guide the development and implementation of future action plans.

The strategic plan presented and outlined in this University Center for Economic Development technical report was developed through the dedicated participation of the City of Fernley's elected and appointed officials, City staff, representatives from various other government entities, community leaders, business owners, and members of the public. These participants attended and participated in four separate strategic planning community workshops held over the course of eight months between November 2015 and July 2016. The strategic plan, for the City of Fernley, for Fiscal Year 2017 through Fiscal Year 2021, is both a celebration of the City's and community's many accomplishments and a realization of the many things the City and the community must still accomplish.

2.0 Review of the Community Planning Process

The City of Fernley began an organizational strategic planning process in late 2015. The purpose of this strategic planning process was to evaluate the City's current strategic plan, covering the period between Fiscal Year 2011 and Fiscal Year 2016, celebrate the organization's success over this five year period, and develop a new strategic plan in response to the new challenges the City currently faces and will continue to face in the coming five years between Fiscal Year 2017 and Fiscal Year 2021.

As part of this strategic planning process, elected and appointed officials and staff from the City of Fernley, members of the business community, community leaders, other governmental agencies and organizations, and members of the public participated in four separate strategic planning community workshops. Each workshop was held in the City Council Chambers of City Hall in Fernley, Nevada and facilitated by faculty from the University Center for Economic Development and the College of Business at the University of Nevada, Reno.

2.1 Strategic Planning Community Workshop No. 1, November 7, 2015

The City of Fernley's strategic planning process for Fiscal Year 2017 through Fiscal Year 2021 began on November 7, 2015 with the first strategic planning community workshop. This workshop was held in the City Council Chambers of City Hall in Fernley, Nevada. Approximately 33 members of the community, including elected and appointed officials from the City, City staff, representatives from Lyon County and the Lyon County Sheriff's Office, business owners, community leaders, and members of the public attended. The workshop began at 9:00am and ended at approximately 4:30pm.

Attendees and participants of the first strategic planning community workshop held on November 7, 2015 were given the opportunity to review and assess the City's (then) current strategic plan for Fiscal Year 2011 through Fiscal Year 2016. The (then) current strategic plan's vision and mission, goals, and implementation measures were initially evaluated to determine whether or not the vision and mission were still applicable and whether or not the City had made progress in achieving the three community goals and two organizational goals laid out in the strategic plan.

Faculty from the University Center and Economic Development and the College of Business at the University of Nevada, Reno then presented workshop participants with an overview of current socio-economic and demographic conditions. Immediate past and current population characteristics, age characteristics, characteristics of the community's housing market, overall

economic profile, labor force and employment conditions, and overall business profile were presented for the City of Fernley and benchmarked against other communities in Lyon County, including Silver Springs and Yerington, against Lyon County as a whole, and the State of Nevada and the United States. Based on these conditions, workshop participants were asked to speculate as to what these estimate would like in relation to new growth and development planned for the community and the region. Workshop participants were further asked to estimate the potential impact, both positive and negative, new growth and development might have on the organization and the community.

Workshop participants were then asked to, both individually and collectively, complete an environmental assessment of their community by ranking ten different environmental factors as either low, medium, or high. The ten environmental factors ranked by workshop participants included: (1) the community's economic base, (2) the community's workforce characteristics, (3) the workforce's overall level of skill, (4) existing land and physical capital within the community, (5) the reliability and affordability of energy and power, (6) the community's overall level of access to financial capital, (7) the community's overall tax structure, (8) the community's overall culture and identity, (9) the community's overall geography, and (10) the community's existing research environment.

After completing and discussing the results of the environmental assessment, workshop participants, both individually and collectively, were asked to complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the City of Fernley. For strengths, workshop participants generally emphasized the community's existing climate, availability of natural resources, and general proximity to other communities in northern Nevada. Other strengths identified by workshop participants included the community's strong existing transportation network, which consists of major federal arterials including U.S. Interstate 80, U.S. Highway 95-A, and U.S. Highway 50, and the community's close physical proximity to existing air and rail services. Workshop participants further emphasized the community's existing physical climate, which favors both renewable energy and private sector development, and an existing strong, efficient, and dedicated municipal government.

Workshop participants identified a number of weaknesses that would ultimately be addressed in future strategic planning community workshops. The current tax system and availability (or lack thereof) of stable and sustainable financial resources was a key weakness identified by most workshop participants both individually and collectively. Workshop participants underscored the negative impact the current tax system and lack of available financial resources has on the City's ability to improve and maintain important infrastructure including roads, sidewalks, beautification initiatives, and the development and maintenance of water, sewer, and electrical services. Workshop participants further identified the continued drought being experienced by many communities in the western United States as a primary contributor to the City not having enough water to support continued growth and development. The general underskilled nature of the community's existing workforce was identified as a final primary weakness and workshop participants underscored how the general underskilled nature of the community's current workforce prohibits the continued growth and development of the community and the community's private sector and business climate.

A number of opportunities were identified by workshop participants. The first primary opportunity identified by workshop participants, both individually and collectively, included the continued growth and development of the Tahoe Reno Industrial Center, located in adjacent Storey County and located approximately 15 miles due west on U.S. Interstate 80 from Fernley. As major new tenants of the Tahoe Reno Industrial Center, including Tesla and Switch, continue to develop, the City of Fernley should continue to build and recruit complimentary residential, manufacturing, and commercial development to the community. As an opportunity, workshop participants further identified the community's central location to larger regional, national, and international markets. Workshop participants further identified the growing importance of local, county, and regional services, such as education, and major regional events, such as Burning Man, as key opportunities the City of Fernley, as both a community and as an organization, could take advantage of in order to stimulate overall economic development and growth.

