



## STRATEGIC PLAN

Fiscal Year 2013-18

November 26, 2012

**VISION:** Be the city of choice for residents, businesses, and visitors.

**MISSION:** By establishing financial stability and an effective work environment, the City of Sparks provides a safe environment, economic development, special events, cost-effective sustainable services, and opportunities for citizen involvement.



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Mayor Geno Martini

Council members: Julia Ratti, Ward 1; Ed Lawson, Ward 2; Ron Smith, Ward 3; Mike Carrigan, Ward 4; Ron Schmitt, Ward 5  
City Attorney Chet Adams; Municipal Judges: Judge Barbara McCarthy; and Judge Jim Spoo;  
Shaun Carey, City Manager; Steve Driscoll, Assistant City Manager; Neil Krutz, Deputy City Manager for Community Services;  
Andy Flock, Fire Chief; Tracy Domingues, Parks & Recreation Director; Steve Keefer, Police Chief; and Linda Patterson, City Clerk.



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### **CORE SERVICES**

1. Patrol
2. Emergency Services
3. Communications/Dispatch
4. Detectives
5. Signal Maintenance
6. Records
7. Buildings and Safety
8. Prevention
9. Streets Maintenance
10. Court
11. Criminal Division
12. Civil Division
13. Property and Evidence
14. Essential Training (SPD)
15. Essential Training (SFD)
16. Pavement Management
17. Parks Maintenance
18. Facility Maintenance
19. Advanced Planning
20. Capital Projects
21. Community Appearance
22. Emergency Management
23. Entitlement Review
24. Alf Sorensen
25. Special Events
26. Larry D. Johnson

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Cost Recovery Programs

City Administration

Grants

### **CORE VALUES**

*We will take the initiative to be positive and proactive in addressing problems, seeking solutions that are results oriented by:*

*Respect*

*Diversity*

*Quality*

*Leadership*

*Teamwork*

*Listening*

*Responsibility*

*Risk-Taking*

*Creativity*

*Innovation*

### **CUSTOMER SERVICE VALUES:**

#### **THE 3 P'S**

*Interactions will be Polite, Professional and Performed consistent with the city's Strategic Plan.*

### **COMMITMENT**

*We will meet our commitments to our citizens.*

### **DIVERSITY**

*We will create an organizational culture that respects and values individual and group differences and encourages the productive potential of every employee.*



## **Strategic Goals and Fiscal Year 2011-2012 Objectives**

The Vision and Mission are supported by two core goals: Financial Stability and Employee Relations and five Strategic Goals representing community well-being, sustained growth and engagement

### **A) Financial Stability: Maintain fiscal policies to ensure a prosperous, sustainable city.**

*Core Services supporting this Strategic Goal: City Administration*

*Our FY 12/13 Citywide Objectives:*

- i) Strengthen and stabilize the city's financial position for sustainability and a balanced budget.
- ii) Establish performance-based spending priorities based on the city's Core Services.
- iii) Develop a three year General Fund budget model, including at least three levels of revenue projections.
- iv) Continue efforts to create a financially sustainable health care plan.

### **B) Employee Relations: Provide a successful and efficient work environment.**

*Core Services supporting this Strategic Goal: City Administration*

*Our FY 12/13 Citywide Objectives:*

- i) Improve overall workplace satisfaction by providing a working environment that encourages resourcefulness, appreciation and openness, where employees feel safe in expressing concerns.
- ii) Focus on employee retention through career development and succession planning to transfer institutional knowledge and skills throughout the organization.
- iii) Build trust, respect and meaningful, effective communication between and among departments.



