

City of Fernley FY2021-2026 Strategic Plan Scorecard

Not started
In progress
Complete

Goal 1 - Manage sustainable growth and maintain public infrastructure

Strategy	Action Item	Status	Notes
1.1 Encourage and plan for new development in areas where adequate public services and facilities can be provided efficiently (LU.1.1)	1.1.1 Adopt water, sewer, storm drain master plans.		
	1.1.2 Utilize information of water, sewer, storm drain, parks, transportation master plans.		Information is provided to developers who are interested in developing throughout the city.
	1.1.3 Promote in-fill projects.		When inquiries occur, staff encourages in-fill projects
	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.		Limiting factors are discuss in pre-application meetings Offer alternate constuction methods that meet the intent of the
	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.		
	1.1.7 Focus on development of vacant or underutilized lands within the community core where adequate infrastructure and facilities currently exist.		
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	1.2.1 Budget for funding in the FY21-22 Engineering budget for the Access Management Policy creation.		Submitted in Engineering Department's FY21-22 Budget Request
	1.2.2 Select a consultant to assist with drafting the Access Management Policy.		Selected Kimley Horn, executed contract and began work.
	1.2.3 Present draft of the Access Management Policy to the development team and City Council for review and comment.		
	1.2.4 Present final Access Management Policy to City Council for final approval and adoption into the City's Development Code.		
1.3 Transportation Master Plan			Completed
1.4 Complete Water Master Plan	1.4.5 Discuss results of draft water master plan update to City Council for review and approval		The project has not progressed due to the demands of the development applications
	1.4.6 Present final water master plan update to City Council at City Council meeting.		
	1.4.7 Present resolution to accept the water master plan update at City Council meeting.		
	1.4.8 Identify project priorities from the updated master plan and incorporate into the City's 5-year capital improvement program.		
1.5 Complete Sewer Master Plan	1.5.1 Budget for funding in the FY20/21 Engineering budget for the Sewer Master Plan Update.		Submitted in Engineering Department's FY20-21 Budget Request
	1.5.2 Select a consultant to assist with updating the sewer master plan.		Contract approved with Shaw Engineering
	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.		This project has not progressed due to the demands of the development applications
	1.5.4 Review draft sewer master plan update internally and provide comments to the consultant for incorporation.		
	1.5.5 Results of draft sewer master plan update to City Council for review and approval.		
	1.5.6 Present final sewer master plan update to City Council.		
	1.5.7 Present resolution to accept the sewer master plan update at City Council meeting.		
	1.5.8 Identify project priorities from the updated master plan and incorporate into the City's 5-year capital improvement program.		
1.6 Complete Stormwater Master Plan	1.6.1 Complete update to Storm Water Master Plan (SWMP).		Draft SWMP in for review by staff
	1.6.2 Establish an enterprise fund associated with a storm drain utility.		
1.7 Complete a multi-year Capital Improvement Plan	1.7.1 Complete water and sewer utility rate update.		Final draft of the Rate Study. New BIS required.
	1.7.2 Complete water master plan.		This project has not progressed due to the demands of the development applications
	1.7.3 Complete sewer master plan.		This project has not progressed due to the demands of the development applications
1.9 Maintain a long-range park capital improvement program	1.9.1 Identify priorities based on the current Parks Master Plan.		
1.10 Complete Farm District Road Multi-Use Path	1.10.1 Coordinate with Nevada Department of Transportation (NDOT) to complete second phase of the path extension currently underway.		Construction complete
	1.10.3 Require construction of the path with any development that occurs along Farm District Road.		Portions of path completed, all future projects will be required to make improvements