While opportunities for new economic development and growth were highlighted by workshop participants, workshop participants, both individually and collectively, identified these opportunities for new economic development and growth as potential threats to the community's existing culture and identity. Rapid growth and expansion of the community's physical size and economic base over the past decade prior to the Great Recession contributed to a number of challenges that the City of Fernley is still struggling to recover from. In addition to the realized problems of rapid growth and development, workshop participants also expressed a strong concern that a new period of rapid growth and development may lead to new problems such as urban and suburban sprawl, crime, drug use, and physical harm to community residents. Workshop participants also identified unknown action that could be potentially taken by Lyon County, the state government of Nevada, and even the U.S. Federal government as primary threats to the community's ability to grow and prosper and maintain a relatively high and stable quality of life. Workshop participants further indicated that the City and the community must actively and, if necessary, aggressively engage with an expanded discussion with local, state, and federal partners with the goal of resolving immediate issues such as water supply and usage and access to publically owned lands.

This first strategic planning community workshop was designed to introduce workshop participants to the (then) current strategic plan covering Fiscal Year 2011 through Fiscal Year 2016 and provide participants with an opportunity to evaluate the (then) current strategic plan's mission, vision, goals, objectives and implementation measures. Once evaluated, workshop participants were then given the opportunity to evaluate the City of Fernley's present condition from both an organizational and community perspective. The results of this first strategic planning community workshop were used in subsequent strategic planning community workshops to develop a new mission and vision and a new set of goals, objectives, and implementation measures for the City's new strategic plan covering Fiscal Year 2017 through Fiscal Year 2021.

The summarized results of this first strategic planning community workshop, held on November 7, 2015, were published in a University Center for Economic Development technical report, UCED Technical Report 2015/16-12 *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 Community Workshop. This University Center for Economic Development technical report should serve as a companion document to this publication.

2.2 Strategic Planning Community Workshop No. 2, January 23, 2016

The second strategic planning community workshop was held on January 23, 2016 and held in the City Council Chambers of City Hall in Fernley, Nevada. Approximately 30 members of the community, including elected and appointed officials from the City, City staff, representatives from the Lyon County School District, business owners, community leaders, and members of the public attended. The workshop began at 9:00am and ended at approximately 2:45pm.

Attendees and participants of the second strategic planning community workshop held on January 23, 2016 were first presented with a general overview of the results from the first strategic planning community workshop held in Fernley, Nevada on November 7, 2015. Faculty from the University Center for Economic Development and the College of Business at the University of Nevada, Reno presented a review of the completed environmental assessment and the evaluation of community positions and resources conducted during the first strategic planning community workshop. Workshop participants further participated in a review of the completed Strengths, Weaknesses, Opportunities, and Threats analysis completed on November 7, 2015 and given the opportunity to revise and add to the list of various strengths, weaknesses, opportunities, and threats developed during the first strategic planning workshop.

While the second strategic planning community workshop was also designed to further evaluate the (then) current strategic goals and objectives of the City's Fiscal Year 2011 through Fiscal Year 2016 strategic plan and begin the process of developing new goals, objectives, and implementation measures for the City's new strategic plan for Fiscal Year 2017 through Fiscal Year 2021, the remaining portion of the second strategic planning community workshop was focused primarily on identifying those aspects of the City's organization that are currently working well and not currently working well, and develop possible solutions to address parts of the organization that are not working well. This second strategic planning community workshop also provided workshop participants to develop a series of new core values for the Fiscal Year 2017 through Fiscal Year 2021 strategic plan.

The following is a list of those aspects of the City's organization that are currently working well as identified by workshop participants:

- Great staff, the best in the history of the organization.
- A great Chamber of Commerce, the best in the history of the community.
- The community has a surplus of key community leaders who actively engage with both the City and community residents and businesses.
- There is a strong sense of cohesion between the City, as an organization, and the community, various community service organizations, and groups like the Chamber of Commerce.
- The City's finances, post-Great Recession, are relatively strong and relatively stable.

-
- The City has committed to developing and implementing clear and consistent policies and procedures that guide policy development and its implementation and administration.
 - The City's current staff is educated, strong, committed to team work, excels with the resources at hand, actively strives and achieves applicable regulations, is in compliance with applicable statutes, and has greatly improved customer service (noted by many of the community leaders and representatives of the public in attendance).
 - The City has made important strides in greatly improving the community's water supply, sewer system, and power systems.
 - The Reader Board.
 - Employment of social media including, but not limited to, the development and use of the City's Facebook page.
 - Continued improvement and development of the community's parks and open spaces.
 - Being aggressive in heading off unfounded rumors through citizen and community engagement.
 - The Mayor's community clean-up program was better publicized than it had been in previous years leading to greater community participation.

The following is a list of those aspects of the City's organization that are not currently working well as identified by workshop participants:

- While major improvements have been made, there is still room for improvement in the way the City communicates with constituents.
- There is not enough community involvement.
- There is not enough people and money to do and accomplish those things that need to be done by the City and the community.
- Strained relationships with regional governments and citizens (Lyon County, Nevada Department of Transportation, the Truckee-Carson Irrigation District, the Union Pacific Railroad, etc.).
- Developing and communicating a strong brand identity for both the City and the community.
- Overall citizen engagement.
- The City and the community may be moving 'too quickly' in pursuing new growth and development opportunities without focusing on the 'big picture'.
- The City's and the community's overall reputation, despite improvements in overall organizational performance, has not improved with people outside the community.
- Road maintenance remains a challenge.
- Park maintenance remains a challenge.
- The City is faced with a perpetual lack of resources (i.e. the Consolidated Tax distribution process).
- Code enforcement, specifically weed abatement on privately owned land and open storage of 'junk', remains a challenge.

