

**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.



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;  
Steve Driscoll, City Manager; Neil Krutz, Deputy City Manager for Community Services; Jeff Cronk, Financial Services Director;  
Tom Garrison, Fire Chief; Tracy Domingues, Parks & Recreation Director; and Brian Allen, Police Chief.

**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 2016-2021 Objectives**

The Vision and Mission statements are supported by six Goals: Fiscal Stability, Employee Relations, Infrastructure and Technology, Public Safety, Economic Development and Citizen Engagement.

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

*Core Services supporting this Strategic Goal: City Administration*

*Our FY 16/21 Citywide Objectives:*

- 1.1 Maintain positive cash balances within each Fund throughout FY16.
- 1.2 Achieve balanced spending within the General Fund by 1) allocating no more than 80% of revenues to personnel costs; and 2) transferring resources from the General Fund to the Capital Projects Fund equal to at least 2.5% of General Fund revenues in FY16.
- 1.3 During FY16, establish a strategy to reduce the City's Other Post Employment Benefit (OPEB) and Heart/Lung/Cancer liabilities being implemented after FY16.
- 1.4 Formulate a fee policy and pricing structure guiding the implementation of recreation programs and events by 2016.

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

*Core Services supporting this Strategic Goal: City Administration*

*Our FY 16/21 Citywide Objectives:*

- 2.1 Develop an effective process for performance feedback and career support by 2016.
- 2.2 Develop a program for succession planning allowing for the safekeeping of institutional knowledge addressing information transfer, training and certification needs by 2020.
- 2.3 Develop an interactive information system to support an informed and participative employee population by 2016.

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

*Core Services supporting this Strategic Goal: 5, 7, 9, 16, 17, 18, 19, 20, 21, 23, 24, 26 and City Administration*

*Our FY 16/21 Citywide Objectives:*

- 3.1 Complete an update of the city's Comprehensive Plan by FY17.
- 3.2 Identify long term wastewater nutrient removal technologies and plan for their implementation in the FY16-21 TMWRF CIP.
- 3.3 Determine the technology needs of the City and incorporate the approved needs into the 5 year CIP starting by FY16.
- 3.4 Create a citywide asset management inventory by FY20.
- 3.5 Develop business plans for major Parks and Recreation facilities by 2021.

**4) Public Safety: 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, 15 and 22*

*Our FY 16/21 Citywide Objectives:*

- 4.1 Evaluate future city needs to maintain service and response standards.
- 4.2 Improve safety through prevention activities.
- 4.3 Define citywide standards supporting response and prevention functions.
- 4.4 Support the Truckee River Flood Management Authority components and complete phase 3 of the North Truckee Drain Project by 2021.

**5) Economic Development: Explore and promote opportunities for economic development and special events.**

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

*Our FY 16/21 Citywide Objectives:*

- 5.1 Actively engage in the Smarter Regions regional summits thru 2016.
- 5.2 Capitalize on events elevating the visibility of Sparks as a tourism destination through the creation of a marketing/promotion plan by 2017.
- 5.3 Increase the viability of our visitor-based locations through the creation of an asset preservation fund by 2017.
- 5.4 Create commercial and industrial development incentives by 2017.

**6) Citizen Engagement: Encourage our stakeholders to interact with their city government and build strong alliances with other government entities.**

*Core Services supporting this Strategic Goal: City Administration*

*Our FY 16/21 Citywide Objectives:*

- 6.1 Identify and create an inventory of community stakeholders and hold at least one specific event with each community by 2017.
- 6.2 Define customer service standards by 2016.
- 6.3 Expand Spotlight on Sparks to include Federal and State points of view and topics by 2017.



**FY 16/21 Performance Measures – Citywide**

	<i>TRENDING FAVORABLY = The resources being utilized in the development or completion of the objective are creating favorable results. The objective’s timelines and milestones are providing the desired results.</i>
	<i>STABLE TRENDING = The resources being utilized in the development or completion of the objective are generating neither favorable nor unfavorable results. The objective’s timelines and milestones are being accomplished as planned but the desired results are not materializing or are being affected by outside influences.</i>
	<i>TRENDING UNFAVORABLY = The resources being utilized in the development or completion of the objective are perceived as having unfavorable results. The objective’s timelines and milestones are not providing the desired results or the results are being negatively affected by outside influences.</i>

Goal	Goal Statement	Trend
<b>1. Fiscal Stability: Maintain fiscal policies to ensure a prosperous, sustainable city.</b>		<b>Favorable</b>
Core Service	City Administration	Favorable
<b>2. Employee Relations: Provide a successful and efficient work environment.</b>		<b>Stable</b>
Core Service	City Administration	Stable
<b>3. Infrastructure and Technology: Manage resources to keep pace with technology, infrastructure and sustainability needs.</b>		<b>Unfavorable</b>
Core Service 5	Signal Maintenance	Stable
Core Service 7	Buildings and Safety	Unfavorable
Core Service 9	Streets Maintenance	Stable
Core Service 16	Pavement Management	Stable
Core Service 17	Parks Maintenance	Unfavorable
Core Service 18	Facility Maintenance	Unfavorable
Core Service 19	Advanced Planning	Favorable
Core Service 20	Capital Projects	Stable
Core Service 21	Community Appearance	Unfavorable
Core Service 23	Entitlement Review	Stable
Core Service 24	Alf Sorensen	Stable
Core Service 26	Larry D. Johnson	Stable
Core Service	City Administration	Stable



Goal	Goal Statement	Trend
<b>4. Public Safety: Promote the safety of our residents, businesses and visitors.</b>		<b>Stable</b>
Core Service 1	Patrol	Stable
Core Service 2	Emergency Services	Stable
Core Service 3	Communications/Dispatch	Stable
Core Service 4	Detectives	Stable
Core Service 6	Records	Stable
Core Service 8	Prevention	Unfavorable
Core Service 10	Court	
Core Service 11	Criminal Division	Stable
Core Service 12	Civil Division	Favorable
Core Service 13	Property and Evidence	Favorable
Core Service 14	Essential Training – SPD	Stable
Core Service 15	Essential Training -- SFD	N/A
Core Service 22	Emergency Management	Stable
Core Service	City Administration	Stable
<b>5. Economic Development: Explore and promote opportunities for economic development and special events.</b>		<b>Stable</b>
Core Service 19	Advanced Planning	Favorable
Core Service 25	Special Events	Favorable
Core Service	City Administration	Stable
<b>6. Citizen Engagement: Encourage our stakeholders to interact with their city government and build strong alliances with other government entities.</b>		<b>Unfavorable</b>
Core Service 25	Special Events	Favorable
Core Service	City Administration	Unfavorable