



**City of Fernley**  
**2021-2026 Strategic Plan**  
**Implementation Action Plan**

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Implementation Action Plan**

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## **Community Vision**

*By 2040 Fernley is a community that:*

- Is vibrant, safe, friendly, and family-oriented with a high quality of life and engaged residents*
- Has a strong local economy and abundant amenities for residents*
- Has a financially stable city government*

## **City Mission**

*It is the mission of the city of Fernley to facilitate the responsible and orderly growth of the community and to see that quality municipal services are provided in the most professional, efficient, and cost-effective manner.*

## **Values**

*Values state what we stand for as an organization and how we approach our relationships with the community. The elected officials and staff of the City of Fernley commit to serving the community with the following values:*

*Integrity: We act with the highest ethical and professional standards*

*Accountability: We take ownership and responsibility for our actions*

*Transparency: We actively communicate our plans, decisions, and actions to the community*

*Respect: We treat all with dignity and fairness*

## **Background**

The Fernley City Council adopted a strategic plan for 2021-2026 on December 16, 2020. This plan covers five fiscal years from July 1, 2021—June 30, 2026. The strategic plan will:

- Guide the City as it transitions from a bedroom community to a mixed residential and commercial community
- Be sensitive to the current character of the community as transition occurs
- Ensure the city government has the capacity to fulfill its roles for the community

The 2021-2026 strategic plan includes a vision for the Fernley community in 2040; a mission statement for the Fernley City government; values to guide the City's relationship with the community; and seven goals and forty-three strategies, distributed into four focus areas, each area critical to achieving the vision of the community in 2040.

## **Livable Community**

Fernley is a community that is well-planned, with sound infrastructure and an abundance of community amenities. Housing of all types is available to meet the needs of residents.

Goal 1: Manage sustainable growth and maintain public infrastructure

Goal 2: Develop a defined city center with a mix of businesses, restaurants, and entertainment

Goal 3: Encourage a variety of housing types, density and price that accommodate the needs, desires and financial abilities of the current and future households.

## **Connected and Engaged**

The Fernley community is well-informed of the activities of city government and has opportunities to engage for the betterment of the community.

Goal 4: Increase opportunities for civic engagement and community building

## **Progress through Partnership**

Several public, private, and nonprofit organizations play a role in improving and maintaining a high quality of life in Fernley.

Goal 5: The City maintains constructive relationships and establishes mutually supportive goals with key organizations

## **Robust Municipal Services**

The Fernley community receives municipal services that have a high level of satisfaction and improve the quality of life.

Goal 6: Ensure municipal services meet the needs and expectations of the community

Goal 7: Develop and maintain revenue sources to support community improvements and services

## **Implementation Action Plan**

This document, the Implementation Action Plan, identifies and schedules the specific actions that will be taken over the life of the Strategic Plan to work towards achieving the plan's goals. The Implementation Action Plan is organized by the goals and strategies of the Strategic Plan. It identifies specific actions to be undertaken for each strategy, the lead City executive(s) responsible for managing execution the actions, whether resources beyond the normal operating budget of the City will be required to undertake actions, the fiscal years when work on the actions will occur, specific milestones where appropriate to track progress on actions, and the estimated completion date.

The action items to be undertaken in any fiscal year will be included in the City's annual work program for that year. Given the five-year time frame of the Strategic Plan, the Implementation Action Plan will be reviewed annually and any appropriate adjustments made.

Lead Executives for action items are:

Daphne Hooper, City Manager

Kimberly Swanson, City Clerk

Denise Lewis, City Treasurer/Finance Director

Tim Thompson, Planning Director

Dave Whalen, Public Works Director

Derek Starkey, City Engineer

Shawn Keating, Chief Building Official

Michael Toombs, Deputy City Manager

Colleen Unterbrink, Assistant to the City Manager

Trisha Conner, Administrative Specialist III

Shannon McKnight, Human Resources Specialist

## City of Fernley 2021-26 Strategic Plan: Implementation Action Plan-Adopted 2-17-21

### Goal 1: Manage sustainable growth and maintain public infrastructure

#### Strategy 1.1 Encourage and plan for new development in areas where adequate public services and facilities can be provided efficiently

