

City of Reno Strategic Planning Workshop

October 29, 2025



Today's Agenda & Objectives

- 1 Summarize insights from the past few months
- 2 Select and build consensus around Reno's strategic focus areas

Council's Expectations

- Not expecting massive changes to focus or work areas
- Focus on root causes
- Be more measurable
- Use the plan more actively
- Report regularly on status

Why Do Governments Do Strategic Planning?

Sets a shared mission and direction for the community

Prioritizes limited resources for the greatest public impact

Aligns City operations and Council policy direction

Improves decision-making and accountability

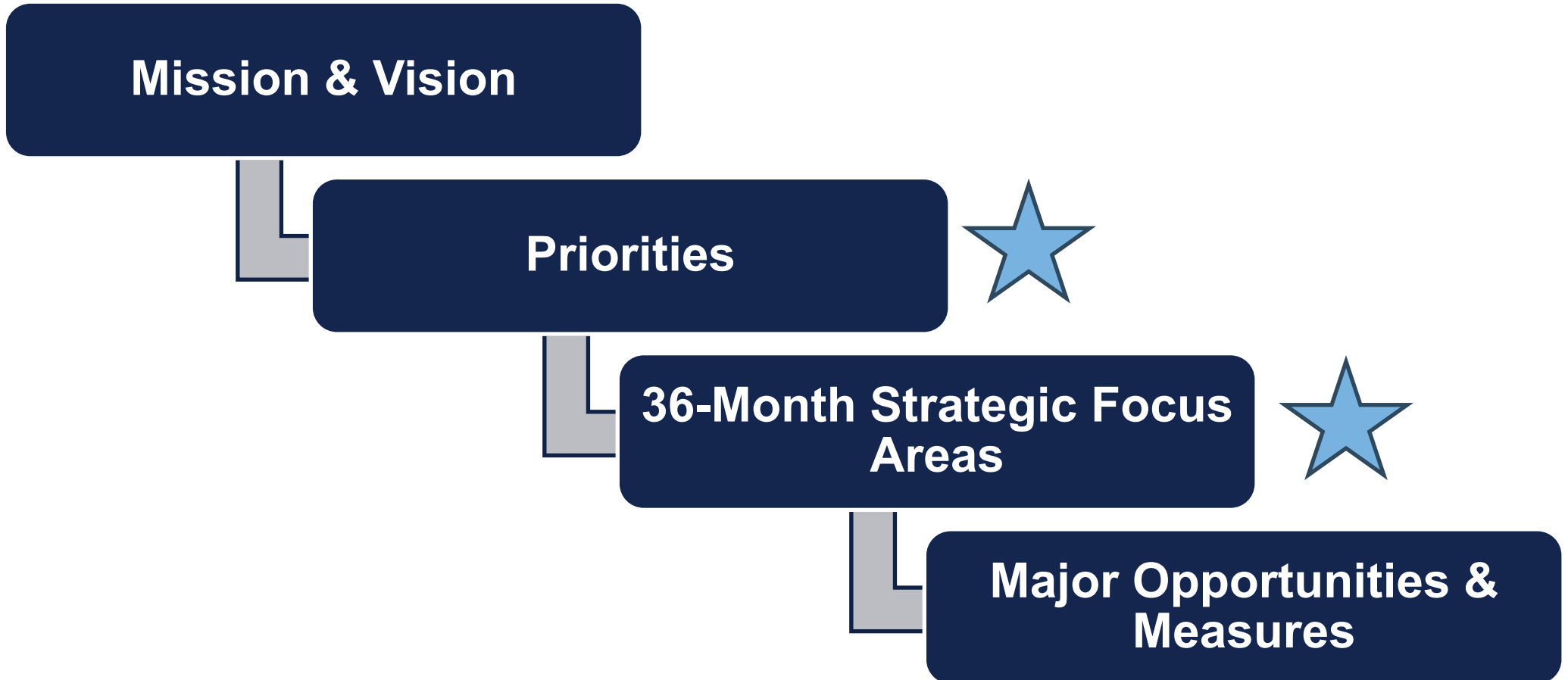
Builds trust through transparency and measurable results

Encourages innovation and continuous improvement

What's Driving Reno's Strategic Planning Now?



Orienting our Approach



Planning Process Overview



**Gain
Insights**

*March -
October*



**Agree to
Focus
Areas**

October 29



**Draft
Plan**

*November -
December*



**Refine
Plan**

*January -
February*



**Adopt &
Share!**

Spring 2026

Insights Process

- Held interviews (Council, community, staff)
- Assessed operational and community data
- Reviewed community survey data

Strengths – maintain/build up

- Arts, culture, and historic programming and assets
- Breadth of recreational programs and special events
- Active investment in downtown through partnerships with DRP, RSVCA, RTC, & RDA
- City staff – friendly, customer service-focused
- Housing support and development activities
- Streamlined service request processes
- Public safety personnel training

Opportunities – invest/maximize

- Regional collaboration and alignment of resources (fire, dispatch, parks, etc.)
- Reform to capital maintenance and improvement planning process and funding sources
- Parks service plan / district
- Focus on proactive crime prevention and community relations
- Investment in technology and system modernization
- Continue to increase transparency and trust with our community

Weaknesses – shore up/address

- Deferred maintenance backlog (e.g. facilities, parks, parking lots)
- Perceptions of police services and crime prevention
- Persistent negative perceptions of downtown
- Increasing risk from outdated technology solutions
- Structural budget deficit and limited funding

Threats – mitigate/monitor

- Economic volatility (e.g. C-tax share of the general fund)
- Unfunded mandates (e.g. PERS increase, new NRS)
- Shifts in federal and state policies and priorities
- Scope creep of City services vs regional partners
- Growing expectations and demand on city services (e.g. service requests, public records, call volume)
- Nevada’s antiquated tax structure

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Insights Summary

- There is a high level of need and want in the community
- There is an increasingly high level of expectation and demand on local government services
- Some of the foundational services of government require attention
- There are external factors having outsized effects on how the City does business

Our Framework



Our Mission

Creating a community that people are proud to call home.

Our Vision

We are a thriving urban center known for our world-class colleges, vibrant culture, diverse outdoor activities, and innovative industries.

Creating a Community that People Are Proud to Call Home:

