

## **Proposal to the City of Fernley, Nevada Develop a 2021-2026 Strategic Plan**

From  
Team Gaebler  
By Ted Gaebler and Arne Croce  
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### **Understanding of the Engagement**

The City of Fernley seeks to develop a new strategic plan. The timeframe of the City of Fernley's current strategic plan is 2017-2021. The City would like the planning process to begin in June 2020 and have a new strategic plan for 2021-2026 complete in time for the City's December 2020 goal setting process. The strategic plan will be a roadmap for the City to achieve the priority community and organizational goals that emerge from the planning process. The timeframe for the plan encompasses five fiscal years, beginning July 1, 2021 and concluding June 30, 2026.

### **Planning Context**

In August 2018 the city council adopted a new Comprehensive Master Plan. The plan has a 20-year horizon, with the understanding updates will be made every five years or when circumstances dictate. The plan contains goals and action strategies for:

- Population, housing and employment
- Conservation
- Land use
- Transportation
- Public services and facilities

The Comprehensive Master Plan projects Fernley's population could double over the next 20 years from approximately 20,000 to 40,000. This growth would occur in the context of fundamental shifts in the socio-demographic and economic characteristics of the Reno/Sparks, Carson City and Fernley/Lyon County region.

The major driver of the region's projected growth is the increased demand for space sought by industry including manufacturing, distribution and technology firms. Increased diversity of the housing stock, the attraction of more commercial development and the attraction of industrial development are identified in the Comprehensive Master Plan as key challenges for the city to take advantage of the economic opportunities. As the City transitions from primarily a residential community to a balanced residential and commercial community, a critical goal is to do so in a way that is sensitive to the interest of current residents to maintain the character of the community.

The 2021-2026 strategic plan will identify the priority goals and strategies established in Comprehensive Master Plan to be accomplished during the plan timeframe. The strategic plan will also identify the goals and strategies necessary to ensure a robust, stable city government capable of providing municipal services and public infrastructure in a cost-effective manner.

### **Strategic Planning Process**

The strategic planning process will:

- Review and modify as appropriate the vision, mission and values of the current plan
- Establish community and organizational goals for the plan timeframe
- Establish strategies and activities to meet the goals
- Develop an implementation plan to execute and measure the impact of the strategies and activities.

### **Draft Scope of Work**

The draft scope of work includes eleven discrete tasks that will result in a new strategic plan and implementation plan. The final scope of work will be established in Task 1.

Task 1 Finalize scope of work with city manager

- Confirm the tasks and deliverables from the engagement
- Identify roles for consultant and city staff
- Identify communication protocol between the city manager/staff and consultant
- Identify key stakeholders and determine number and nature of stakeholder contacts
  - Individual interviews
  - Focus groups
  - Online survey
  - Community meeting
- Develop final project budget and schedule

Task 2 Develop interview, focus group and survey questions

Task 3 Present planning process to Mayor and City Council for review and approval

Task 4 Gather stakeholder input (interviews, focus groups, survey, community meeting)

---Review current Vision, Mission and Values

---Identify draft community and organizational goals for the strategic plan

Task 5 Prepare draft strategic plan

Task 6 Review draft strategic plan with city manager and executive staff

Task 7 Review draft strategic plan with Mayor and Council

Task 8 Present draft strategic plan to community for feedback  
---Circulate draft plan to stakeholders  
---Present draft plan at community meeting

Task 9 Present community input to Mayor and Council; modification and adoption of strategic plan

Task 10 Prepare implementation plan

Task 11 Present implementation plan to Mayor/Council for approval

### **Draft Project Schedule**

A draft schedule is presented below. The scheduled may be modified during Task 1.

<b>Task</b>	<b>Completed By</b>
Task 1 Finalize scope of work with city manager	January 31, 2020
Task 2 Develop interview, focus group and survey questions	June 30
Task 3 Present planning process to Mayor and City Council for review and approval*	July 15**
Task 4 Gather stakeholder input*	August 21
Task 5 Prepare draft strategic plan	September 30
Task 6 Review draft strategic plan with city manager and executive staff*	October 13
Task 7 Present draft plan to Mayor and Council for review*	October 21**
Task 8 Present draft plan to community for feedback*	November 13
Task 9 Present community input to Mayor and Council and adoption of strategic plan*	December 2**
Task 10 Prepare implementation plan	December 31
Task 11 Present implementation plan to Mayor/Council for approval*	January 6, 2021**

\*Consultant in Fernley

\*\*Scheduled City Council meeting dates

Fee for Proposed City of Fernley  
Strategic Plan Development

The cost for developing the 2021-2025 strategic plan is \$39,700. This is inclusive of all consultant time, travel, expenses and materials.

The cost assumes the following:

- Seven trips by Consultant to Fernley for Tasks 3, 4, 6, 7, 8, 9, 11
- 10 1-hour interviews by Consultant: mayor and six councilmembers, city manager, 3 external stakeholders
- 7 90-minute focus groups: 4 line staff, 1 executive staff, 2 external stakeholders
  - Online survey monkey community survey
  - Two community meetings
- Project deliverables:
  - 2021-2025 strategic plan including vision, mission, values, community goals and strategies, organizational goals and strategies
  - 2021-2025 strategic plan implementation plan
  - Summary notes from interviews, focus groups and community meetings
  - Summary community survey results
  - Preparation of any necessary handouts

The strategic plan will be presented in a PowerPoint format. The implementation plan will be presented in a Word format.