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
1.1.1 Adopt water, sewer, storm drain master plans. (See strategies 1.4, 1.5, and 1.6 for detail.)					
1.1.2 Utilize information of water, sewer, storm drain, parks, transportation master plans.	Derek Starkey		2021-2026		Ongoing
1.1.3 Promote in-fill projects.	Tim Thompson		2021-2026		Ongoing
1.1.4 Evaluate infrastructure constraints in each system that could be a limiting factor to development in the area and scope projects to address the capacity issues.	Derek Starkey		2021-2026	Completing projects	Ongoing
1.1.5 Require new development to provide certified, stamped studies demonstrating that the public infrastructure necessary to support a development project will be available concurrently with the impacts of that development and can be provided in a timely, orderly and efficient manner as stipulated in Chapter 32.12 of the Development Code. This requirement will be applied regardless of project size to avoid incremental erosion of services and facilities.	Tim Thompson		2021-2026		Ongoing
1.1.6 Implementation of development impact fees to ensure the provision of new infrastructure and City services can be provided concurrently with new development.	Tim Thompson	Consultant	2022-2023		2023
1.1.7 Focus on development of vacant or underutilized lands within the community core where adequate infrastructure and facilities currently exist.	Tim Thompson		2021-2026		Ongoing

**Strategy 1.2 Implement a streets and highways systems plan that minimizes direct access to all arterial roadways and disruption of existing single-family neighborhoods or established pedestrian patterns (T.1.1.3)**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
1.2.1 Budget for funding in the FY21-22 Engineering budget for the Access Management Policy creation.	Derek Starkey		2021	Approval of the budget	Jul-21
1.2.2 Select a consultant to assist with drafting the Access Management Policy.	Derek Starkey	Consultant	2021	Approval of the contract	October-21
1.2.3 Present draft of the Access Management Policy to the development team and City Council for review and comment.	Derek Starkey		2021	Comments compiling comments and sent to consultant for implementation.	December-21
1.2.4 Present final Access Management Policy to City Council for final approval and adoption into the City's Development Code.	Derek Starkey	Consultant	2021	Adoption of the ordinance	February-22

**Strategy 1.3 Transportation Master Plan  
 Completed in FY 2019**

**Strategy 1.4 Water Master Plan**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
1.4.1 Budget for funding in the FY19-20 Engineering budget for the Water Master Plan Update	Derek Starkey	Funding	2020	Approval of the budget	Complete
1.4.2 Select a consultant to assist with updating the existing Master Plan	Derek Starkey	Consultant	2020	Shaw Engineering selected. Council approval of contract	Complete

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
1.4.3 Data collection and an existing conditions analysis of the system and current growth and development trends. Examine new Comprehensive Plan and growth strategies and goals.	Derek			2020 Compiling data and comments and sending to the consultant for implementation.	April-21
1.4.4 Review draft Water Master Plan update internally and provide comments to the consultant for incorporation.	Derek Starkey	Consultant		2020 Final adoption of the ordinance.	June-21
1.4.5 Discuss results of draft water master plan update to City Council for review and approval	Derek Starkey	Consultant		2021 Final comments compiled and incorporated into the document.	July-21
1.4.6 Present final water master plan update to City Council at City Council meeting.	Derek Starkey			2021 Council approves final water master plan	August-21
1.4.7 Present resolution to accept the water master plan update at City Council meeting.	Derek Starkey			2021 Council approves resolution	September-21
1.4.8 Identify project priorities from the updated master plan and incorporate into the City's 5-year capital improvement program.	Derek Starkey			2021 An updated 5-year CIP	October-21

### **Strategy 1.5 Complete Sewer Master Plan**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
1.5.1 Budget for funding in the FY20/21 Engineering budget for the Sewer Master Plan Update.	Derek Starkey		2020	Funding approval	Funding approved



<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
1.5.2 Select a consultant to assist with updating the sewer master plan.	Derek Starkey	Consultant	2020	Contract approved with Shaw Engineering	Contract approved
1.5.3 Data collection and an existing conditions analysis of the system and current growth and development trends. Examine new Comprehensive Plan and growth strategies and goals. Conduct flow monitoring in existing systems using consultant. Calibrate existing sewer model with new data.	Derek Starkey		2020	Data and comments compiled and send to consultant	April-21
1.5.4 Review draft sewer master plan update internally and provide comments to the consultant for incorporation.	Derek Starkey		2021	Final comments compiled and incorporated into the document.	September-21
1.5.5 Results of draft sewer master plan update to City Council for review and approval.	Derek Starkey		2021	Final comments compiled and incorporated into the document.	November-21
1.5.6 Present final sewer master plan update to City Council.	Derek Starkey		2021	Council direction on final water master plan	January-22
1.5.7 Present resolution to accept the sewer master plan update at City Council meeting.	Derek Starkey		2021	Council approves resolution adopting water master plan	February-22
1.5.8 Identify project priorities from the updated master plan and incorporate into the City's 5-year capital improvement program.	Derek Starkey		2021	Updated 5-year CIP complete	March-22