All City Services Help Us Reach the Pinnacle of Our Mission



Emergency Preparedness



Law Enforcement



Dispatch Services



Fire & Rescue Services



Code Enforcement



Traffic Signal Management



Road Maintenance



Snow Removal



Maintain Public Infrastructure



Pedestrian Infrastructure



Water & Sewer Services



Planning & Zoning



Permitting & Licensing



Regional Collaboration



Open Space Management



Public Records



Budgeting



Economic Development



Special Events



Recreational Programming



Arts & Culture Programming



Community Engagement

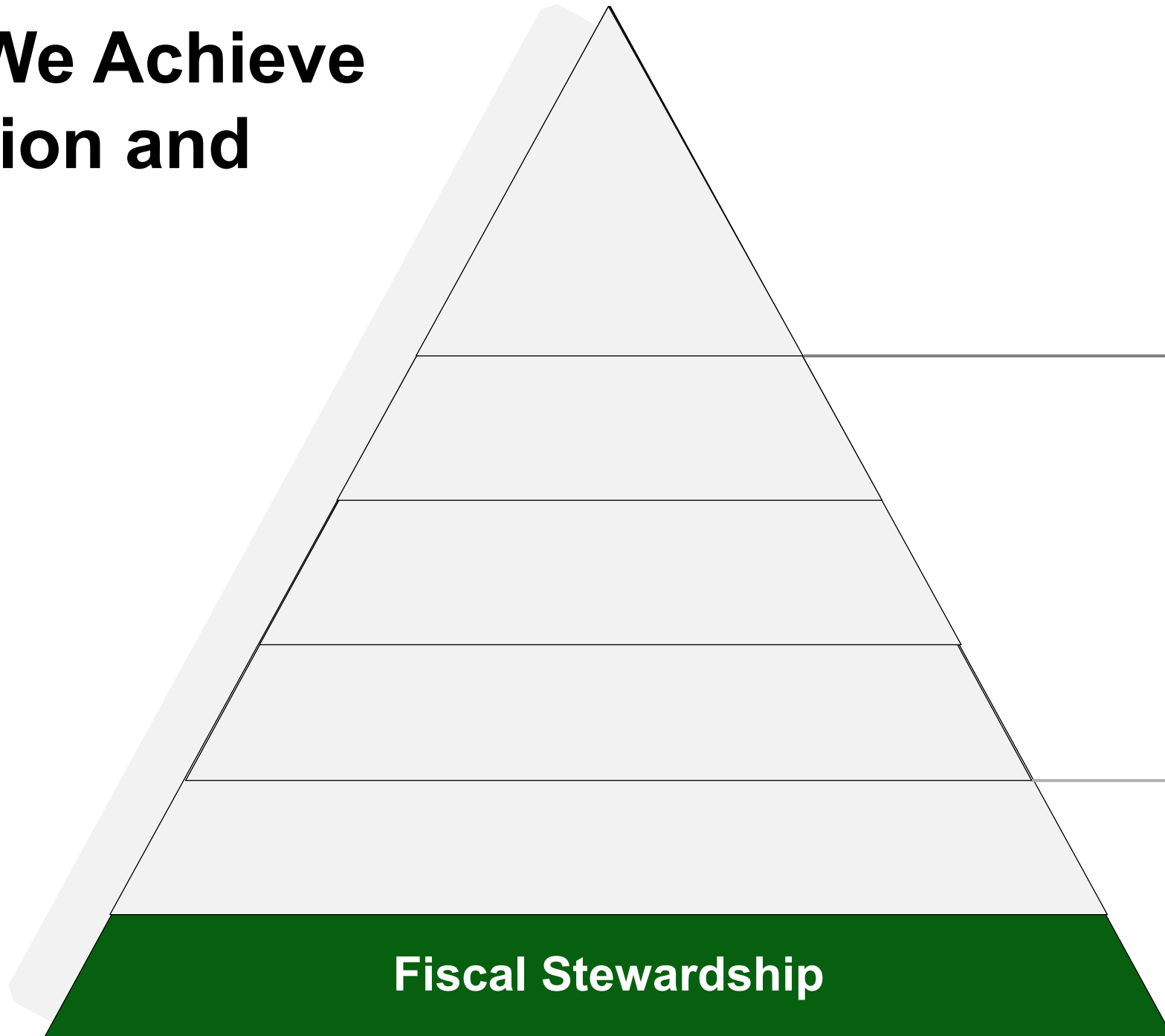


Parking Services

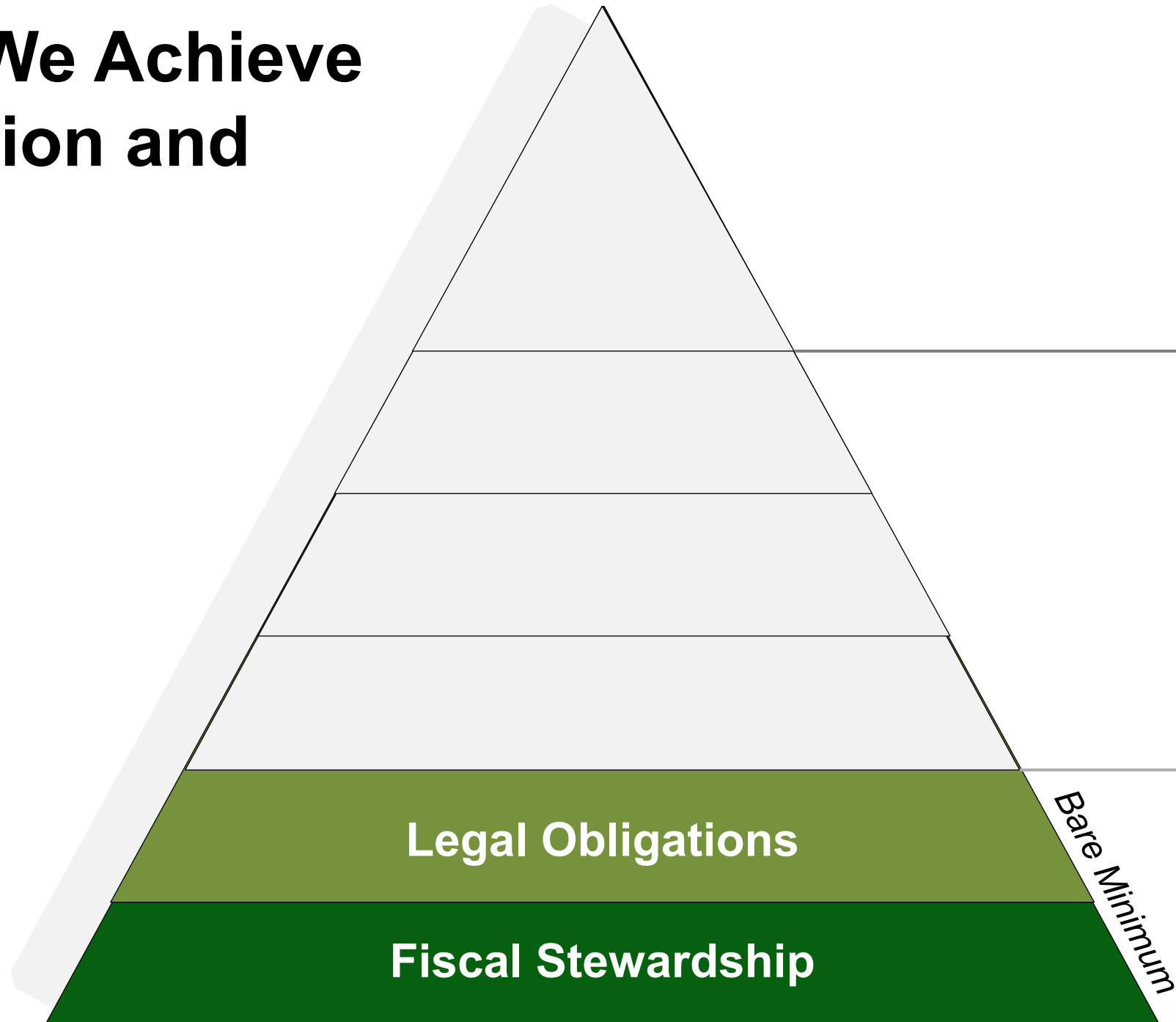


Housing Support

How do We Achieve Our Mission and Vision?



How do We Achieve Our Mission and Vision?



How do We Achieve Our Mission and Vision?



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How do We Achieve Our Mission and Vision?



How do We Achieve Our Mission and Vision?



How do We Achieve Our Mission and Vision?



How to Interpret

- Represents the City of Reno as a whole
- Levels don't have to be *fully* accomplished before moving to the next
- Work occurs on all levels simultaneously
- *Force multiplier* - each investment at one level improves the levels above it
- Each level gets us to the pinnacle



**FY27-29
Strategic
Plan**



Scope for this Strategic Plan

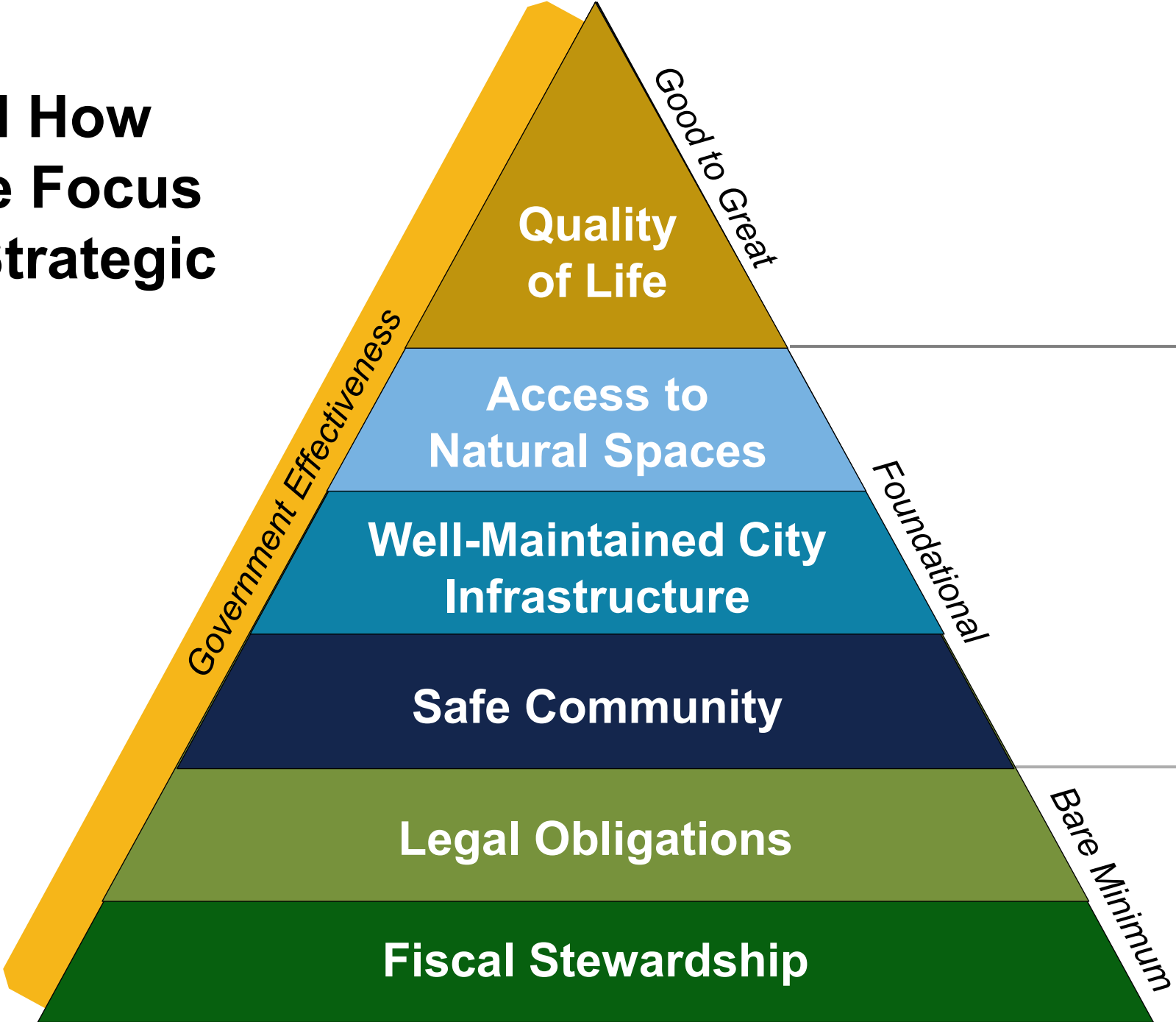
Included:

- General government services and funds
- **36-month** implementation cycle
- Strategic work that...
 - Prioritizes limited resources
 - Transforms our work in a major way
 - Minimizes risk
 - Makes a meaningful dent

Not included:

- Redevelopment Agency
- Sewer fund
- Services or projects where regional partners are the lead
- Department-level operations

Where and How Should We Focus with this Strategic Plan?