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### **1. Promote the safety of our residents, businesses and visitors.**

*Core Services supporting this Strategic Goal: 1, 2, 3, 4, 6, 8, 10, 11, 12, 13, 14 and 15*

*Our FY 12/13 Citywide Objectives:*

- 1.1. Increase Police Services with personnel and technology to respond, investigate, prevent, and decrease crime.
- 1.2. Advance the Fire Department's Business Plan goals and seek opportunities to increase business inspection frequencies and plan check turnaround times via increases in personnel and technology resources to improve service levels.
- 1.3. Maintain legal representation to the City of Sparks with civil, criminal and victim advocate support to enhance and assist the Police Services objective.
- 1.4. Maintain supervision and enforcement of all court orders.
- 1.5. Support the Truckee River Flood Management Authority components as well as break ground on the North Truckee Drain project.
- 1.6. The city's Emergency Management Team will address disasters as they relate to preparedness, response, mitigations, recovery of events through the use of Incident Command System (ICS) and National Incident Management System (NIMS) standards.

### **2. Explore and promote opportunities for economic development and special events.**

*Core Services supporting this Strategic Goal: 19, 25 and City Administration*

*Our FY 12/13 Citywide Objectives:*

- 2.1. Retain and expand existing companies and jobs through proactive outreach to employers in coordination with EDAWN.
- 2.2. Actively engage in regional economic development collaboration, specifically WNDD efforts.
- 2.3. Maintain the special events calendar and pursue special event producers to produce their events in the City of Sparks, based on available resources.
- 2.4. Increase advertising to gain public brand awareness.
- 2.5. Increase the economic viability of Victorian Square by updating the infrastructure to include year-round events and promoting development in commercial areas, pending a review of the funding sources and needs.
- 2.6. Complete and begin initial implementation of Comprehensive Plan.



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### **3. Manage resources to keep pace with technology, infrastructure, and sustainability needs.**

*Core Services supporting this Strategic Goal: 5, 7, 9, 16, 17, 18, 20, 21, 22, and 23*

*Our FY 12/13 Citywide Objectives:*

- 3.1. Develop/maintain the technology framework to replace current hardware and software within the city and seek technology solutions in support of city operations.
- 3.2. Manage and benchmark the city's infrastructure maintenance programs (building facilities, parks, roads, sanitary sewer, and storm drains) to gain efficiency and understanding of proportional responsibilities.
- 3.3. Utilize energy conservation and generation sources as funding opportunity allows.
- 3.4. Develop an Asset Management Plan for TMWRF to address the future technology and system upgrades needed.
- 3.5. Operate the city's traffic control system efficiently and safely by maintaining federally mandated safety standards, which are currently in place.

### **4. Encourage our citizens to interact with their city government and build strong alliances with other government entities.**

*Core Services supporting this Strategic Goal: City Administration*

*Our FY 12/13 Citywide Objectives:*

- 4.1. Maintain support for the interaction, encouragement, and solicitation of volunteers with Citizen Groups.
- 4.2. Initiate and advance state strategic alliances to improve funding and resource opportunities.
- 4.3. Initiate and advance federal strategic alliances to improve funding and resource opportunities.



**5. Improve and promote quality of life in the City of Sparks.**

*Core Services supporting this Strategic Goal: 17, 24, and 26*

**Quality of Life defined:** The term quality of life is used to evaluate the general well being of individuals and societies. Standard indicators of the quality of life include not only wealth and employment, but also the built environment, physical and mental health, education, and recreation and leisure, and social belonging.<sup>1</sup>

*Our FY 12/13 Citywide Objectives:*

- 5.1. Pursue revenue to maintain, support, and enhance recreation opportunities.
- 5.2. Develop and implement a Park Maintenance and Safety Plan to avoid further decline.
- 5.3. Rebuild budget to support recreational services or activities (FY 12-13).
- 5.4. Engage the community on the benefits of Parks and Recreation in Sparks and its relationship with other city-wide services (i.e., after school juvenile delinquency, fire starter prevention program, etc.).

<sup>1</sup> From Wikipedia and Gregory, Derek; Johnson, Ron; Pratt, Geraldine et al., eds. (June 2009). "Quality of Life." Dictionary of Human Geography (5<sup>TH</sup> ed.) Oxford: Wile-Blackwell. ISBN 987-1-4051-3287-9.