**Strategy 1.6 Complete Stormwater Master Plan**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
1.6.1 Complete update to Storm Water Master Plan (SWMP).	Dave Whalen	Consultant	2021	Council adoption of SWMP	Fall 2021
1.6.2 Establish an enterprise fund associated with a storm drain utility.	Dave Whalen	Consultant	2021	Creation of a fee/assessment	Spring 2022
1.6.3 Creation of Ordinance associated with the Storm Drain Utility.	Dave Whalen	Consultant	2022	Council adoption of ordinance	Fall 2022

**1.7 Complete a multi-year Capital Improvement Program**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
1.7.1 Complete water and sewer utility rate update.	Dave Whalen		2021	Council adoption of rate resolution	Fall 2021
1.7.2 Complete water master plan.	Derek Starkey		2021	Council adoption of water master plan	Fall 2021
1.7.3 Complete sewer master plan.	Derek Starkey		2021	Council adoption of sewer master plan	Spring 2022

**Strategy 1.8 Update the park master plan (PSF.3.4.1)**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
1.8.1 Engage Consultant to reevaluate Park Master Plan.	Dave Whalen	Consultant	2023	Funding approved Consultant selected	Fall 2023
1.8.2 Consultant to update Master Plan.	Dave Whalen		2023	Update completed	Spring 2024
1.8.3 City Council adoption of new Parks Master Plan.	Dave Whalen		2023	Council adoption of park master plan	Spring 2024

**Strategy 1.9 Maintain a long-range park capital improvement program (PSF.3.4.6)**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
1.9.1 Identify priorities based on the current Parks Master Plan.	Dave Whalen		2020	Priorities identified	June-21
1.9.2 Construct amenities included in the current PMP.	Dave Whalen	Project funding	2022-2023	Projects completed	June-23

**Strategy 1.10 Complete Farm District Road Multi-Use Path**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
1.10.1 Coordinate with Nevada Department of Transportation (NDOT) to complete second phase of the path extension currently underway.	Derek Starkey	Matching funds for existing grant	2020	Construction completion	April-21
1.10.2 Require the construction of the portion of the path that falls within the boundary of the Friendly 5 subdivision.	Derek Starkey		2022	Final construction of the path for the subdivision	2022
1.10.3 Require construction of the path with any development that occurs along Farm District Road.	Derek Starkey		2021-2026	Portions of path completed	Ongoing
1.10.4 Budget for design and construction of the section of path from Rainbow Lane to the western boundary of the Friendly 5 subdivision in the FY22/23 budget.	Derek Starkey	Funding for design and construction	2022	Funding approved	2022
1.10.5 Complete design of the section of path from Rainbow Lane to the western boundary of the Friendly 5 subdivision.	Derek Starkey	Funding for design	2022	Final design and final approved permitting	2022
1.10.6 Complete construction of the section of path from Rainbow Lane to the western boundary of Friendly 5.	Derek Starkey	Project funding	2023	Final construction of path	2023

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
1.10.7 Apply for NDOT grant funding for the design and construction of the path from the eastern boundary of the Friendly 5 subdivision to the East Valley Elementary School. Safe Routes to School Funding may be an option.	Derek Starkey	Funding: matching funds/grants	2021-2026	Submitting application to NDOT. Approval of grant. Final project construction.	2026

**Goal 2: Develop a defined city center with a mix of businesses, restaurants, and entertainment**

**Strategy 2.1 Complete the downtown historic district area plan and development standards (LU.1.5.2)**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
2.1.1 Build upon the adopted Downtown Corridor Revitalization Plan, define the project boundary, review land use and zoning, and create development standards for adoption into an updated Revitalization Plan.	Derek Starkey	Project funding	2022-2023	Complete updated Downtown Corridor Revitalization Plan	2023
2.1.2 Facilitate and support formation of district financing for public infrastructure and/or improvements identified in the Downtown Corridor Revitalization Plan through mechanisms such as Tax Increment Financing, Local Improvement Districts, Assessment Districts (i.e., Business Improvement District) and/or Development Impact Fees.	Derek Starkey	Funding for professional services.	2023-2024	Adoption of funding/financing mechanism(s) by City Council	2024

**Strategy 2.2 Develop the Community Center**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
2.2.1 Continue working with community partners in fundraising and public awareness.	City Manager's Office		2021-2026	Maintaining partnerships	Ongoing
2.2.2 Continue pursuing CDBG grants to provide funding for campus development.	City Manager's Office	Grant availability	2021-2026	Obtaining new grants	Ongoing
2.2.3 Increase number of community partners with addition of new stakeholders in the	City Manager's Office		2021-2026	New partners	Ongoing
2.2.4 Seek external funding via endowments or philanthropists.	City Manager's Office		2021-2026	New donations	Ongoing