36-Month Strategic Sprint:

Hyper-focused on execution to strengthen the City's foundation



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Stabilize
(Strategic Focus)



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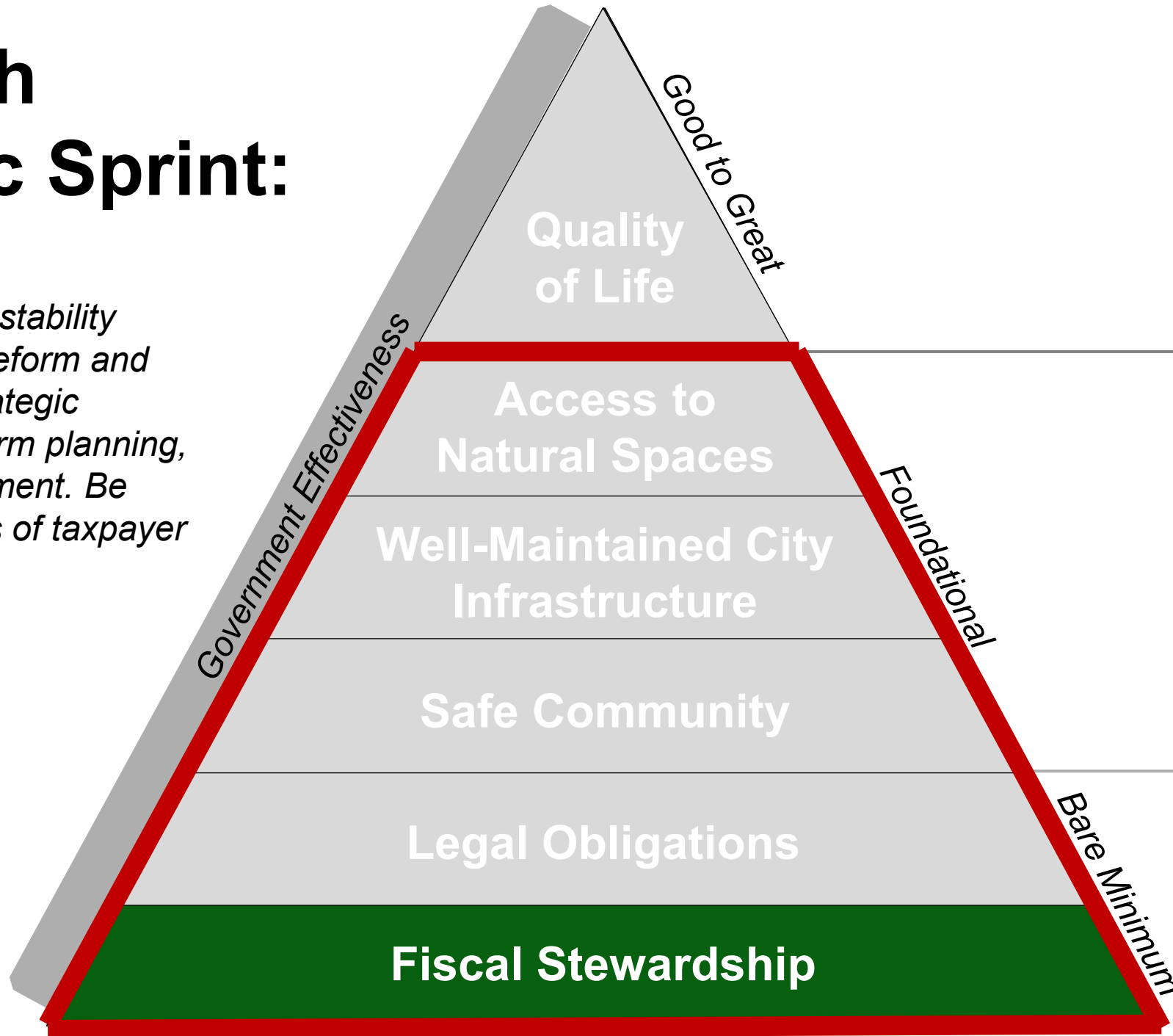


Transform
(Strategic Focus – Major opportunities that could fundamentally improve the way we provide services)

36-Month Strategic Sprint:

Definition

“Achieve financial stability through revenue reform and diversification, strategic budgeting, long-term planning, and debt management. Be excellent stewards of taxpayer dollars.”



Stabilize
(Strategic Focus)



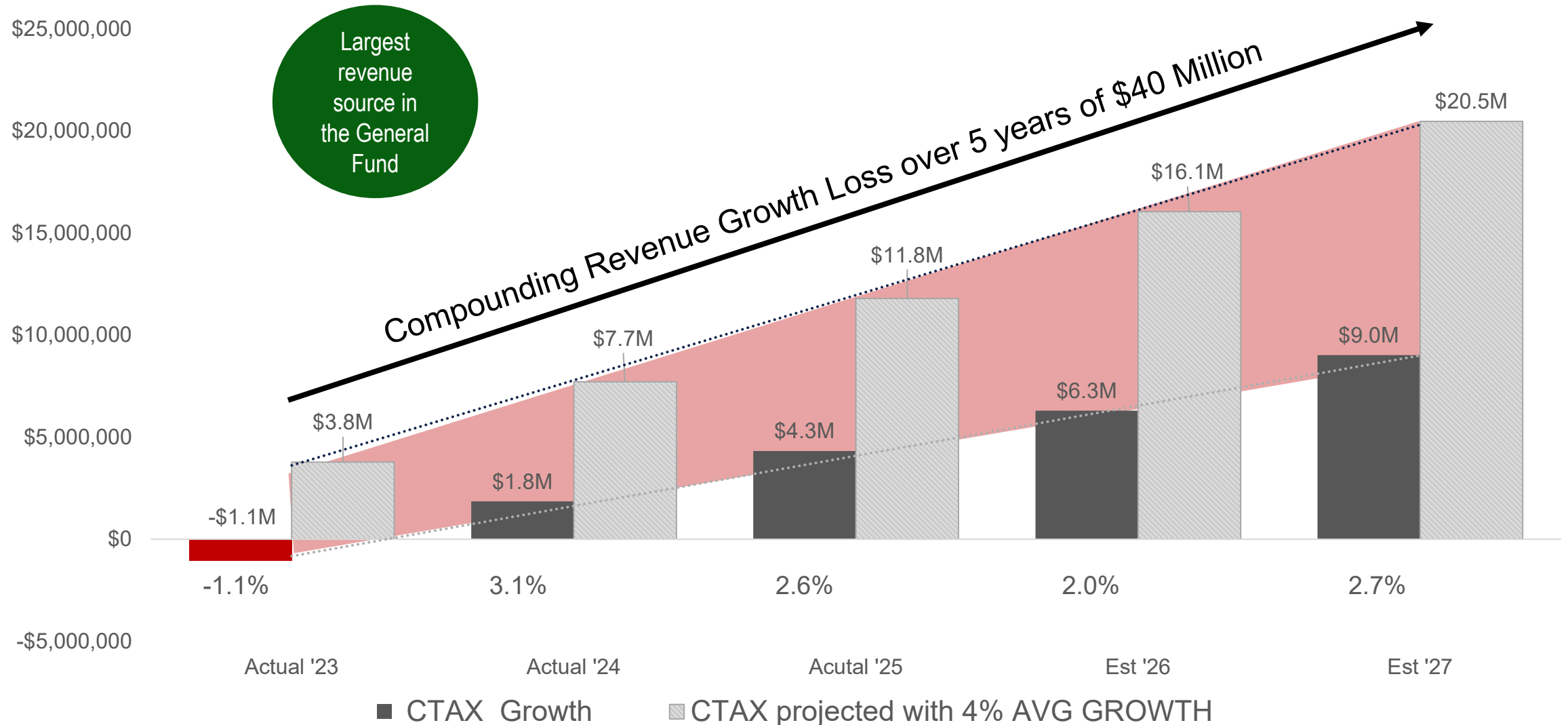
Feedback

- **Interview Themes:** Exploring new revenue sources; process improvements; minimizing debt; leveraging technology; fixing revenue sources; enhanced internal and regional collaboration/coordination.
- Dominant point of conversation
- Primary role = stewards of taxpayer dollars
- Structurally balanced budget is the goal

Challenges

- Nevada's antiquated tax formula
- Expenses outpacing revenue sources
- Compounding impacts of minimal growth in major general government sources

