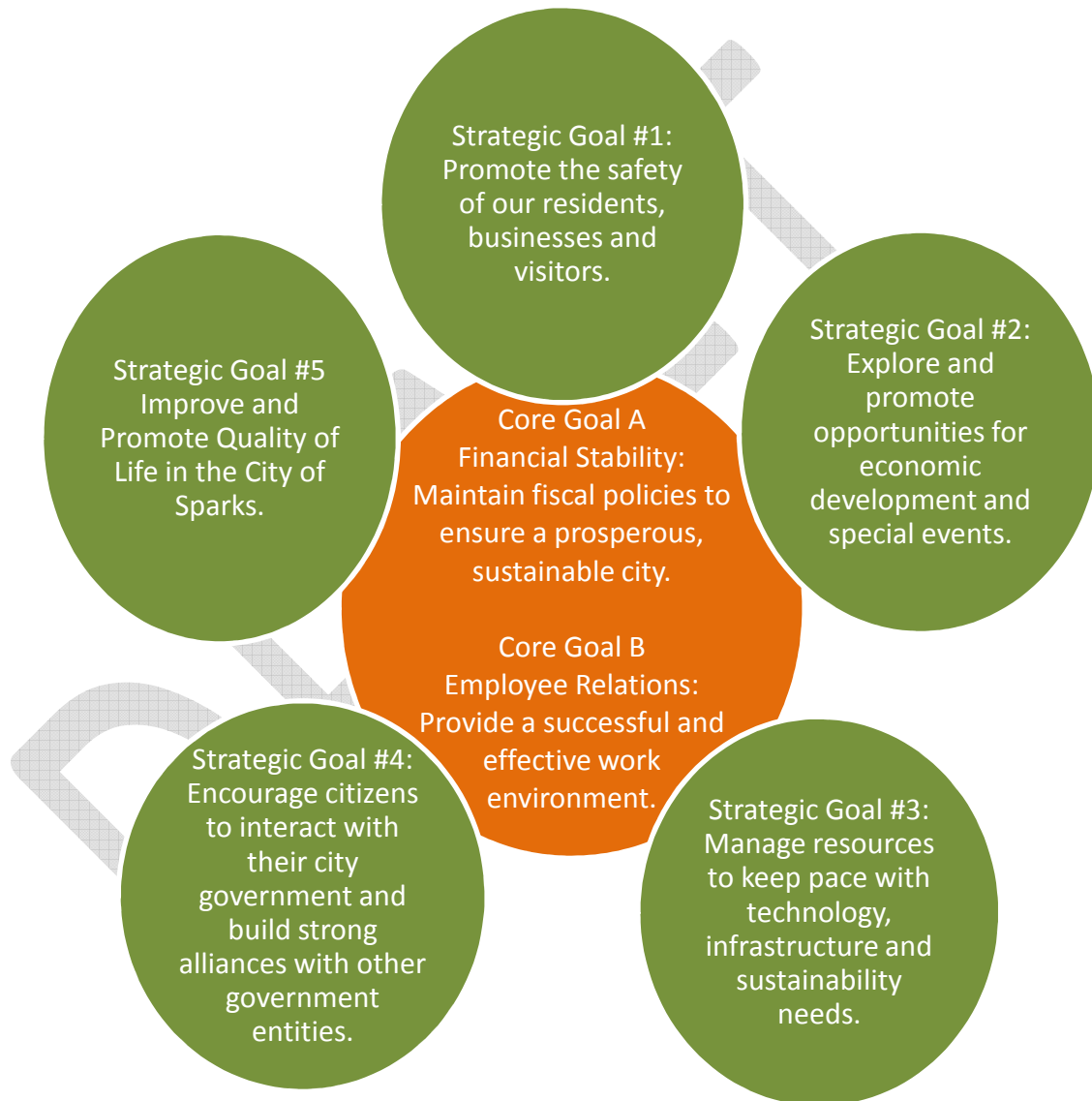


VISION: Be the city of choice for residents, businesses, and visitors.

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;

Shaun Carey, City Manager; Steve Driscoll, Assistant City Manager; Neil Krutz, Deputy City Manager for Community Services;

Tom Garrison, Fire Chief; Tracy Domingues, Parks & Recreation Director; Brian Allen, Police Chief; and Teresa Gardner, City Clerk.

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
-
- 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 2012-2013 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~~ *Continue to evaluate the use of (*)* performance-based spending priorities based on the city's Core Services.
- iii) ~~Develop~~ *Maintain* 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~~ *Maintain focus on building* trust, respect and meaningful, effective communication between and among departments.

(*) *Proposed changes*

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~~ *Innovate* 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.
- 1.7. *Continue efforts to amend the Franchise agreement for REMSA.*

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, *through the Smarter Regions Initiative*, specifically WNDD and Business Visitation efforts.
- 2.3. ~~Maintain~~ *Grow* the special events calendar *to capture new community events* 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.

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 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 and opportunity allows.
- 3.4. ~~Develop an~~ Utilize the 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 maintain 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.¹

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.).
- 5.5. Prioritize the implementation of the Parks and Recreation Master Plan.

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

FY 12/13 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
Core Goal A	Financial Stability: Maintain fiscal policies to ensure a prosperous, sustainable city.	Favorable
Core Goal B	Employee Relations: Provide a successful and efficient work environment.	Stable
Strategic Goal 1	Promote the safety of our residents, businesses and visitors.	Stable
Strategic Goal 2	Explore and promote opportunities for economic development and special events.	Stable
Strategic Goal 3	Manage resources to keep pace with technology, infrastructure, and sustainability needs.	Unfavorable
Strategic Goal 4	Encourage our citizens to interact with their city government and build strong alliances with other government entities.	Stable
Strategic Goal 5	Improve and promote quality of life in the City of Sparks.	Unfavorable