**Strategy 2.3 Work with economic development authorities, Fernley Chamber of Commerce, and developers to attract new businesses**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
2.3.1 Meet with each entity to talk about business attraction and retaining businesses.	Daphne Hooper		2021	Meetings scheduled	July-21
2.3.2 Develop a draft plan with strategies to attract and retain businesses.	Daphne Hooper		2021	Draft plan for review	December-21
2.3.3 Staff and stakeholders review plan and provide input.	Daphne Hooper		2021	Input received	February-22
2.3.4 Plan presented and approved by Council and implementation begins.	Daphne Hooper		2021	Plan adopted	April-22

**Strategy 2.4 Encourage and promote art installations with new development and public projects (LU.1.7.5)**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
2.4.1 With each new development or public project, identify opportunities for and promote the inclusion of art installations.	Tim Thompson		2021-2026		Ongoing
2.4.2 Work with the City's Arts & Culture Task Force on funding opportunities to incentivize art installations.	Tim Thompson		2021-2026		Ongoing
2.4.3 Work with the Nevada Department of Transportation and other City Departments to incorporate public art within planned streetscape improvements.	Tim Thompson		2021-2026		Ongoing

**Goal 3: Encourage a variety of housing types, density and costs that accommodate the needs, desires and financial abilities of the current and future households. (HP.1.1)**

**Strategy 3.1 Facilitate development of apartments and townhouses in areas identified in the Comprehensive Master Plan**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
3.1.1 Work with developers on providing higher densities in the downtown core and as part of master planned communities that also provide a mixture of job-generating and commercial land uses within the overall development.	Derek Starkey		2021-2026		Ongoing
3.1.2 Work with developers to promote large-scale housing development that incorporates efficient land use techniques and creates a distinct sense of place and neighborhood diversity.	Derek Starkey		2021-2026		Ongoing
3.1.3 Review Development Code to ensure the desired outcome is occurring and update accordingly.	Tim Thompson		2021-2026		Ongoing

**Strategy 3.2 Buffer established single family neighborhoods from more dense development**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
3.2.1 Review development applications to ensure the adopted adjacency standards protect existing development by providing an adequate buffer and transition.	Tim Thompson		2021-2026		Ongoing
3.2.2 Periodically review adopted adjacency standards and amend the Development Code if necessary to ensure the desired outcome.	Tim Thompson		2021-2026		Ongoing

**Strategy 3.3 Focus on quality of design**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
3.3.1 Projects shall be evaluated with the intent to promote land use compatibility; community design measures can increase compatibility among adjoining land uses.	Tim Thompson		2021-2026		Ongoing
3.3.2 Projects shall comply with the design standards outlined in the development code.	Tim Thompson		2021-2026		Ongoing

**Strategy 3.4 Improve public understanding of the linkage between infrastructure, development, and housing**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
3.4.1 Engage fiscal consultant to quantify and map the fiscal performance of the city's development pattern.	Tim Thompson	Consultant	2021	Funding approved. Consultant selected. Fiscal Model and Land Use Analysis completed.	June-22
3.4.2 Public outreach to discuss the relationship between what residents believe their tax dollars should cover, the true cost of these services and amenities, and the actual resources the city has available to meet these expectations.	Tim Thompson		2022-2024		2022-2024



**Strategy 3.5 Facilitate housing development that is affordable to the community's workforce**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
3.5.1 Support economic development and employment efforts that pay a living wage.	Tim Thompson		2021-2026		Ongoing
3.5.2 Partner with local affordable housing authorities.	Tim Thompson		2021		June-22
3.5.3 Promote accessory dwellings.	Tim Thompson		2021-2026		Ongoing
3.5.4 Work with developers to provide a diverse mix of housing product types which are affordable to the City's workforce and sensitive to the surrounding neighborhood.	Tim Thompson		2021-2026		Ongoing

**Goal 4: Increase opportunities for civic engagement and community building**

**Strategy 4.1 Continue the Citizens Leadership Academy (CLA) and develop an online component**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
4.1.1 Work in partnership with local public services and non-profit organizations who service the residents of Fernley to present at the Citizen's Leadership Academy (CLA).	City Manager's Office		2021-2022	Reach out to local public services to be a part of the 2022 CLA. Create content for the CLA.	2022
4.1.2 Create an online Citizen's Leadership Academy (CLA) component featuring short informational videos.	City Manager's Office	Consultant	2021-2022	Informational videos created to be used at the CLA and on the City's website.	2022
4.1.3 Advertise and market the Citizen's Leadership Academy to increase attendance.	City Manager's Office	Consultant	2022-2023	Advertise the CLA opportunity. Develop marketing strategy for the CLA. Implement CLA marketing strategy. CLA attendance. Participant evaluations.	2023