How Did We Get Here? Minimal Growth in C-Tax

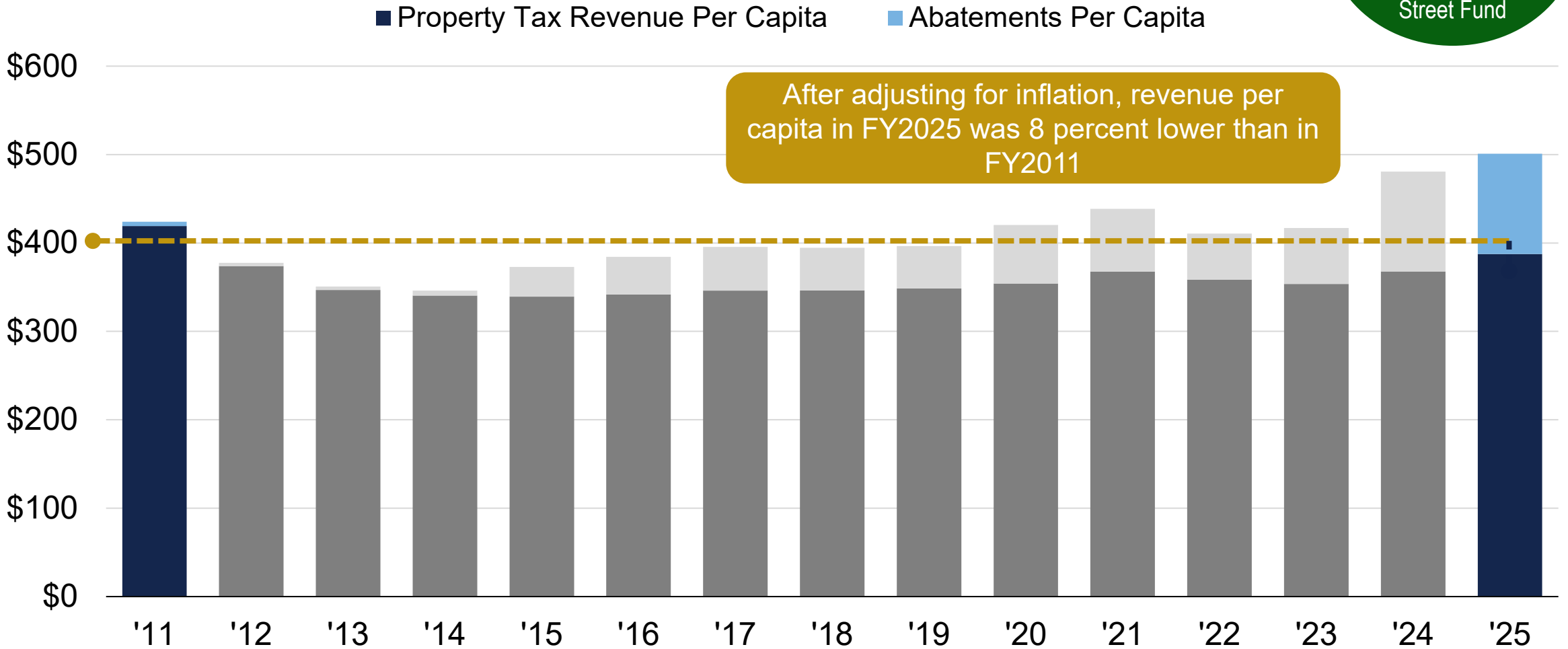


Source: City of Reno Finance Department

Property Tax Revenue – Per Capita

Second largest revenue source in the General Fund and the largest in the Street Fund

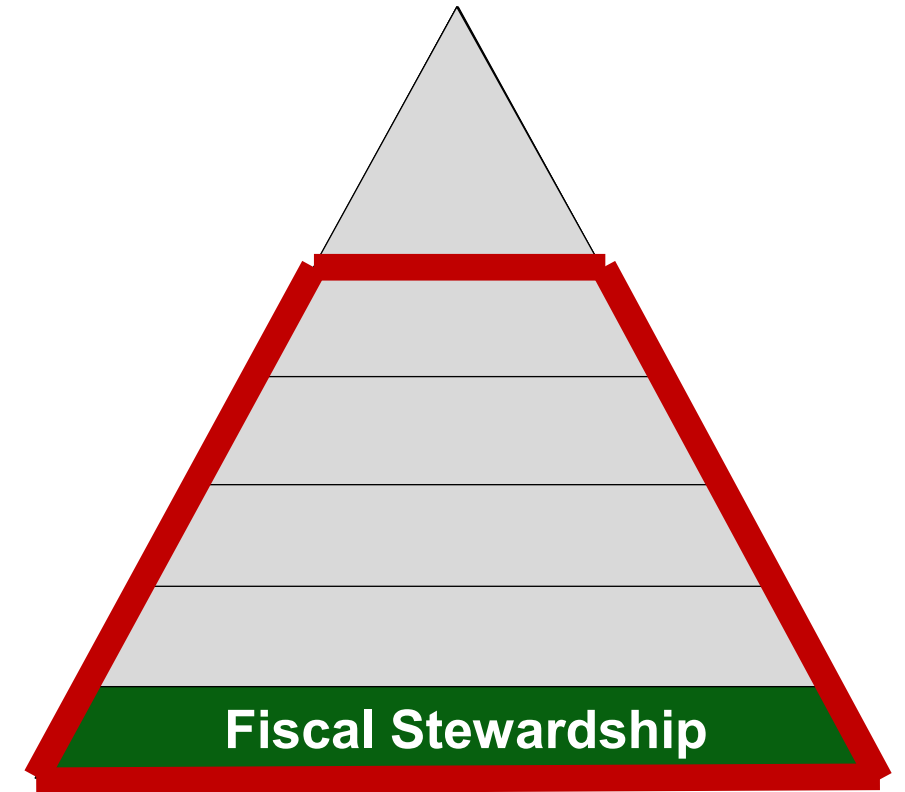
City of Reno | Inflation Adjusted



Source: Nevada Department of Taxation; Nevada Demographer; Applied Analysis. Note: Data from annual Proforma Ad Valorem Revenue Projections report may vary from actual revenues collected by the City of Reno.

Major Opportunities (Examples)

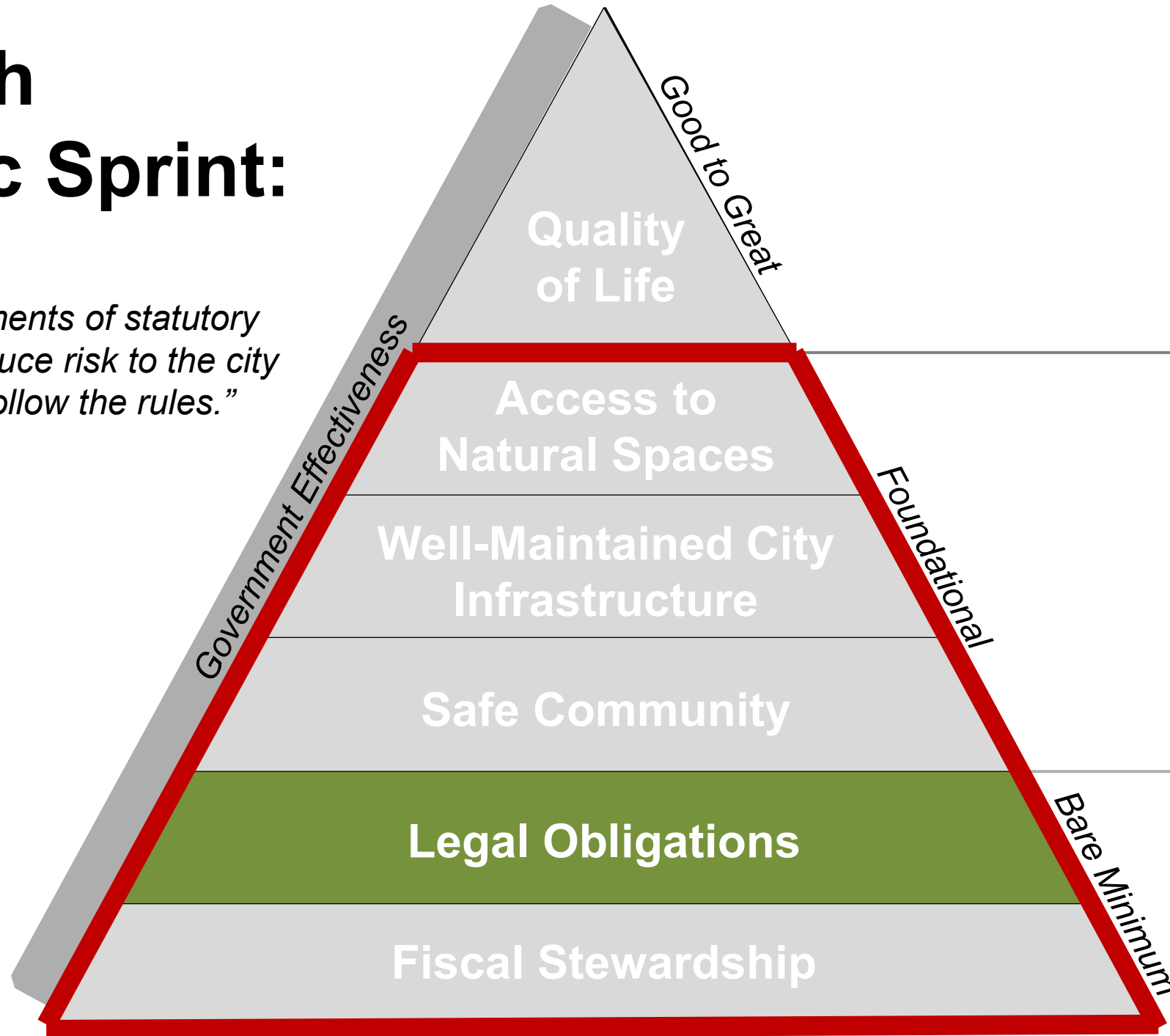
- Structurally balanced budget
- Revenue reform and diversification
- Aligning City services with provided revenue streams



36-Month Strategic Sprint:

Definition

“Meet the requirements of statutory limitations and reduce risk to the city and community. Follow the rules.”