The following is a list of potential actions, or solutions, the City of Fernley could pursue as a way of enhancing those aspects of the organization that current work well and as a way of

addressing and possibly solving those aspects of the City's organization that are currently not working well as identified by workshop participants:

- Develop a message or text subscription service for community residents and businesses.
- Continue to educate the current and future members of the City Council on new developments within the community.
- Develop and identify new revenue streams.
- Educate, empower, and mobilize the community's citizens and business owners.
- Avoid the temptation to 'reinvent the wheel' ...identify opportunities to make minor yet important changes in organizational processes that can improve organizational efficiency and effectiveness.
- Elected and appointed officials, City staff, business owners, community leaders, and members of the public must individually and collectively appreciate the complexity of the problems and challenges the organization and the community face and realize that if the problem was easy to solve, it would have already been solved.
- Seek out and develop new partnerships with other governmental entities and private sector representatives.
- Develop a written newsletter that could be mailed to property owners with the water bills.
- Need a more multifaceted approach to the use of social media... Twitter, Instagram, etc.
- While social media is useful, keep in mind that it is largely a one-way communication process...social media does not provide many opportunities for interactive engagement with business owners and community residents.
- A monthly newsletter could be developed and distributed during the 'Fire Department's Fill-a-Boot Campaign'.
- Develop a 'Mayor's Newsletter' focusing on new policies that the City Council is exploring.
- Work with the U.S. Post Office in Fernley to mail out mass memos to business owners and community residents.
- Develop and promote a public calendar with City information and community events.
- Develop and implement a 'Bring a Friend to a Meeting' program for community residents.
- 'Follow Me Home'.
- The strategic plan needs to be 'big picture' ...implementation actions will come after.
- Plan for a 'reputation improvement' program...should include school presentations, a public relations campaign, and even pursuing a public art program.
- Citizen engagement and organizational and community branding program is needed.
- The City, with regional economic development partners, should develop an informational packet that can be given out to new developers and new businesses considering locating in Fernley. This should be done in partnership with the Chamber of Commerce.
- The City must make the development of stable and sustainable revenue and financial resources a top priority. This can be done by acquiring and providing other services that may eventually make the City eligible for certain Consolidated Tax revenues. The City should consider a merger with the Northern Lyon County Fire Department. Consider an indexed gas tax. Partner with the swimming pool, advocate and lobby for changes in

aspects of state law that govern local government finance and the state's fiscal system.
Identify revenue that can be generated from leisure and recreational activities.

The remaining portion of the second strategic planning community workshop was focused on the development of three new core values that will be used to develop a new strategic mission and vision and set of strategic goals, objectives, and implementation measures for the City of Fernley's new strategic plan for the period between Fiscal Year 2017 and Fiscal Year 2021. Workshop participants collectively settled on three new core values: (1) trust, (2) innovation, and (3) engagement through communication.

The following is a list of terms and phrases that workshop participants developed in order to define the first new core value of **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.

The following is a list of terms and phrases that workshop participants developed in order to define the second new core value of **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.

The following is a list of terms and phrases that workshop participants developed in order to define the third new core value of **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.

The second strategic planning community workshop, held on January 23, 2016, was designed to present workshop participants with an overall summary of the first strategic planning community

workshop held on November 7, 2015 and begin the process of developing a new set of core values that would be used to eventually develop a new strategic mission and vision and set of strategic goals, objectives, and implementation measures for the City of Fernley's new strategic plan covering Fiscal Year 2017 through Fiscal Year 2021. While a new strategic mission and vision and a new set of strategic goals, objectives, and implementation measures were not developed during this workshop, workshop participants successfully identified aspects of the City of Fernley, as an organization, that are currently working well and that are not currently working well. Workshop participants further developed a series of possible solutions designed to address and remedy those aspects of the City, as an organization, that are not working well but would take advantage of those aspects of the organization that are working well. Finally, workshop participants settled on three new core values, Trust, Innovation, and Engagement through Communication, that were used during the third strategic planning community workshop held on February 26, 2016.

2.3 Strategic Planning Community Workshop No. 3, February 26, 2016

The third strategic planning community workshop was held on February 26, 2016 and held in the City Council Chambers of City Hall in Fernley, Nevada. Approximately 43 members of the community, including elected and appointed officials from the City, City staff, representatives from Lyon County, business owners, community leaders, and members of the public attended. The workshop began at 4:00pm and ended at approximately 8:00pm.

Special Note: Of the 43 total attendees of this workshop, 23 attendees were current students from the University of Nevada, Reno. These students were soon-to-be graduating seniors from Dr. Frederick Steinmann's Managerial Sciences 496 *Strategic Management and Policy* Spring 2016 classes. As students studying strategic management and policy, these students were given the opportunity to actively participate in the workshop sessions and engage with the City and community representatives present. On behalf of the University of Nevada, Reno, the authors of this University Center for Economic Development would like to thank the City of Fernley for graciously allowing these 23 future business and community leaders to attend this workshop and participate.