**Strategy 4.2 Increase online access to city meetings and activities**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
4.2.1 Add a summary of the agenda to the City's website under Newsflash with Zoom viewing instructions.	Kimberly Swanson		2020		March-21
4.2.2 Live Stream City Meetings and Events on You Tube.	Kimberly Swanson		2020		April-21

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
4.2.3 Hold training sessions for citizens that wish to make public comment during Zoom meetings but don't know how.	Kimberly Swanson		2021		Training sessions have already been held
4.2.4 Record Zoom training videos so public can view on their own time.	Kimberly Swanson		2020		March-21
4.2.5 Explore the need for translation of agendas and meetings.	Kimberly Swanson	Translating software	2020		June-21
4.2.6 Explore the possibility of securing a cable channel.	Kimberly Swanson	To be determined	2021		December-21

**Strategy 4.3 Grow the content and use of Fernley's You Tube channel**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
4.3.1 Establish a calendar for topics and dates of messaging.	City Manager's Office		2020	Calendar completed	January-21
4.3.2 Prepare content.	City Manager's Office		2020	Content complete	January-21
4.3.3 Schedule content distribution.	City Manager's Office		2020	Monthly content distribution scheduled	January-21
4.3.4 Increase individual Council member participation.	City Manager's Office		2021	Increased Council participation	December-21

**Strategy 4.4 Increase opportunities for councilmembers to interact with residents**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
4.4.1 Increase Council members opportunities to conduct YouTube videos on updates from the city.	Daphne Hooper, Colleen Unterbrink		2021-2026	Videos produced	Ongoing
4.4.2 Seek opportunities for Council members to partner with community organizations in promoting and increasing the city's brand.	Daphne Hooper, Michael Toombs, Colleen Unterbrink		2021-2026	Council partnering with community organizations	Ongoing
4.4.3 Once allowed, Council members hold roundtable discussions with constituents from their ward.	Daphne Hooper		2021-2026	Meetings held	Ongoing
4.4.4 Rotate Council members to attend key community events along with the Mayor such as Chamber events, Grand Opening ceremonies, etc.	Daphne Hooper, Colleen Unterbrink		2021-2026	Rotating schedule developed	Ongoing

**Strategy 4.5 Establishing a community leadership program**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
4.5.1 Research information for leadership programs.	Trisha Conner		2020	Gather all information	February-21
4.5.2 Review information to determine content for Fernley's program.	City Manager's Office		2020	Discuss information	April-21
4.5.3 Develop Leadership Program Content.	City Manager's Office		2020	Curriculum developed	June-21
4.5.4 Meet with Fernley Chamber to discuss rollout	CMO Staff		2021	Develop overall plan and schedule	21-Jul

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
4.5.5 Develop Leadership Program Team.	City Manager's Office		2021	Team Established	July-21
4.5.6 Schedule rollout.	City Manager's Office		2021	Schedule and rollout established	August-21

**Strategy 4.6 Expand Neighborhood Watch**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Required Resource</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
4.6.1 Meet with Lyon County Sheriff's Office (LCSO) to reinvigorate the Neighborhood Watch Program.	Michael Toombs		2020	Schedule and conduct meeting	June-21
4.6.2 LCSO returns to hosting monthly Neighborhood Watch Meetings.	Michael Toombs		2021	Meetings scheduled	December-21
4.6.3 Increase public outreach to promote the Neighborhood Watch Program.	Michael Toombs		2021	News flash outreach campaign	December-21
4.6.4 Council and citizens engagement in the Neighborhood Watch Program.	Michael Toombs		2021	Monthly meetings, new programs created	June-22

**Goal 5: Maintain strong partnerships with public agencies and community organizations**

**Strategy 5.1 Maintain on-going coordination with the Lyon County School District to achieve the goals and policies adopted in the Comprehensive Master Plan and the school district's long-range plan (PSF.3.8)**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
5.1.1 Meet with Lyon County School District (LCSD) quarterly to discuss upcoming projects, issues, and identified opportunities for partnership.	Derek Starkey		2021	Meetings scheduled for the year	July-21
5.1.2 Develop and distribute action plan task list after each meeting.	Derek Starkey		2021-2026	Action plan task list sent out the day following each quarterly meeting	Ongoing
5.1.3 Provide endorsements for LCSD request for external support from state agencies (i.e., NDOT).	City Manager's Office		2021-2026	Endorsements provided	Ongoing
5.1.4 Highlight partnership's success via City and LCSD public awareness.	City Manager's Office		2021-2026	Announcements of successful endeavors	Ongoing