Stabilize
(Strategic Focus)

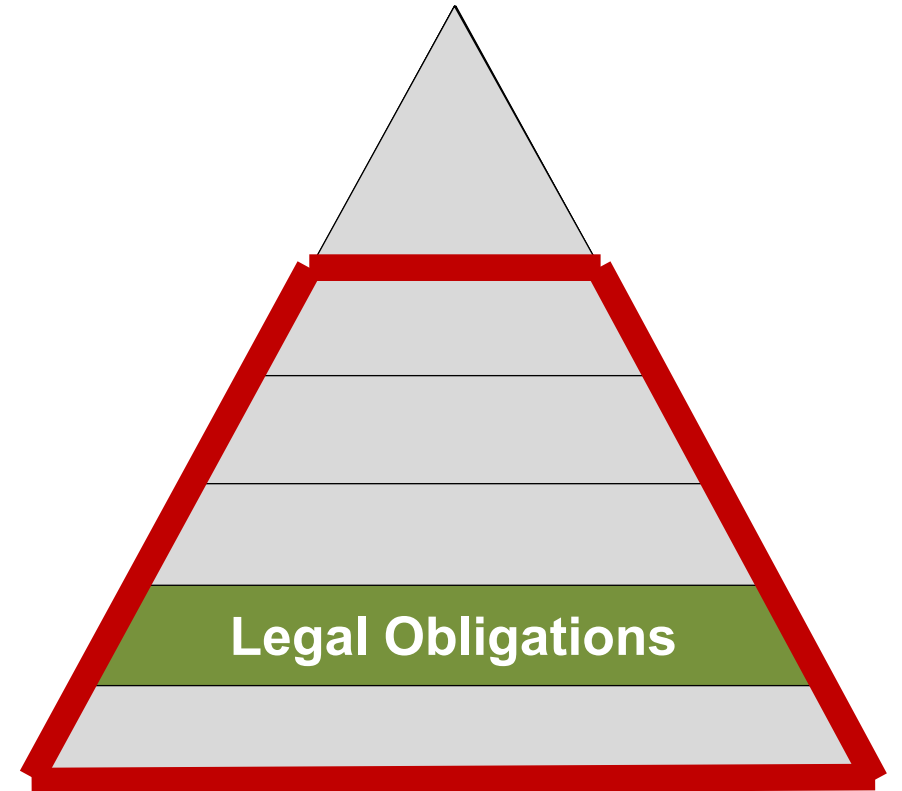
Challenges

- Dillon's Rule state
 - Limited local government power
- Obligations / Requirements
 - Local, state, and federal
- Implementing unfunded mandates
 - E.g. Language Access Plan; PERS increases



Major Opportunities (Example)

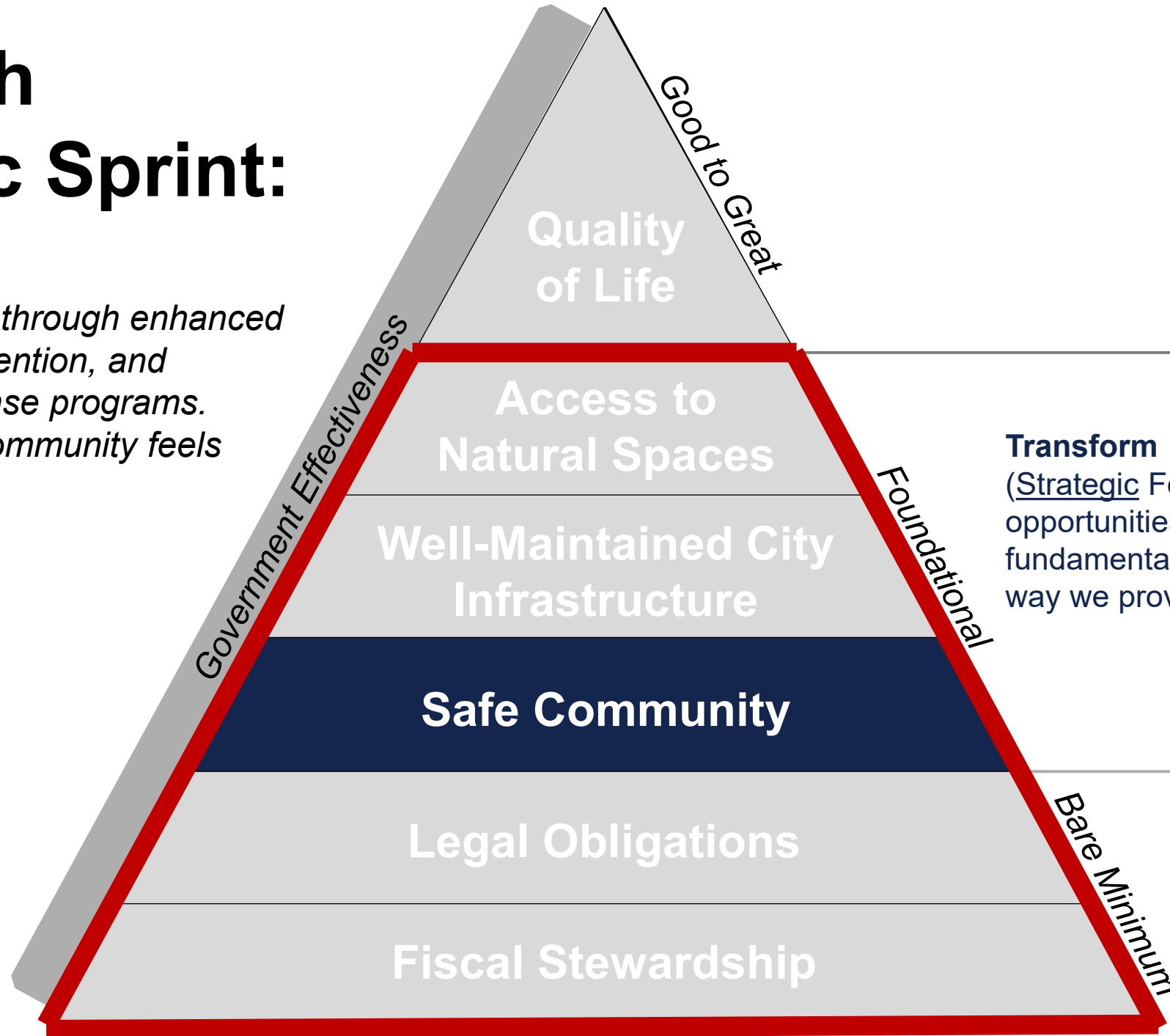
- Enterprise resource planning (ERP) software modernization



36-Month Strategic Sprint:

Definition

“Foster a safe city through enhanced public safety, prevention, and emergency response programs. Everyone in our community feels safe.”



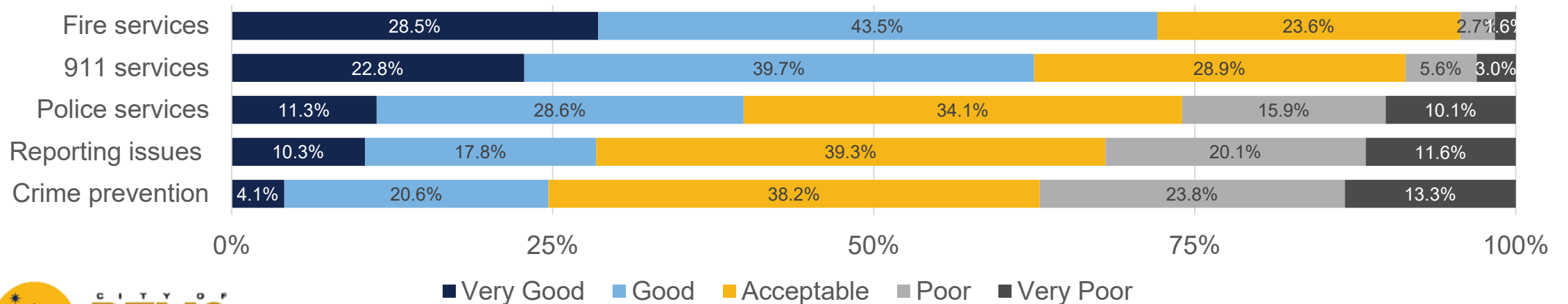
Transform

(Strategic Focus – Major opportunities that could fundamentally improve the way we provide services)

Feedback

- **Interview Themes:** Calls for more proactive and visible policing; nuisance crimes; modernized dispatch systems; fire and emergency evacuation planning protocols; better coordination among the region.
- **#1 Most Important:** Providing emergency response services like fire, dispatch, and ambulance.
- **#2 Most Important:** Providing a police presence to prevent local crime and improve neighborhood safety.