Attendees and participants of the third strategic planning community workshop held on February 26, 2016 were first presented with a general overview of the results from the first strategic planning community workshop held in Fernley, Nevada on November 7, 2015 and the second strategic planning community workshop held in Fernley, Nevada on January 23, 2016. Faculty from the University Center for Economic Development and the College of Business at the University of Nevada, Reno presented the a review of the new core values, Trust, Innovation, and Engagement through Communication, developed by participants of the second strategic community workshop and workshop participants were given the opportunity to refine each goal and a preamble to be used in the new strategic plan for the City of Fernley for Fiscal Year 2017 through Fiscal Year 2021. Workshop participants were then given the opportunity to develop a new strategic mission and vision and a new set of strategic goals, objectives, and implementation measures for the City's new strategic plan.

The City of Fernley's (then) current strategic plan for Fiscal Year 2011 through Fiscal Year 2016 identified three separate community goals and two separate organizational goals. The three community goals for the City of Fernley Fiscal Year 2011 through Fiscal Year 2016 are:

- Community Goal No.1: Explore and promote opportunities for economic development and planned redevelopment.
- Community Goal No. 2: Promote citizen engagement and build strong alliances with other government entities.
- Community Goal No. 3: Preserve and maintain quality of life and enhance maintenance and reconstruction of City infrastructure with emphasis on sustainability.

For Community Goal No. 1, *Explore and promote opportunities for economic development and planned redevelopment*, workshop participants were asked to rate the overall success the City of Fernley has had in achieving this goal using a scale of one to ten with one being 'not at all achieved' and ten being 'achieved completely'. Workshop participants rated the overall success the City has had in achieving this goal with an average score of 5.50 out of ten, indicating that, while the City has made considerable progress in achieving this goal, there is still more to be done in order to achieve this goal. When asked if this community goal was still applicable, workshop participants overwhelmingly supported the decision to include this community goal into the Fiscal Year 2017 through Fiscal Year 2021 strategic plan for the City of Fernley.

For Community Goal No. 2, *Promote citizen engagement and build strong alliances with other government entities*, workshop participants were asked to rate the overall success the City of Fernley has had in achieving this goal using a scale of one to ten with one being 'not at all achieved' and ten being 'achieved completely'. Workshop participants rated the overall success the City has had in achieving this goal with an average score of 3.75 out of ten, indicating that a considerable amount of additional effort and resources will be needed in order to achieve this goal. When asked if this community goal was still applicable, workshop participants overwhelmingly supported the decision to include this community goal into the Fiscal Year 2017 through Fiscal Year 2021 strategic plan for the City of Fernley.

For Community Goal No. 3, *Preserve and maintain quality of life and enhance maintenance and reconstruction of City infrastructure with emphasis on sustainability*, workshop participants were asked to rate the overall success the City of Fernley has had in achieving this goal using a scale of one to ten with one being 'not at all achieved' and ten being 'achieved completely'. Workshop participants rated the overall success the City has had in achieving this goal with an average score of 5.13 out of ten, indicating that, while the City has made considerable progress in achieving this goal, there is still more to be done to achieve this goal. When asked if this community goal was still applicable, workshop participants overwhelmingly supported the decision to include this community goal into the Fiscal Year 2017 through Fiscal Year 2021 strategic plan for the City of Fernley.

The two organizational goals for the City of Fernley Fiscal Year 2011 through Fiscal Year 2016 are:

- Organizational Goal No.1: Financial stability: ensure fiscal integrity, stability, and equity of the City's financial planning.
- Organizational Goal No. 2: Employee relations: provide a successful and efficient work environment.

For Organizational Goal No. 1, *Financial stability: ensure fiscal integrity, stability, and equity of the City's financial planning*, workshop participants were asked to answer three questions in order to evaluate the City's success in achieving this goal. First, how do you perceive the City's financial stability? Second, does the City conduct its finances with integrity? And third, is the City accountable, transparent, and responsible in the way it manages its finances? Workshop participants generally answered 'yes', overwhelming, to the second and third question, indicating that the City of Fernley conducts its finances with a high degree of integrity and that it is very accountable, transparent, and responsible in the way it manages its finances. However, workshop participants indicated that the City needs to continue to make financial stability a primary organizational goal for the City's strategic plan for Fiscal Year 2017 through Fiscal Year 2021. Workshop participants agreed that this organizational goal should be included in the new strategic plan but that this organizational goal should be focused on diversifying the community's economic base and, ultimately, the City's tax base.

For Organizational Goal No. 2, *Employee relations: provide a successful and efficient work environment*, workshop participants were asked to answer two questions in order to evaluate the City's success in achieving this goal. First, does the City value its employees and their contributions and is it aware of those contributions? And second, does the community value the City's employees and their contributions and is it aware of those contributions? Workshop participants strongly indicated that the community both recognizes and values the dedication, competency, and effectiveness of the work performed by the City of Fernley's current staff. Although several workshop participants did indicate that the City could do more to inform the public about the work the City's staff currently does. Workshop participants also indicated that the City of Fernley, as an organization, does value and is aware of the contribution City staff makes to the achievement of the organization's operational goals and objectives. However, workshop participants indicated that employee relations should remain a primary organizational goal for the City of Fernley's strategic plan for Fiscal Year 2017 through Fiscal Year 2021 but that this organizational goal should be focused on recruiting new staff to fill existing vacant positions and that the organization should commit itself and the necessary resources to providing ongoing training to and recertification of the staff over the next five years.