**Strategy 5.2 Coordinate with the Lyon County Sheriff's Office (LCSO) to review the need for additional police protection on an annual basis (PSF.3.9.2)**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
5.2.1 Schedule monthly meetings with LCSO.	Daphne, Sheriff Hunewill, LT., Trish, Mike		2021	Recurring meetings scheduled	July-21
5.2.2 Develop a plan to consider thresholds and actions for potential police protection.	Daphne Hooper, Trisha Conner, Michael Toombs		2021	Thresholds determined	December-21
5.2.3 Develop a plan for future police protection with the City of Fernley.	Daphne Hooper, Trisha Conner, Michael Toombs		2022	Draft plan completed	December-22
5.2.4 Plan finalized and implementation plan developed.	Daphne Hooper, Trisha Conner, Michael Toombs		2022	Plan finalized	April-23

**Strategy 5.3 Work with the North Lyon County Fire District to evaluate if there would be benefits to the public by merging the fire district and the City**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
5.3.1 Meeting with Lyon County Fire District.	Daphne Hooper		2021	Meeting Scheduled	July-21
5.3.2 Establish long-term goals and objectives.	Daphne Hooper		2021	Goals identified	August-21
5.3.3 Present information to City Council.	Daphne Hooper		2021	Staff report Complete	December-21

**Strategy 5.4 Support the Fernley Community Foundation’s campaign to raise funds for construction of the Community Center**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
5.4.1 Highlight the campaign to current and new stakeholders.	Daphne Hooper, Trisha Conner, Michael Toombs		2021-2026	Increased involvement in fundraising	Ongoing
5.4.2 Recurring public awareness post/videos of the campaign.	Colleen Unterbrink		2021-2026	Increased awareness by the public	Ongoing
5.4.3 Build new community partnerships to widen the awareness (i.e., Chamber of Commerce, etc.).	Daphne Hooper, Trisha Conner, Michael Toombs		2021-2026	New partners	Ongoing
5.4.4 Continue pursuing CDBG and other grants.	Daphne Hooper, Colleen Unterbrink		2021-2026	Continue grant funding	Ongoing

**Strategy 5.5 Explore the feasibility of the Boys and Girls Club providing recreation programs at the Community Center**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
5.5.1 Continued meeting with Boys and Girls Club representatives.	Daphne Hooper		2021	Continued meetings	December-21
5.5.2 Conduct citizen survey on potential utilization if rec activities were provided	Mike, Colleen		2021	Survey completed	2021
5.5.3 Determine cost of increased activities.	Daphne Hooper		2021	Cost evaluation complete	December-21



**Strategy 5.6 Work with the Bureau of Reclamation (BOR) and the Truckee Carson Irrigation District (TCID) to complete a regional drainage system (PSF.3.1.2)**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
5.6.1 Continue recurring meetings between City, BOR, TCID and other stakeholders.	Daphne Hooper, Michael Toombs, Dave Whalen, Derek Starkey		2021-2026	Meetings and discussion continue	2026
5.6.2 Adopt a Storm Drainage Master Plan for the City of Fernley.	Daphne Hooper, Michael Toombs, Dave Whalen, Derek Starkey	Consultant	2021	Adopt plan	Fall 2021
5.6.3 Establish an enterprise fund associated with a storm drain utility.	Daphne Hooper, Michael Toombs, Dave Whalen, Derek Starkey	Consultant	2022	Create Ordinances to govern the new Utility	Fall 2022
5.6.4 Utilize the Storm Drain Enterprise fund to create regional drainage facilities to address flooding.	Daphne Hooper, Michael Toombs, Dave Whalen, Derek Starkey	Project Funding	2022-2026	Build regional storm drain facilities	2026

**Strategy 5.7 Work with the Fernley Chamber of Commerce, in conjunction with Economic Development Authority of Western Nevada (EDAWN), Northern Nevada Development Authority (NNDA), and Western Nevada Development District (WNDD) to develop an economic development strategy**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
5.7.1 Continue attending and being an active participant in all regional workshops and conferences on economic development.	Daphne Hooper, Michael Toombs, Tim Thompson		2021-2026	Continued attendance at meetings	Ongoing

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
5.7.2 Schedule recurring Economic Development meetings with Fernley Chamber of Commerce (FCC).	Daphne Hooper, Michael Toombs		2021-2026	Meetings with FCC	Ongoing
5.7.3 Continue working toward the downtown revitalization to aid in economic development.	Daphne Hooper, Colleen Unterbrink, Michael Toombs, Dave Whalen	Project funding	2021-2026	Carrying out the downtown revitalization plan	Ongoing
5.7.4 Host an annual City of Fernley economic development roundtable with all partners.	Daphne Hooper, Michael Toombs, Colleen Unterbrink		2021-2026	Annual roundtable	Ongoing