Perceptions of Quality of City Services (Public Safety)



Source: 2025 Community Survey

Challenges

- Keeping up with growth
- Limited staff capacity to be proactive
- Geography
- Regional redundancies in service delivery

Major Opportunities (Examples)

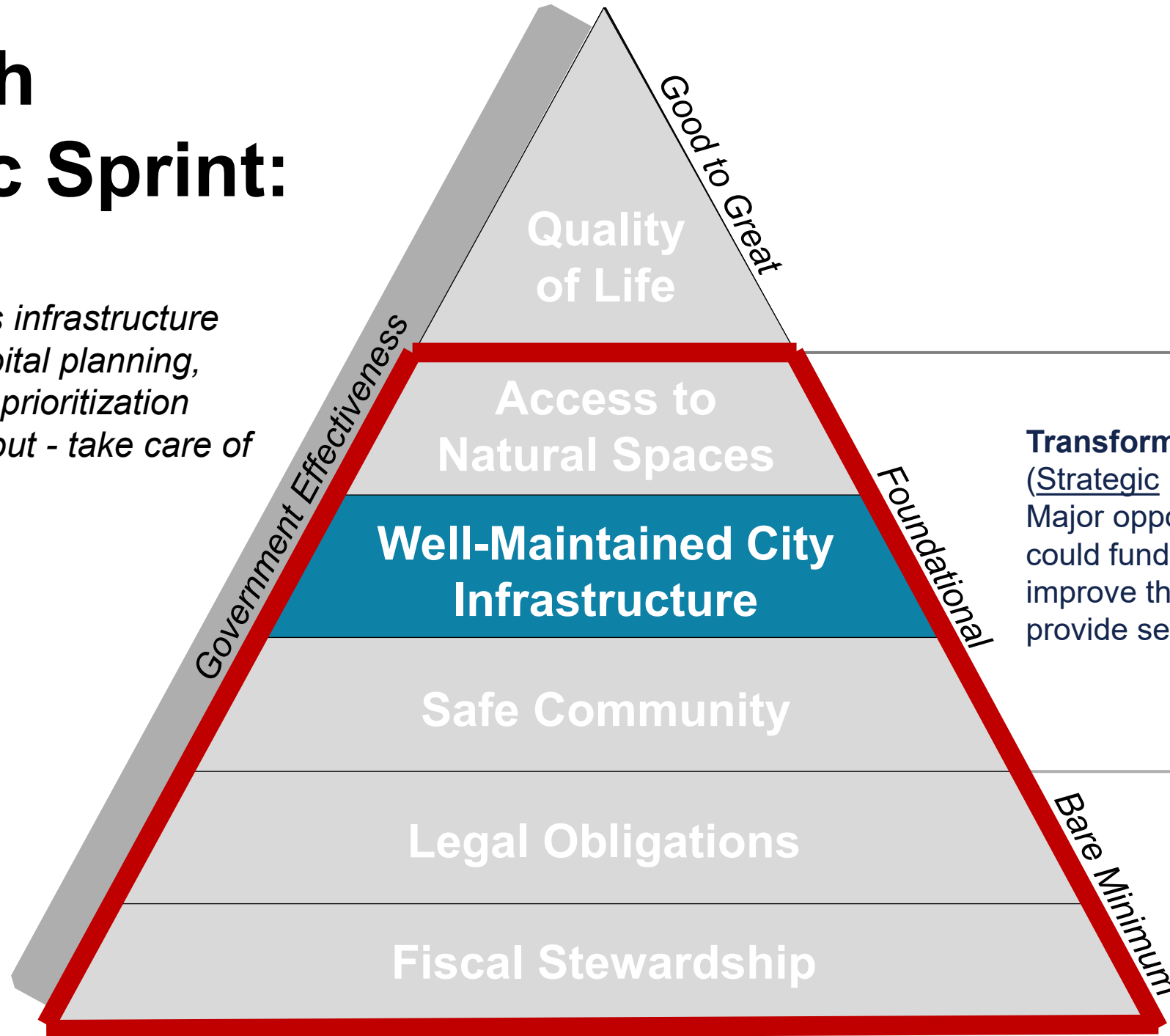
- Enhance proactive policing systems to address the full spectrum of crimes
- Fire regionalization
- Dispatch regionalization



36-Month Strategic Sprint:

Definition

“Improve the City’s infrastructure through robust capital planning, maintenance, and prioritization practices. Simply put - take care of what we own.”



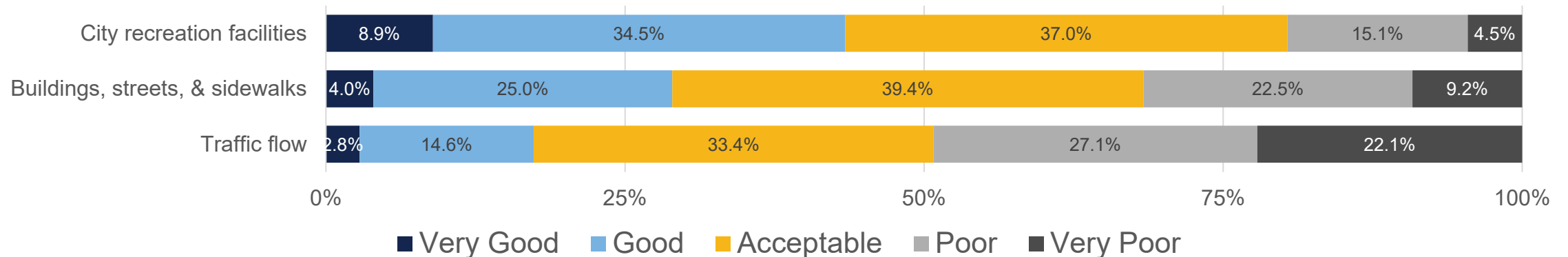
Transform

(Strategic Focus – Major opportunities that could fundamentally improve the way we provide services)

Feedback

- **Interview Themes:** Condition and quantity of public facilities; road conditions and traffic concerns; long-term funding mechanisms; green infrastructure investments.
- **#3 Most Important:** Maintaining and improving public infrastructure including buildings, streets, sewers, and sidewalks.
- **#5 Most Important:** Managing traffic flow, congestion, and speeding zones on major Reno streets.

Perceptions of Quality of City Services (Assets and Infrastructure)



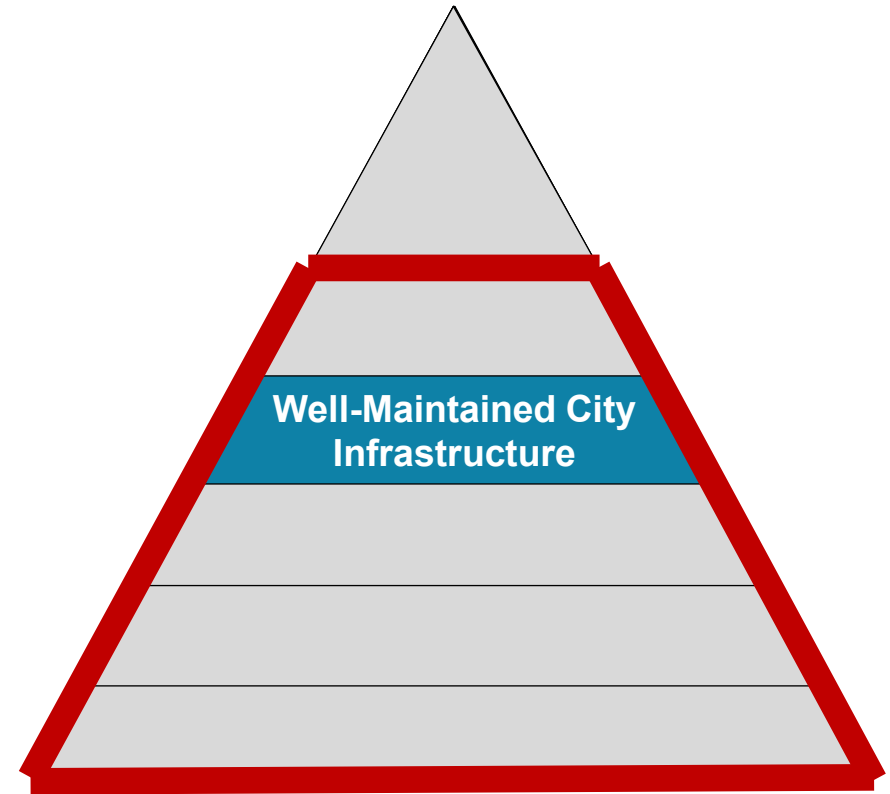
Challenges

- Aging infrastructure and facilities
- Deferred maintenance
- Sustainable funding sources
- Projected condition index of local roads

Asset Type	Condition
Facilities	Average Condition = Poor*
Local Roads	Current Average PCI = 74

Major Opportunities (Examples)