2.4 Strategic Planning Community Workshop No. 4, July 30, 2016

The fourth strategic planning community workshop was held on July 30, 2016 and held in the City Council Chambers of City Hall in Fernley, Nevada. Approximately 21 members of the community, including elected and appointed officials from the City, City staff, business owners,

community leaders, and members of the public attended. The workshop began at 10:00am and ended at approximately 4:00pm.

The workshop began with workshop participants brainstorming a list of what they liked about their community and a list of what they disliked about their community. In general, workshop participants noted the people and overall friendly nature of the community, the existing dedicated staff that currently works for the City of Fernley, the community's existing small-town identity and nature, and the community's overall proximity to a major urban center as the primary characteristics of the community that they liked. In general, workshop participants noted that the need for improving the community's overall aesthetics and physical appearance, the need for increased resources, a lack of connectivity (or perception of) between the community's residents and the City as an organization, and a general lack of expanded commercial-retail opportunities as the primary characteristics of the community that they disliked. This list of general 'likes' and 'dislikes' were used during the workshop to evaluate the draft core values, mission, vision, community goals, organizational goals, and implementation measures developed during previous strategic planning community workshops.

2.4.1 Core Values

Workshop participants were then asked to evaluate each of the three draft core values, Trust, Innovation, and Engagement through Communication, by answering 11 separate questions, including:

- Does this value govern personal relationships?
- Does this value guide business processes?
- Does this value clarify who we are?
- Does this value articulate what we stand for?
- Does this value help explain why we do business the way we do?
- Does this value guide us on how to teach?
- Does this value inform us on how to reward?
- Does this value guide us in decision making?
- Does this value underpin the whole organization?
- Does this value require no external justification?
- Is this value an essential tenet?

In general, workshop participants answered ‘yes’ to each question for each of the three draft values. For Trust, some workshop participants did indicate that the value *should* better govern personal relationships both between individuals in the City of Fernley and between City officials and external stakeholders such as residents, property owners, and business owners and that it *should* better articulate what the organization, the City of Fernley as a municipal government, stands for. For Innovation, some workshop participants indicated that in order to maintain trust both between individuals in the City of Fernley and between City officials and external stakeholders, constant focus on innovation may be more detrimental than beneficial. Some workshop participants also indicated that Innovation does require a degree of external justification especially if the innovative process results in higher operational costs. For Engagement through Communication, workshop participants universally answered ‘yes’ to each of the 11 questions outlined above.

2.4.2 Strategic Mission and Strategic Vision

Workshop participants were then asked to evaluate both the draft strategic mission and draft strategic vision for the City of Fernley’s new strategic plan for Fiscal Year 2017 through Fiscal Year 2021. Workshop participants were asked to evaluate the draft strategic mission by answering two general questions, including: (1) Will the mission provide direction for day-to-day activity?, and (2) Will the mission provide a foundation for future decision-making? Workshop participants generally agreed with both questions. Some minor editing to the draft strategic mission was provided and the draft strategic mission was rewritten to read:

“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.”

Workshop participants were then asked to evaluate the draft strategic vision by answering two general questions, including: (1) Does this vision statement describe where the City of Fernley, as an organization and a community, wants to go?, and (2) Is this vision statement graphic, directional, focused, flexible, desirable, and easy to communicate? Workshop participants generally agreed with both questions. Some minor editing to the draft strategic vision was provided and the draft strategic vision was rewritten to read:

“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.”

2.4.3 Community Goals

The remainder of the fourth strategic planning community workshop allowed workshop participants to evaluate each of the three draft community goals and each of the two organizational goals. In addition to some minor editing of each draft community goal (included

in the final community goals found on page two of this University Center for Economic Development technical report), workshop participants were asked to develop one efficiency measure, one outcome measure, one quality measure, and one project measure for each draft community goal using the following definitions:

- **Efficiency Measures:** these measures are productive and cost effective 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 processing from applicants.
- **Project Measures:** these measures show progress against an initiative that has a terminus; examples include the percentage of priority infrastructure projects completed.

For the first draft community goal, “To explore and promote opportunities for economic development and planned redevelopment in ways that are consistent with the community’s historical and current identity”, workshop participants identified the following **Efficiency Measures:**

- Consolidated timelines for planning permits measured in number of days.
- The number of staff and/or staff hours required to complete related tasks.
- The number of new businesses created.

The following **Outcome Measures** for the first draft community goal were developed by workshop participants:

- Increase in gross receipts earned by area businesses annually.
- Increase in the number of jobs located in the community annually.
- Increase in the number of new businesses created or the number of existing businesses retained.
- The number of businesses that have closed.
- The number of new business licenses issued by the City annually.

The following *Quality Measures* for the first draft community goal were developed by workshop participants:

- Increase in the amount of positive feedback received by the City from external stakeholders including residents, property owners, business owners, and developers.
- The number of new jobs created.
- The overall amount of community engagement in related activities undertaken by the City.
- Use of an annual survey mechanism to determine external stakeholder satisfaction in the City's economic development and planned redevelopment activities.

The following *Project Measures* for the first draft community goal were developed by workshop participants:

- Complete related projects within the specified time frame of any economic development or redevelopment plan.
- Increase in the community's local tax base.
- Decrease in the amount of annual employment found in the community.
- The number of applications submitted.
- The number of new businesses opened.
- The time, measured in days, from submitting a business license application to the time the business opens.