**5.8 Schedule quarterly meetings with key city partners to share information and coordinate activities**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
5.8.1 Attend regularly scheduled meetings with established partners.	Daphne Hooper, Michael Toombs, Colleen Unterbrink, Dave Whalen, Derek Starkey, Tim Thompson		2021-2026	Continue established meetings	Ongoing
5.8.2 Develop tailored information to share with city partners during meetings.	Daphne Hooper, Michael Toombs, Colleen Unterbrink, Dave Whalen, Derek Starkey, Tim Thompson		2021-2026	Continue information sharing	Ongoing

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
5.8.3 Establish new partnerships as opportunities arise.	Daphne Hooper, Michael Toombs, Colleen Unterbrink, Dave Whalen, Derek Starkey, Tim Thompson		2021-2026	New partnerships established	Ongoing
5.8.4 Host an annual partner roundtable with city staff and community partners.	Daphne Hooper, Michael Toombs, Colleen Unterbrink, Dave Whalen, Derek Starkey, Tim Thompson		2021-2026	Annual roundtable held	Ongoing

**Strategy 5.9 Evaluate the potential benefit of developing various public-private partnerships**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
5.9.1 Continual review of current/past public-private partnerships for lessons learned and improvements.	Daphne Hooper, Michael Toombs, Dave Whalen, Tim Thompson, Derek Starkey, Shawn Keating		2021-2026	Discussions on past partnerships	Ongoing
5.9.2 Pursue partnerships that aid in economic recovery of the city and local businesses and support the City's goals.	Daphne Hooper		2021-2026	Identification of potential partnerships	Ongoing
5.9.3 Consider regional or quad county partnerships for building upon what the city has to offer.	Daphne Hooper		2021-2026	Identification of potential partnerships	Ongoing

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
5.9.4 Does the partnership enhance the city's mission, goals and objectives.	Daphne Hooper, Michael Toombs, Dave Whalen, Tim Thompson, Derek Starkey, Shawn Keating		2021-2026	Engage in partnerships with a purpose	Ongoing

**Goal 6: Ensure municipal services meet the needs and expectations of the community**

**Strategy 6.1 Assess community service gaps and plan for desired improvements**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
6.1.1 Continually collect quantitative information on effectiveness of community services.	Derek Starkey		2021-2026	Continued collection of data	2026
6.1.2 Continue building partnerships with service providers across the county and state	Derek Starkey		2021-2026	Partnerships continues	2026
6.1.3 Evaluate the need and benefits of conducting a GAP analysis of individual community services.	Daphne Hooper, Michael Toombs, Colleen Unterbrink, Dave Whalen, Tim Thompson, Derek Starkey, Shawn Keating		2022	Decision made on GAP analysis.	2022
6.1.4 Continually review development applications on how they will effect city services.	Derek Starkey		2021-2026	Development Team meetings	Ongoing

**Strategy 6.2 Assess gaps in organization capacity required to fulfill the City's mission**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
6.2.1 Continually review the organizational structure against the current and projected workload associated with growth.	City Manager's Office, Executive and Senior Leadership Teams		2021-2026	Continual review	Ongoing

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
6.2.2 Conduct Council directed efficiency study.	Daphne Hooper	Consultant	2021-2026	Completion of segments and completion of efficiency study	Ongoing
6.2.3 Work with the North Lyon County Fire District to evaluate if there would be benefits to the public by merging the fire district and the City.	Daphne Hooper		2021-2026	Decision made	Ongoing
6.2.4 Coordinate with the Lyon County Sheriff's Office to review the need for additional police protection on an annual basis.	Daphne Hooper, Trisha Conner		2021-2026	Plan finalized	Ongoing

**Strategy 6.3 Attract and retain competent, knowledgeable staff**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
6.3.1 Develop and maintain programs that create a professional, safe, value-oriented, accountable, and responsive work force with individual opportunities for education, advancement and job fulfillment.	City Manager's Office, Executive Leadership, Senior Leadership, and Human Resources		2021-2026	Continued review of personnel policies	Ongoing
6.3.2 Conduct a holistic review of the city's recruitment effort based on various studies for recruiting and retaining employees in today's competitive talent market.	Daphne Hooper, Michael Toombs, Shannon McKnight		2022	Study complete, and recommendations implemented	2022
6.3.3 Continue with programs that reward and encourage employee growth and performance, such as Tuition Assistance.	CM, HR, Finance		2021-2026		Ongoing

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
6.3.4 Improve knowledge transfer from experienced to less experienced employees; establish focus and accountability, motivate and reward employees, and use effective succession planning.	City Manager's Office, Executive Leadership, Senior Leadership, and Human Resources		2021-2026		Ongoing