Goal 2 - Develop a defined city center with a mix of businesses, restaurants, and entertainment			
Strategy	Action Item	FY21 Progress	Notes
2.2 Develop the Community Center	2.2.1 Continue working with community partners in fundraising and public awareness.	●	Fernley Community Foundation established as fundraising entity for community center
	2.2.2 Continue pursuing CDBG grants to provide funding for campus development.	●	Application will be submitted for ancillary building for Depot restroom facility to incorporate into the Depot Campus for FY 2022/2023.
	2.2.3 Increase number of community partners with addition of new stakeholders in the city.	●	Working group established to include City, Fernley Community Foundation, Boys and Girls Club of Truckee Meadows, JOIN, Lyon County School District
	2.2.4 Seek external funding via endowments or philanthropists.	●	\$12 Million of ARPA Funds dedicated to project, which will be used as leverage for additional funding. Applications submitted to State for additional ARPA Funds. Applications will be completed for other Foundation opportunities.
2.3 Work with economic development authorities, Fernley Chamber of Commerce, and developers to attract new businesses	2.3.1 Meet with each entity to talk about business attraction and retaining businesses.	●	Initial meetings scheduled to brief potential partners on establishing a working group.
	2.3.2 Develop a draft plan with strategies to attract and retain businesses.	●	Main Street program presented to Chamber of Commerce as potential lead agency. Application submitted for "Exploring" to Nevada Main Street Program. Staff is in the planning stage of creating an economic development strategy that is expected to include strategies to attract and retain businesses.
	2.3.3 Staff and stakeholders review plan and provide input.	●	
	2.3.4 Plan presented and approved by Council and implementation begins.	●	
2.4 Encourage and promote art installations with new development and public projects	2.4.1 With each new development or public project, identify opportunities for and promote the inclusion of art installations.	●	Murals, Music, and Margarita Festival planned for May 2022. The Arts and Culture Task Force is planning the Fernley Icon Project for FY 2022/2023, which will include the installation of public art at different business locations throughout the city.
	2.4.2 Work with the City's Arts & Culture Task Force on funding opportunities to incentivize art installations.	●	Funding included in Annual budget. The City of Fernley assisted the Fernley Library and Fernley Senior Center in acquiring a grant from the Nevada Arts Council to install art hanging systems.
	2.4.3 Work with the Nevada Department of Transportation and other City Departments to incorporate public art within planned streetscape improvements.	●	Utility boxes contracted for Art Installations. CMO staff has worked with NDOT and Lyon County to install a City Plaza at the corner of Silver Lace and Main Street. More streetscape furniture will be installed Spring 2022.
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.			
Strategy	Action Item	FY21 Progress	Notes
3.1 Facilitate development of apartments and townhouses in areas identified in the Comprehensive Master Plan	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.	●	
	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.	●	
	3.1.3 Review Development Code to ensure the desired outcome is occurring and update accordingly.	●	
3.2 Buffer established single family neighborhoods from more dense development	3.2.1 Review development applications to ensure the adopted adjacency standards protect existing development by providing an adequate buffer and transition.	●	
	3.2.2 Periodically review adopted adjacency standards and amend the Development Code if necessary to ensure the desired outcome.	●	
3.3 Focus on quality of design	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.	●	
	3.3.2 Projects shall comply with the design standards outlined in the development code.	●	
3.4 Improve public understanding of the linkage between infrastructure, development, and housing	3.4.1 Engage fiscal consultant to quantify and map the fiscal performance of the city's development pattern.	●	Funding approved. Consultant selected. Fiscal Model and Land Use Analysis completed.
3.5 Facilitate housing development that is affordable to the community's workforce	3.5.1 Support economic development and employment efforts that pay a living wage.	●	
	3.5.2 Partner with local affordable housing authorities.	●	Staff will discuss program options, deferral of fees, other fees, and exemptions. Working with Nevada Rural Housing Authority to discuss possible options and locations.
	3.5.3 Promote accessory dwellings.	●	
	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.	●	
Goal 4 - Increase opportunities for civic engagement and community building			
Strategy	Action Item	FY21 Progress	Notes
4.1 Continue the Citizens Leadership Academy (CLA) and develop an online component	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).	●	Leadership Academy scheduled for January - March 2022. Additional participants will include Human Services, Fire District, Sheriff's Office, and local service organizations.
	4.1.2 Create an online Citizen's Leadership Academy (CLA) component featuring short informational videos.	●	CMO staff to meet in November to plan the 2022 CLA. In addition to informational videos, we could consider information on department landing pages to include more information on "what we do" with links to powerpoints, etc.
	4.2.1 Add a summary of the agenda to the City's website under Newsflash with Zoom viewing instructions.	●	CMO staff published a summary of agenda on the City's social media page. This will be published monthly on the website beginning November 2021.