For the second draft community goal, "To promote citizen engagement and build strong alliances with other government entities, private sector partners, and members of the community", workshop participants identified the following *Efficiency Measures*:

- Reduced response time to phone calls, emails and other forms of communication between internal City of Fernley officials and between City of Fernley officials and external stakeholders.
- A reduction in the cost of promoting community participation with a corresponding increase in community participation.
- An increase in the total number of community volunteers.
- An increase in overall community participation.

The following *Outcome Measures* for the second draft community goal were developed by workshop participants:

- Increased number of participants in community events, including increased rates of volunteerism.
- Increased overall level of citizen participation in public decision-making processes.
- The number of City-initiated projects accomplished collaboratively with external stakeholders.

The following *Quality Measures* for the second draft community goal were developed by workshop participants:

- Increase in overall customer satisfaction on the City's annual survey (this quality measure was mentioned twice).
- Positive feedback received by the City from external stakeholders.

The following *Project Measures* for the second draft community goal were developed by workshop participants:

- Increased number of respondents in the City Clerk's customer service survey that actually completed and returned the survey.
- The number of returning volunteers.
- Increased positive feedback received from the City's annual survey and from social media sites maintained and operated by the City.

For the third draft community goal, "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", workshop participants identified the following *Efficiency Measures*:

- Increased quantity of infrastructure maintained with the same amount of internal City staffing.
- Reduction in overall cost with a corresponding increase in the number of completed related projects.
- Improved 'bang' for each dollar spent on related infrastructure projects.
- The amount of financial resources allocated in the City's annual budget to related infrastructure projects.

The following *Outcome Measures* for the third draft community goal were developed by workshop participants:

- Annual increase in the amount of money spent on infrastructure projects.
- The amount of infrastructure repaired or completed.
- The number of parks and measured amount of streets improved on an annual basis.

The following *Quality Measures* for the third draft community goal were developed by workshop participants:

- Use of PCI or similar metric for water, sewer, parks, etc. annually.
- Improved feedback regarding infrastructure improvement and development from external stakeholders collected using the City’s annual survey.
- The number of people using parks located within the community.
- Positive feedback regarding the condition of parks, streets and other community infrastructure from external stakeholders.

The following *Project Measures* for the third draft community goal were developed by workshop participants:

- The number of capital improvement projects completed in each fiscal year (this project measure was mentioned twice).
- A completed and implemented Parks Plan.
- A Capital Improvement Plan completed and funded.
- Annual priorities identified in the City’s annual budget to include specific related projects.

2.4.4 Organizational Goals

In addition to some minor editing of each draft organizational goal (included in the final organizational goals found on page three of this University Center for Economic Development technical report), workshop participants were asked to develop one efficiency measure, one outcome measure, one quality measure, and one project measure for each draft organizational goal using the same definitions as outlined above for the draft community goals.

For the first draft organizational goal, “The City of Fernley must strive to maintain and improve overall fiscal integrity, stability, and equality of the City’s financial planning”, workshop participants identified the following *Efficiency Measures*:

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- Increased number of projects with interagency collaboration with the goal of improving overall cost sharing.
 - Increase revenue streams such as fees, licenses, and taxes.
 - Ensuring that the City stays within the financial limitations of the City’s annual budget in each fiscal year.

The following *Outcome Measures* for the first organizational goal were developed by workshop participants:

- Development must pay for 75 percent of the total cost to provide services and permitting.
- New and improved services, such as roads, parks, and other municipally-provided services, provided.
- Successful development of a budget surplus at the conclusion of each fiscal year.

The following *Quality Measures* for the first organizational goal were developed by workshop participants:

- Increase in City collected revenue from sources other than property tax revenue.
- Increased community support for fiscal decisions made by the City.
- Perceived improvement in overall municipally-provided services versus the overall cost of providing those services.
- No financial scandals.

The following *Project Measures* for the first organizational goal were developed by workshop participants:

- ‘Yes’ vote for ballot initiatives related to improving the City’s financial position.
- The number of improvements made to the City’s financial condition over time.
- The number of planned projects and costs paid within the limitations of the City’s annual budget on an annual basis.

For the second draft organizational goal, “The City of Fernley, as an employer, must strive to create and maintain a successful and efficient work environment”, workshop participants identified the following *Efficiency Measures*:

- Reduced number of sick days taken by City staff on an annual basis.
- Increased ability to retain staff measured by a reduction in the staff turnover rate.

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- Reduction in personnel costs versus attrition and retention rates.
 - Reduction in overall personnel costs as measured by an increase in overall organizational efficiency.

The following *Outcome Measures* for the second organizational goal were developed by workshop participants:

- Increase in the number and type of employee recognition activities.
- Overall reduction in the internal turnover rate.
- Reduced number of overall employment vacancies.
- Improved tenure rates of existing City staff.
- Increased number of individual applications for individual open positions.
- Increased number in new positions that add value to the City's overall operation.

The following *Quality Measures* for the second organizational goal were developed by workshop participants:

- Increase in the number of extra-curricular and social activities for City staff to engage in as a way of increasing the number of opportunities for City staff to connect and engage with each other in.
- Improved results from internal stakeholders (employees) in the City's annual survey.
- Reduction in the number of complaints, from both internal and external stakeholders, received by the City on an annual basis.
- Improved results from the exit interviews conducted of staff leaving the City.

The following *Performance Measures* for the second organizational goal were developed by workshop participants:

- Increased staff tenure, measured by tracking the number of years of service for employees on average, across the entire organization.
- The total number of applicants for open positions.
- Number of required trainings completed.
- Year-after-year improvement in overall employee satisfaction.