**Strategy 6.4 Be current on policies and compliant with State and Federal laws**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
6.4.1 Maintain subscription to updates from Nevada Legislative Information System (N	Daphne Hooper, Michael Toombs		2021-2026	Recurring updates during legislation session	Ongoing
6.4.2 Ensure staff members are subscribed to professional organizations for receiving updates in changes to law effecting their area of expertise.	All Executive and Senior Staff leadership	Staff	2021-2026	Recurring updates from professional organizations	Ongoing
6.4.3 Ensure HR is subscribed to Department of Labor (DOL) for updates on employment laws.	Daphne Hooper, Shannon McKnight		2021-2026	DOL emails and News	Ongoing
6.4.4 Maintain recurring meetings with contract attorneys and legislative consultants.	Daphne Hooper	Continued contract and inhouse legal training	2021-2026	Recurring meetings	Ongoing

**Goal 7: Develop and maintain revenue sources to support community improvements and services**

**Strategy 7.1 Explore the implementation of development impact fees to ensure new development is beneficial to the city (LU.1.12.3)**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
7.1.1 Coordinate internally to determine staff roles and responsibilities regarding implementing and managing an Impact fee program.	Michael Toombs, Derek Starkey		2021	Roles and responsibilities clarified	July-21
7.1.2 Council decision regarding moving forward on an impact fee program.	Michael Toombs		2021	Discussions with Council	August-21
7.1.3 Determine if external resources will be required to establish and operate an impact fee program.	Michael Toombs, Derek Starkey	Consultant	2021	Discussion by development team	January-22
7.1.4 Determine path forward for creating a Capital Improvement Board as required by statute.	Michael Toombs, Derek Starkey		2021	Discussion with City Attorney	June-22

**7.2 Evaluate funding strategies for maintenance of city roads (T.1.1.9)**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
7.2.1 Commit Regional Transportation Commission and Regional Construction Tax funds for improvements of surface streets.	Denise Lewis		2021-2026		Ongoing
7.2.2 Determine high dollar projects/improvements that are priority.	Denise Lewis		2020		May-21
7.2.3 Bonding for high dollar improvements; use of diesel tax for payments; determine affordability.	Denise Lewis	Diesel Tax	2021-2022		2022
7.2.4 Work with JNA consultants when bonding is required and once projects are known and negotiated.	Denise Lewis	Diesel Tax	2021-2022		2022



<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
7.2.5 Payoff city hall to allow for higher bonding amounts.	Denise Lewis	Current savings	2021-2022		2022

**Strategy 7.3 Maintain sewer and water use fees sufficient to fund current operations and future improvements. (PSF.2.1.5)**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
7.3.1 Complete 2021 Utility rate Study.	Dave Whalen	Consultant	2021	Study complete. Council adoption of rate resolution.	Fall 2021
7.3.2 Continue fee adjustments per rate study findings.	Dave Whalen		2022-2026	Yearly adjustments	Annually on January 1st.

**Strategy 7.4 Identify additional revenue streams**

<b>Implementation Actions</b>	<b>Staff Lead</b>	<b>Budget Required</b>	<b>Fiscal Year</b>	<b>Milestones</b>	<b>Target Completion Date</b>
7.4.1 Evaluate special assessment districts.	Denise Lewis, City Manager's Office, Tim Thompson		2021-2026		TBD
7.4.2 Evaluate user fees for enterprise type activities (storm drains).	Denise Lewis, City Manager's Office, Dave Whalen		2021-2026		TBD
7.4.3 Evaluate Redevelopment Agency tax increment funding.	Denise Lewis, City Manager's Office, Tim Thompson		2021-2026		TBD

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
7.4.4 Evaluate fee increases for parks and dog licenses.	Denise Lewis, City Manager's Office, Dave Whalen		2021-2026		TBD

**Strategy 7.5 Participate in the legislative process regarding state tax structure**

Implementation Actions	Staff Lead	Budget Required	Fiscal Year	Milestones	Target Completion Date
7.5.1 Continue subscribing to legislative updates for situational awareness.	Daphne Hooper, Michael Toombs		2021-2026	Receipt of updates	Ongoing
7.5.2 Continue recurring engagement with legislative consultant to gain additional insight into possible legislation.	Daphne Hooper	Consultant	2021-2026	Continued meetings	Ongoing
7.5.3 Submit Council Resolutions to the legislation supporting or opposing changes to the state's tax structure.	City Manager's Office		2021-2026	Resolution. to the legis	Ongoing
7.5.4 Continue monitoring tax revenue to the city via the various streams.	Finance Department, City Manager's Office		2021-2026	Monthly and Annual R	Ongoing