The city will provide at its cost:

- Facilities and all site costs for project activities
- Meals, snacks and refreshments determined as appropriate for project activities. (This does not include meals for consultant expenses associated with trips to Fernley.)
- Materials required for project activities including flip charts, pads, markers, masking tape, note pads, 3x5 cards, etc.
- Equipment required for project activities including screen, projector and computer for visual display, microphones and speakers
- Reproduction and distribution of plan deliverables
- Business license cost from City of Fernley (if one is necessary)

Any tasks and activities desired by the city beyond the established scope of work will be included in an addendum to the consulting agreement.

Consultant will invoice City on the following schedule:

- Payment 1: 1/3 of cost upon completion of Task 3
- Payment 2: 1/3 of cost upon completion of Task 7
- Payment 3: 1/3 of cost upon completion of Task 11

City will pay Consultant within 30 days of invoice submission

**BIO**  
**TED A. GAEBLER**

Ted Gaebler is an internationally recognized authority on new approaches to government issues and is a leader in setting the stage for change...he has been changing governments for more than 40 years.

Making governments better—not “just managing”—has consistently motivated Mr. Gaebler. Through his roles as County Executive Officer, City Manager, teacher, and mentor, he has been acknowledged as a revolutionary “reinventor” and “public entrepreneur,” changing governments peacefully from the inside out. Ted has received many awards for his life-long work in training and mentoring young professionals entering the local government field. He received the highest honor from ICMA for his life-long work with young professionals, as well as training and mentoring professionals within the local government field.

Currently he has his own business, Team Gaebler, where he is available for speaking and coaching communities that want to improve their governance. He is widely sought after to educate and inspire government officials to reinvigorate local governments.

Mr. Gaebler is the co-author of the book “Reinventing Government,” which became an international best seller about transforming governments from outdated, bureaucratic organizations, to flexible, customer-focused organizations. His book has been used throughout the world in helping local, state, and national governments rethink their means of providing governmental services and economic growth.

In February 2014, after ten years, Ted retired as the first City Manager of Rancho Cordova. Under his innovative leadership, the City accomplished much, most significantly achieving a robustly positive financial picture. He led the new City of Rancho Cordova to become an All-America City in 2010, and to become No.12 in Fortune magazine’s 2011 and 2012 Great Place to Work list (the first city government to ever make the list).

He was the CEO of Nevada County, and the former City Manager of Visalia, San Rafael, and East Palo Alto, California. His first City Manager position was in Vandalia, Ohio in 1972.

Mr. Gaebler graduated from Miami University in Ohio before earning his Master’s Degree in Government Administration from the University of Pennsylvania’s Wharton Graduate School of Business (Fels Institute of Government).

He was elected to be one of 600 Fellows of the prestigious National Academy of Public Administration more than 20 years ago.

In the fall of 2016 Ted received the highest honor his profession bestows on its members, the ICMA Distinguished Service Award, for a lifetime of innovation in governments.

He and his wife, Bonne, reside in Marin County, CA

**BIO**  
**Arne Croce**

Arne Croce is an experienced municipal and nonprofit executive, and a consultant with extensive domestic and international experience. He has served government and nonprofit organizations for over 40 years

He was City Manager of San Mateo California for 18 years, and city manager of Los Altos California for 5 years. He also served the cities of Visalia, and Santa Cruz California, Atlanta Georgia, and the Sacramento Area Council of Governments. Mr. Croce has also served as executive director of a social service nonprofit that provides child development, older adult and financial empowerment programs in four San Francisco Bay Area counties.

As a consultant, he has managed numerous consulting projects for cities, counties, special districts and nonprofit organizations. He also performed international assignments in Iraq and Kosovo. He served as interim City Manager for the City of Bell, CA, following that city's corruption scandal in 2010.

As both an executive and consultant Mr. Croce has helped organizations become more innovative and effective, improve stakeholder engagement, develop staff capacity, improve service delivery, and develop comprehensive, strategic and infrastructure plans

Mr. Croce has been a trainer, facilitator and speaker for public agencies, associations and universities on topics including leadership, increasing management capability, managing change, communication skills, reinventing government; and developing public private partnerships. He has been an instructor in the MPA program at Dominican University for employees of the Taiwanese national government.

Mr. Croce served as president of the San Mateo County City Managers Association and as executive board member of the City Manager's Department of the League of California Cities. He chaired a statewide city manager fundraising campaign for a successful ballot measure that provided stronger protections for local revenue.

Mr. Croce is an ICMA (International City/County Management Association) Credentialed Manager and received a Distinguished Service Award from ICMA in 2012. He was recognized as City Manager of the Year in 2006 by the California City Management Foundation. He has been published in *Western City* and *Public Management* magazines.

Mr. Croce holds a bachelor's degree in political science from the University of California, Berkeley and a master's degree in public administration from California State University Sacramento. He is a graduate of the Menninger Foundation's program in Understanding Human Motivation and Behavior and the Center for Creative Leadership's Leader Lab program.

He and his wife live in Santa Cruz County, California