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- Improved retention rate of existing employees on an annual basis.

3.0 Review of Student Participation in the City's Strategic Planning Process

During the City of Fernley's third strategic planning community workshop, held on February 26, 2016 in the City Council Chambers of City Hall in Fernley, Nevada, 23 soon-to-be graduating seniors from the University of Nevada, Reno, most from Dr. Frederick Steinmann's Managerial Sciences 496 *Strategic Management and Policy* Spring 2016 classes, attended this workshop. During the course of the Spring 2016 semester, these students were instructed in the basics of strategic planning and, prior to attending the strategic planning community workshop held on February 26, 2016 in Fernley, were required to review the summary of the work produced during strategic planning community workshop number one held on November 7, 2015 in order to familiarize themselves with current socio-demographic and economic conditions in and around Fernley.

These 23 students, during the third strategic planning community workshop, were required to participate in the same workshop exercises that other workshop participants, including elected and appointed officials from the City, City staff, representatives from Lyon County, business owners, community leaders, and members of the public, participated in. The participating students from the University of Nevada, Reno focused primarily on evaluating the three community goals and two organizational goals of the City's (then) current strategic plan for Fiscal Year 2011 through Fiscal Year 2016. At the request of City of Fernley elected officials and staff, this section presents a brief summary of the student's work during the third strategic planning community workshop. The students, many of whom had never visited Fernley up to this workshop, provided a unique 'outside-in' perspective into the development of the City's new strategic plan. The results summarized in this section are very consistent with the community goals and organizational goals other workshop participants developed during the third strategic planning community workshop.

3.1 Student Participation in Strategic Planning Community Workshop No. 3 February 26, 2016

Students from the University of Nevada, Reno, during the third strategic planning community workshop, focused their analysis on the assessment of the existing community and organizational goals for the City (then) current strategic plan for Fiscal Year 2011 through Fiscal Year 2021 and collaboratively worked on developing new community and organizational goals for the City's new strategic plan for Fiscal Year 2017 through Fiscal Year 2021. This section presents a summary of the student's work during this third workshop.

For Community Goal No. 1, *Explore and promote opportunities for economic development and planned redevelopment*, student workshop participants were asked to rate the overall success the City of Fernley has had in achieving this goal using a scale of one to ten with one being 'not at

all achieved' and ten being 'achieved completely'. Student workshop participants rated the overall success the City has had in achieving this goal with an average score of 4.17 out of ten, indicating that, while the City has made considerable progress in achieving this goal, there is still much more to be done in order to achieve this goal. While student workshop participants agreed that this community goal should be included into the Fiscal Year 2017 through Fiscal Year 2021 strategic plan for the City of Fernley, each student participant group identified a number of suggestions for alteration of this first community goal, including:

- For economic development, the City of Fernley should consider explore the possibility of recruiting and developing new businesses in market and industry segments not currently present in the Fernley. This approach would have the added benefit of helping broaden and diversify the community's economic base and improving municipally collected tax revenues.
- Economic development should be thought of as a strategic process by which a municipality and community attempts to create new jobs and increase municipally collected tax revenues in order to reach specific strategic goals and objectives and help the community achieve a sustainable level of growth.
- The City of Fernley should develop a series of metrics for new job creation. The City should strive to create new jobs that payer higher than median wages and invest in job-creating economic development policies and projects that increase the median wage for the community's residents.

For Community Goal No. 2, *Promote citizen engagement and build strong alliances with other government entities*, student workshop participants were asked to rate the overall success the City of Fernley has had in achieving this goal using a scale of one to ten with one being 'not at all achieve' and ten being 'achieved completely'. Student workshop participants rated the overall success the City has had in achieving this goal with an average score of 7.33 out of ten. This average rank was significantly higher than the average rank of 3.75 out of ten that other workshop participants scored the City's achievement of this second community goal. From the perspective of the student participants, the City of Fernley has come very close to achieving the goal of promoting citizen engagement and building strong alliances with other government entities. When asked for specific actions the City of Fernley could take in order to more fully achieve this goal, the student workshop participants identified the following actions, including:

- Citizens are already taking an active role in the development and growth of their community in Fernley. The City of Fernley, as an organization, should continue to encourage this active role and provide additional specific and meaningful ways that the community's business community and residents can engage the City through.
- Promoting volunteerism, facilitating the public's participation in the political and policy making process, and seizing opportunities to improve the community through public participation are key.

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- The City should strive to continue to ensure transparency in its actions and educate the public about the existing checks and balances that exist within the City government.
 - The City of Fernley must continue to emphasize three critical aspects of citizen engagement: (1) being responsible, (2) being accountable, and (3) being transparent. Student workshop participants defined ‘being responsible’ as not spending money frivolously and educating the public on how their tax dollars are spent to support public services. Student workshop participants defined ‘being accountable’ as providing specific definition of the roles business owners and citizens play when they ask to participate in the political and policy making process. Student workshop participants defined ‘being transparent’ as being honest with investors and shareholders defined as the residents and business owners who have chosen to live and operate in Fernley. In order to do this, the City must actively and readily provide access to information to its constituents.