4.2 Increase online access to city meetings and add	4.2.2 Live Stream City Meetings and Events on You Tube.		All City public meetings are live streamed via Zoom.
	4.2.3 Hold training sessions for citizens that wish to make public comment during Zoom meetings but don't know how.		The City Clerk's Office has conducted training sessions for the public
	4.2.4 Record Zoom training videos so public can view on their own time.		
	4.2.5 Explore the need for translation of agendas and meetings.		
	4.2.6 Explore the possibility of securing a cable channel.		
	4.3 Grow the content and use of Fernley's You Tu	4.3.1 Establish a calendar for topics and dates of messaging.	
4.3.2 Prepare content.			Content complete
4.3.3 Schedule content distribution.			Monthly content distribution scheduled
4.3.4 Increase individual Council member participation.			
4.4 Increase opportunities for councilmembers to interact with residents	4.4.1 Increase Council members opportunities to conduct YouTube videos on updates from the city.		Council Members scheduled to record videos
	4.4.2 Seek opportunities for Council members to partner with community organizations in promoting and increasing the city's brand.		Mayor and Council Member Lacy attend the 4th of July Committee. Council Member McKay and Mayor Edgington participate in Fernley Rotary. The City created a Senior Citizens Advisory Committee, and Council Member Torres is the Liaison.
	4.4.3 Once allowed, Council members hold roundtable discussions with constituents from their ward.		One Council Member has held a public meeting with constituents in Feb 2021.
	4.4.4 Rotate Council members to attend key community events along with the Mayor such as Chamber events, Grand Opening ceremonies, etc.		
4.5 Establishing a community leadership program	4.5.1 Research information for leadership programs.		Information gathering is being conducted.
	4.5.2 Review information to determine content for Fernley's program.		
	4.3.3 Develop Leadership Program Content.		
	4.5.4 Meet with Fernley Chamber to discuss rollout.		
4.6 Expand Neighborhood Watch	4.6.1 Meet with Lyon County Sheriff's Office (LCSO) to reinvigorate the Neighborhood Watch Program.		Executive Steering Committee met on May 6, 2021.
	4.6.2 LCSO returns to hosting monthly Neighborhood Watch Meetings.		First Neighborhood Watch meeting scheduled for May 27, 2021. Meetings changed to quarterly beginning January 2022 to include a presentation quarterly with LCSO, NLCFPD, NHP, and City.
	4.6.3 Increase public outreach to promote the Neighborhood Watch Program.		Information shared with the public regarding quarterly presentations.
	4.6.4 Council and citizens engagement in the Neighborhood Watch Program.		New times/dates announced.

Goal 5 - Maintain strong partnerships with public agencies and community organizations

Strategy	Action Item	FY21 Progress	Notes
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	5.1.1 Meet with Lyon County School District (LCSD) quarterly to discuss upcoming projects, issues, and identified opportunities for partnership.		Meetings are scheduled throughout the year, and will continue for future years.
	5.1.2 Develop and distribute action plan task list after each meeting.		Action plan task list sent out the day following each quarterly meeting.
	5.1.3 Provide endorsements for LCSD request for external support from state agencies (i.e., NDOT).		
	5.1.4 Highlight partnership's success via City and LCSD public awareness.		
5.2 Coordinate with the Lyon County Sheriff's Office (LCSO) to review the need for additional police protection on an annual basis	5.2.1 Schedule monthly meetings with LCSO.		
	5.2.2 Develop a plan to consider thresholds and actions for potential police protection.		
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	5.3.1 Meeting with Lyon County Fire District.		
	5.3.2 Establish long-term goals and objectives.		
	5.3.3 Present information to City Council.		
5.4 Support the Fernley Community Foundation's campaign to raise funds for construction of the Community Center	5.4.1 Highlight the campaign to current and new stakeholders.		
	5.4.2 Recurring public awareness post/videos of the campaign.		
	5.4.3 Build new community partnerships to widen the awareness (i.e., Chamber of Commerce, etc.).		
	5.4.4 Continue pursuing CDBG and other grants.		
5.5 Explore the feasibility of the Boys and Girls Club providing recreation programs at the Community Center	5.5.1 Continued meeting with Boys and Girls Club representatives.		
	5.5.2 Conduct citizen survey on potential utilization if recreational activities were provided.		

	5.5.3 Determine cost of increased activities.		
5.6 Work with the Bureau of Reclamation (BOR) and the Truckee Carson Irrigation District (TCID) to complete a regional drainage system	5.6.1 Continue recurring meetings between City, BOR, TCID and other stakeholders.		Meetings and discussions are continuing
	5.6.2 Adopt a Storm Drainage Master Plan for the City of Fernley.		
5.7 Work with the Fernley Chamber of Commerce, in conjunction with Economic Development Authority of Western Nevada (EDAWN), Northern Nevada Development Authority (NND), and Western Nevada Development District (WNDD) to develop an economic development strategy	5.7.1 Continue attending and being an active participant in all regional workshops and conferences on economic development.		Mayor and Council attended NNDA's Annual Economic Roundup in October 2021. The Mayor is an active member of NNDA, EDAWN, and WNDD.
	5.7.2 Schedule recurring Economic Development meetings with Fernley Chamber of Commerce (FCC).		CMO staff and Fernley Chamber meet to discuss Economic Development and Main Street Program.
	5.7.3 Continue working toward the downtown revitalization to aid in economic development.		CMO staff and Fernley Chamber meet to discuss Economic Development Main Street Program. The Main Street Program may offer funding opportunities. Staff will submit a CDBG application for continued Main Street Beautification and Placemaking efforts.
	5.7.4 Host an annual City of Fernley economic development roundtable with all partners.		CMO staff is in discussions with UNR to conduct an economic development strategy.
5.8 Schedule quarterly meetings with key city partners to share information and coordinate activities	5.8.1 Attend regularly scheduled meetings with established partners.		The City Manager has regularly scheduled meetings with LCSO and LCSD.
	5.8.2 Develop tailored information to share with city partners during meetings.		
	5.8.3 Establish new partnerships as opportunities arise.		CMO staff has partnered with LCHS for Senior Citizen Advisory Committee to share information.
	5.8.4 Host an annual partner roundtable with city staff and community partners.		
5.9 Evaluate the potential benefit of developing various public-private partnerships	5.9.1 Continual review of current/past public-private partnerships for lessons learned and improvements.		
	5.9.2 Pursue partnerships that aid in economic recovery of the city and local businesses and support the City's goals.		
	5.9.3 Consider regional or quad county partnerships for building upon what the city has to offer.		
	5.9.4 Does the partnership enhance the city's mission, goals and objectives.		