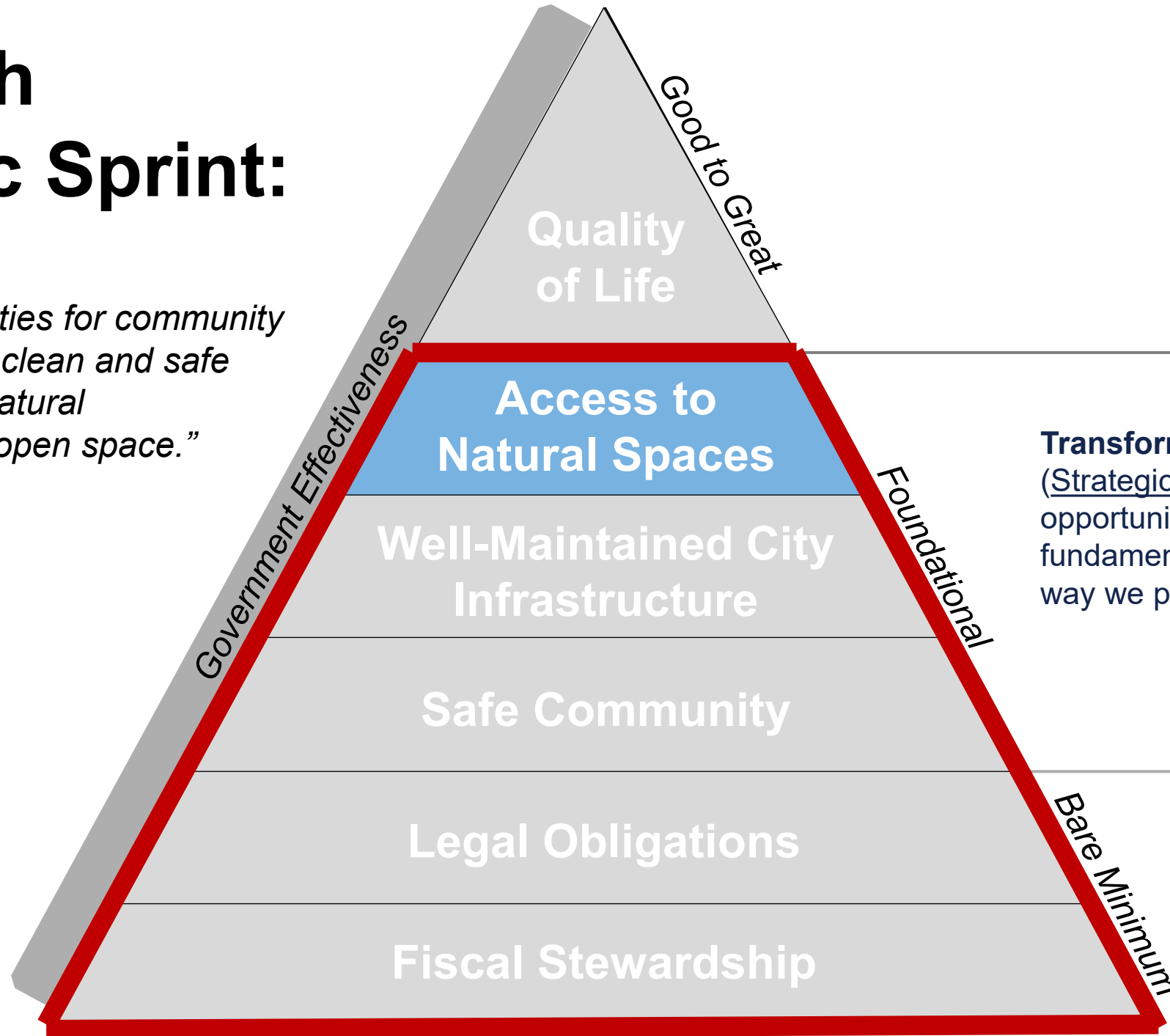
- Capital improvement planning modernization
- Owned asset assessment and deferred maintenance planning
- Find a sustainable long-term funding solution



36-Month Strategic Sprint:

Definition

“Provide opportunities for community members to enjoy clean and safe public parks, the natural environment, and open space.”



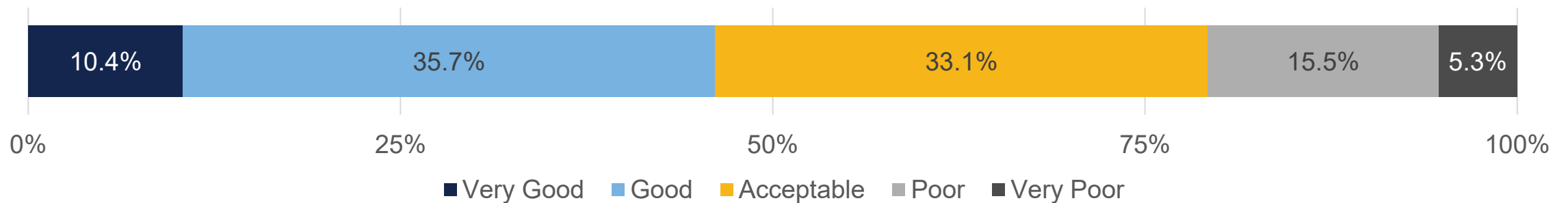
Transform

(Strategic Focus – Major opportunities that could fundamentally improve the way we provide services)

Feedback

- **Interview Themes:** Maintaining and increasing parks, open space, and river access. Cleanliness and safety. Integrating with tourism and economic benefits
- **#4 Most Important:** Maintaining and improving parks and access to open space.

Perceptions of the Quality of City Services (Parks)



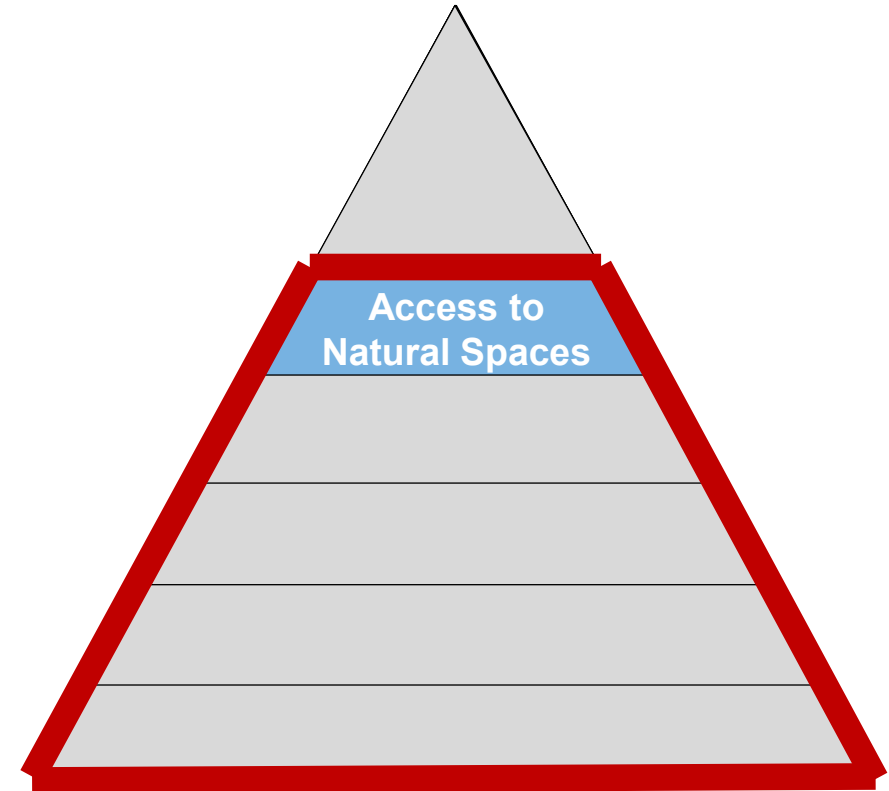
Challenges

- Park conditions
- Sustainable funding sources
- Flat fields = City's most deficient amenity

Asset Type	Condition
Parks	Average Condition = Poor

Major Opportunities (Examples)

- Park District
- Flat fields



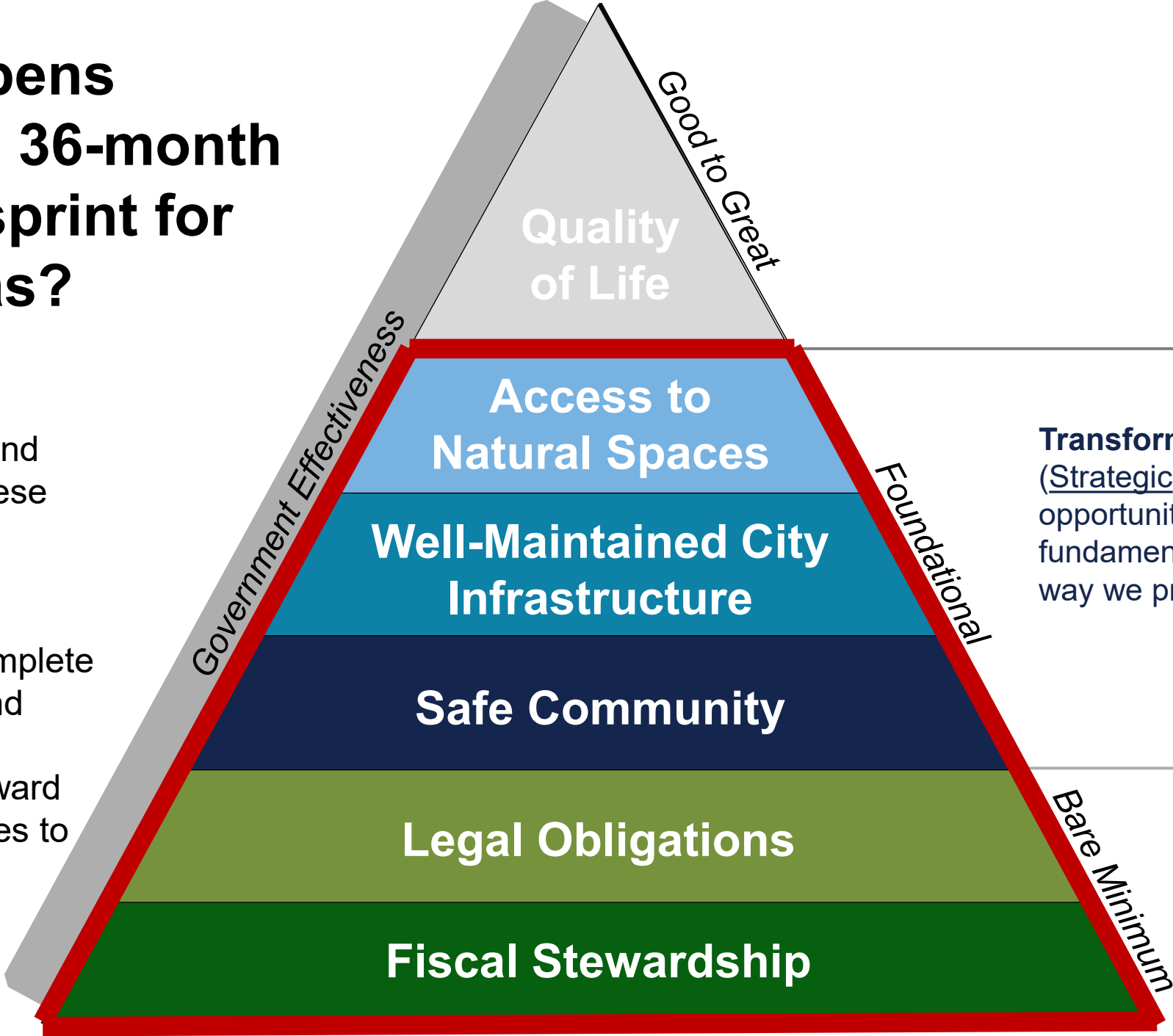
**Our
Implementation
Model**



What happens during the 36-month strategic sprint for these areas?