For Community Goal No. 3, *Preserve and maintain quality of life and enhance maintenance and reconstruction of City infrastructure with emphasis on sustainability*, student workshop participants were asked to rate the overall success the City of Fernley has had in achieving this goal using a scale of one to ten with one being ‘not at all achieved’ and ten being ‘achieved completely’. Student workshop participants rated the overall success the City has had in achieving this goal with an average score of 6.00 out of ten, very similar to the average score of 5.13 out of ten that other workshop participants scored the City’s achievement of this second community goal. When asked if this community goal was still applicable, student workshop participants strongly supported the decision to include this community goal into the Fiscal Year 2017 through Fiscal Year 2021 strategic plan for the City of Fernley. When asked for specific actions the City of Fernley could take in order to more fully achieve this goal, the student workshop participants identified the following actions, including:

- The City needs to engage in an as open a dialogue as possible with willing residents and business owners to prioritize key infrastructure projects needed to support the improvement of the community’s quality of life and diversification and growth of the community’s business sector.
- “Fernley’s Friendliness” is an essential part of maintaining and continually improving the community’s overall quality of life. There is a clear willingness, measured by the number of people who have participated in these strategic planning community workshops, to come together and collaborate.
- Fernley already has tremendous access to outdoor recreation activities and opportunities. Maintenance and reconstruction of the City’s infrastructure needs to focus on increasing access to these activities and opportunities.
- Fernley is so close to major urban centers like the Reno-Sparks and Carson City areas. The City must market the community and the community’s existing infrastructure to attract more visitors from the existing urban areas but in a way that does not negatively impact the already high quality of life area residents and businesses enjoy.

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- Quality of life is tied to the wages and income people earn. The City needs to pursue efforts that increase area wages and income as a way of improving the area's quality of life. By doing so, area residents will be better able to meet their basic needs of food, shelter, and clothing. The area's residents also need to do more than survive. They need to thrive with a living wage that provides them with the ability to meet their needs, save money, and look forward to retirement.

For Organizational Goal No. 1, *Financial stability: ensure fiscal integrity, stability, and equity of the City's financial planning*, student participants were asked to answer three questions in order to evaluate the City's success in achieving this goal. First, how do you perceive the City's financial stability? Second, does the City conduct its finances with integrity? And third, is the City accountable, transparent, and responsible in the way it manages its finances? Student workshop participants generally answered 'yes', overwhelming, to the second and third question, indicating that the City of Fernley conducts its finances with a high degree of integrity and that it is very accountable, transparent, and responsible in the way it manages its finances. However, student workshop participants indicated that the City needs to continue to make financial stability a primary organizational goal for the City's strategic plan for Fiscal Year 2017 through Fiscal Year 2021. Student workshop participants identified the following areas that could be incorporated into a reworked version of this first organizational goal for the City's new strategic plan:

- The City of Fernley should make the operational and financial goal of bringing the City's finances back into equilibrium, and with a 5.0 percent surplus, within five years. This may require a freeze on new government spending assuming that property taxes begin to increase and recover from the collapse experienced during the Great Recession.
- The City of Fernley should refine this first organizational goal by adding the phrase, "Having enough cash on hand to support daily operations in an efficient and sustainable manner."
- Fiscal stability can be partially achieved by reducing the employee turnover rate within the organization.
- Potential cuts to spending should be done in a manner that promotes citizen engagement. Prioritization of spending needs should be done with the public to ensure full community buy in.

For Organizational Goal No. 2, *Employee relations: provide a successful and efficient work environment*, student workshop participants were asked to answer two questions in order to evaluate the City's success in achieving this goal. First, does the City value its employees and their contributions and is it aware of those contributions? And second, does the community value the City's employees and their contributions and is it aware of those contributions? Student workshop participants strongly indicated that the community both recognizes and values the dedication, competency, and effectiveness of the work performed by the City of Fernley's current staff. This was noted by the evidence of having a strong representation of the public

during the third strategic planning community workshop and the way in which the public interacted and engaged City staff during the workshop. While challenging, each student workshop participant group suggested that the City of Fernley needs to provide benefits to its employees while providing basic services to its citizens.

Student workshop participants also developed a comprehensive list of key strategic areas that the City of Fernley should focus on during the planning horizon of the new strategic plan for the City for Fiscal Year 2017 through Fiscal Year 2021. This list of key strategic areas include:

- Water conservation.
- Fiscal responsibility.
- Balanced growth.
- Responsive vs. proactive services.
- Unity.
- Integrity in action.
- Policy and planning.
- Collaboration.
- Enhanced municipal services.
- Developing a ‘neighborly’ community.
- Support needed services.
- Provide diversity through the arts.
- Provide recreational activities.
- Educational improvements.
- Retirement safe haven.

Student workshop participant groups during the third strategic planning community workshop developed four additional priority areas for the City of Fernley to consider during implementation of the Fiscal Year 2017 through Fiscal Year 2021 strategic plan. These four additional priority areas include:

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- **Citizen Engagement:** promote voluntary attendance to community events by elected and appointed officials, City staff, business owners, and community residents; elected and appointed officials, City staff, business owners, and community residents must develop an internal sense of personal responsibility for the outcomes of policy decisions made and implemented.
 - **Economic Development:** promote growth of the employment base in Fernley; make improvements in overall financial stability of the organization; make retiring existing organizational debt a priority.
 - **Developing a Sustainable Water Conservation Plan:** a sustainable water conservation plan will need to allocate scarce water resources effectively in order to plan and support continued development and growth of the community.
 - **Quality of Life:** promote a work-life balance for the employees of the City of Fernley; promote a diversity of entertainment and recreational activities for residents and visitors alike; develop and promote opportunities for both personal and professional development for the employees of the City of Fernley.