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

Strategy	Action Item	FY21	Notes
6.1 Assess community service gaps and plan for desired improvements	6.1.1 Continually collect quantitative information on effectiveness of community services.		
	6.1.2 Continue building partnerships with service providers across the county and state.		
	6.1.4 Continually review development applications on how they will effect city services.		
6.2 Assess gaps in organization capacity required to fulfill the City's mission	6.2.1 Continually review the organizational structure against the current and projected workload associated with growth.		
	6.2.2 Conduct Council directed efficiency study.		An efficiency study was completed for the development review process. A study will begin for the Fernley Municipal Court and the City Attorney's office in December 2021.
	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.		
	6.2.4 Coordinate with the Lyon County Sheriff's Office to review the need for additional police protection on an annual basis.		
6.3 Attract and retain competent, knowledgeable s	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.		
	6.3.3 Continue with programs that reward and encourage employee growth and performance, such as Tuition Assistance.		Professional development is important. Training is discussed during evaluations, and we have a tracking system to identify training that has been completed. The City offers tuition assistance for classes relevant to staff job.
	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.		
6.4 Be current on policies and compliant with State and Federal laws	6.4.1 Maintain subscription to updates from Nevada Legislative Information System (NLIS).		
	6.4.2 Ensure staff members are subscribed to professional organizations for receiving updates in changes to law effecting their area of expertise.		
	6.4.3 Ensure HR is subscribed to Department of Labor (DOL) for updates on employment laws.		Employment Law updates and case review is provided through POOL Pact and distributed through releases. SHRM updates received regularly.
	6.4.4 Maintain recurring meetings with contract attorneys and legislative consultants.		Lobbyists provide information as needed throughout regular legislative session. Currently tracking special legislative session. Keeping up-to-date regarding Federal Legislation.

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

Strategy	Action Item	FY21 Progress	Notes
7.1 Explore the implementation of development impact fees to ensure new development is beneficial to the city	7.1.1 Coordinate internally to determine staff roles and responsibilities regarding implementing and managing an Impact fee program.		
	7.1.2 Council decision regarding moving forward on an impact fee program.		Proposal to be presented to Council in December 2020
	7.1.3 Determine if external resources will be required to establish and operate an impact fee program.		

	7.1.4 Determine path forward for creating a Capital Improvement Board as required by statute.		
7.2 Evaluate funding strategies for maintenance of city roads	7.2.1 Commit Regional Transportation Commission and Regional Construction Tax funds for improvements of surface streets.		
	7.2.2 Determine high dollar projects/improvements that are priority.		
	7.2.3 Bonding for high dollar improvements; use of diesel tax for payments; determine affordability.		
	7.2.4 Work with JNA consultants when bonding is required and once projects are known and negotiated.		
	7.2.5 Payoff city hall to allow for higher bonding amounts.		City Hall paid off July 2021.
7.3 Maintain sewer and water use fees sufficient to fund current operations and future improvements.	7.3.1 Complete 2021 Utility rate Study.		
	7.3.2 Continue fee adjustments per rate study findings.		
7.4 Identify additional revenue streams	7.4.1 Evaluate special assessment districts.		
	7.4.2 Evaluate user fees for enterprise type activities (storm drains).		
	7.4.3 Evaluate Redevelopment Agency tax increment funding.		
	7.4.4 Evaluate fee increases for parks and dog licenses.		
7.5 Participate in the legislative process regarding state tax structure	7.5.1 Continue subscribing to legislative updates for situational awareness.		
	7.5.2 Continue recurring engagement with legislative consultant to gain additional insight into possible legislation.		
	7.5.3 Submit Council Resolutions to the legislation supporting or opposing changes to the state's tax structure.		
	7.5.4 Continue monitoring tax revenue to the city via the various streams.		