Strategic Implementation

- Prioritize time and resources to these areas
- Define specific projects and initiatives to complete
- Create tasks and measures
- Staff brings forward quarterly updates to Council



Transform
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Stabilize
(Strategic Focus)

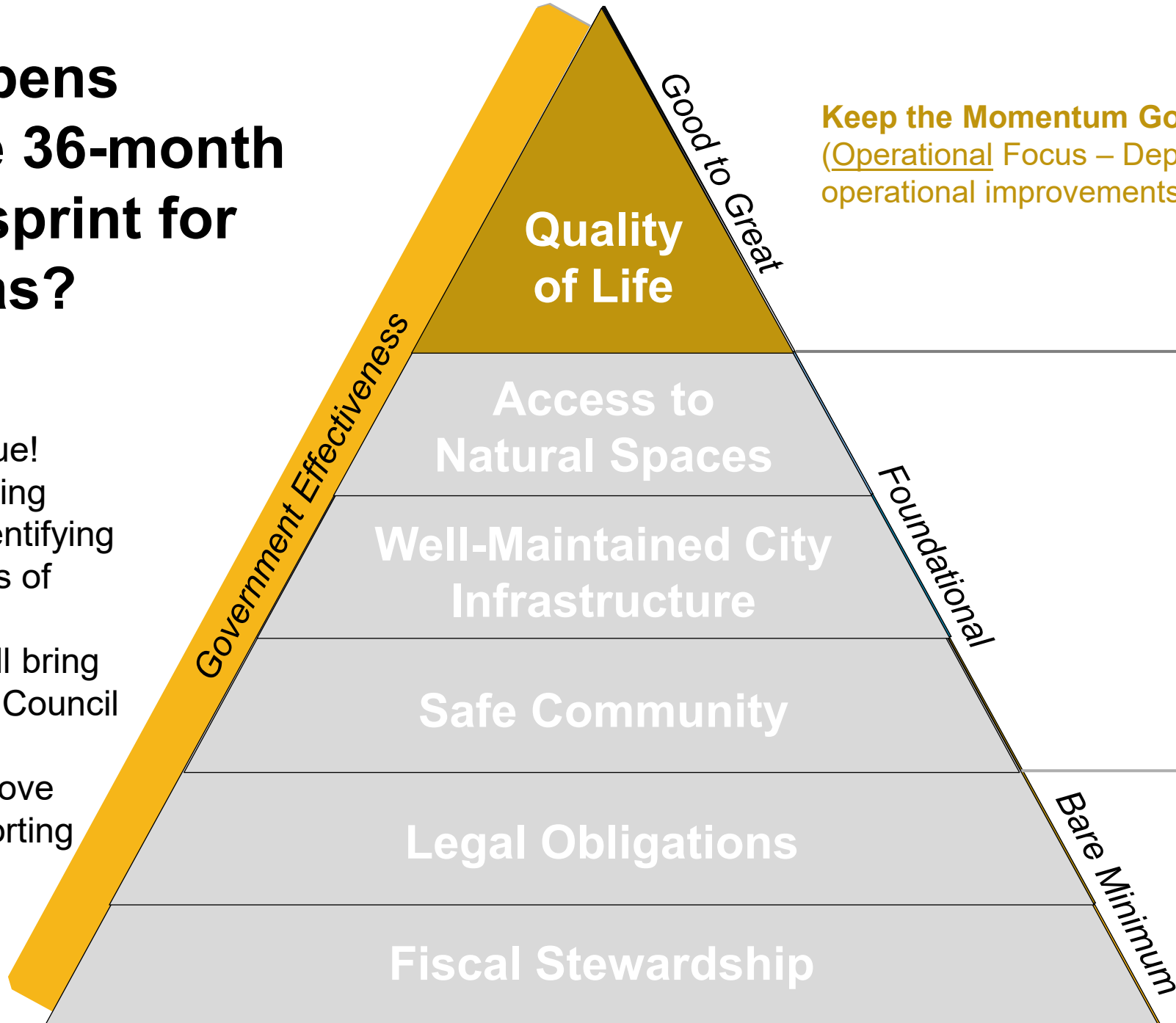


What happens during the 36-month strategic sprint for these areas?

Department Implementation

- Services continue!
- Optimizing existing resources or identifying alternative forms of funds
- Departments will bring routine items to Council as required
- Working to improve operational reporting

Keep the Momentum Going
(Operational Focus – Department-level operational improvements)



Guiding Principles of Implementation

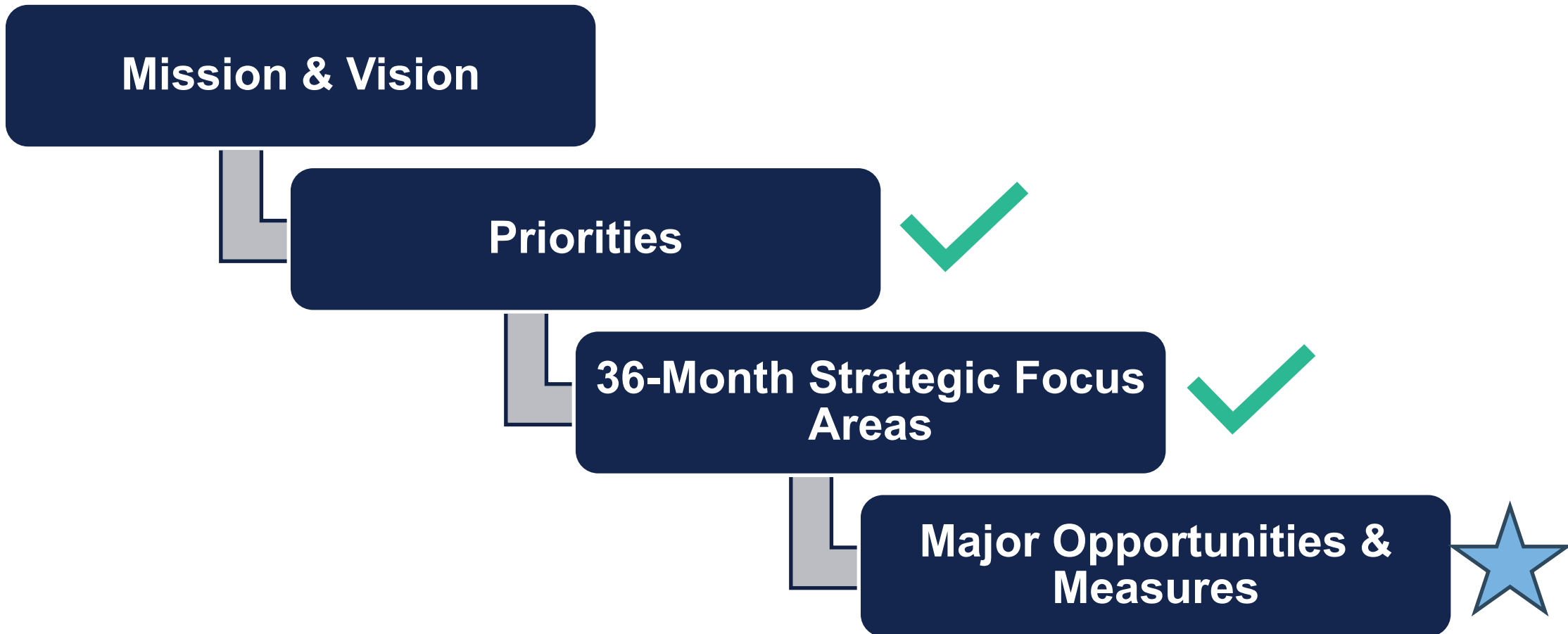
- Accountability
- Transparency
- Responsive
- Collaborative
- Proactive community engagement
- Efficient policies, procedures, and systems
- Support of talented workforce
- Find win-win solutions

Our Implementation Model



- Report to Council **quarterly** on strategic focus areas and major opportunity projects
- Publish annual public report
- Continue to align Council items and funding requests
- Align strategic planning and organizational performance management initiatives

Orienting our Approach



Next Steps

- Council 1:1 interviews to discuss major opportunity projects
- Draft the plan with measures
- Bring drafted plan to Council meeting
- Release draft for public feedback
- Finalize and adopt

Planning Process Overview



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Recommended Motion

I move to approve the presented priorities and strategic focus areas.