

BOARD OF COUNTY COMMISSIONERS, WASHOE COUNTY, NEVADA

THURSDAY

2:00 P.M.

JANUARY 21, 2010

RETREAT

PRESENT:

David Humke, Chairman*
Bonnie Weber, Vice Chairperson
Bob Larkin, Commissioner
Kitty Jung, Commissioner
John Breternitz, Commissioner

Amy Harvey, County Clerk
Katy Simon, County Manager
Melanie Foster, Legal Counsel

The Washoe County Board of Commissioners convened at 2:06 p.m. for a Strategic Planning Retreat at the Washoe County Health Department Building - North/South Auditorium, 1001 E. 9th Street, Reno, Nevada. Following the Pledge of Allegiance to the flag of our Country, the Clerk called the roll and the Board conducted the following business:

County Manager Katy Simon stated: "The Chairman and the Board of County Commissioners intend that their proceedings should demonstrate the highest levels of decorum, civic responsibility, efficiency and mutual respect between citizens and their government. The Board respects the right of citizens to present differing opinions and views, even criticism, but our democracy cannot function effectively in an environment of personal attacks, slander, threats of violence, and willful disruption. To that end, the Nevada Open Meeting Law provides the authority for the Chair of a public body to maintain the decorum and to declare a recess if needed to remove any person who is disrupting the meeting, and notice is hereby provided of the intent of this body to preserve the decorum and remove anyone who disrupts the proceedings."

10-67 AGENDA ITEM 1 – PUBLIC COMMENT

Agenda Subject: "Public Comment. Comment heard under this item will be limited to two minutes per person and may pertain to matters both on and off the Commission agenda. The Commission will also hear public comment during individual action items, with comment limited to two minutes per person. Comments are to be made to the Commission as a whole."

There was no response to the call for public comment.

Agenda Subject: “The Board of County Commissioners will participate in discussions with Washoe County Department Heads and County staff to discuss Washoe County's vision, mission, organizational values statements, strategic objectives, strategic outcomes, annual goals, key performance measures and targets, and action items; these discussions will include, but are not limited to, discussion on the following strategic objectives:”

- Safe, Secure and Healthy Communities
- High Quality of Life
- Regional Collaboration
- Sustainable Resources
- Regional Prosperity

“Based upon the results of the discussions with Department Heads and County staff, the Board of County Commissioners will discuss and may give direction to staff regarding Washoe County's vision, mission, organizational values statements, strategic objectives, strategic outcomes, annual goals, key performance measures and targets, and action items for completion of the 2010-2012 Washoe County Strategic Plan.”

John Slaughter, Management Services Director, conducted a presentation that reviewed the County vision statement, organizational values, strategic objectives including: safe, secure and healthy communities, high quality of life, regional collaboration, sustainable resources, regional prosperity, the Board of County Commissioners' annual goals, individual department plans and key performance measures. Mr. Slaughter explained the goal was to simplify the strategic planning model.

Mr. Slaughter stated a Strategic Planning Committee (SPC) had been formed comprised of department heads, community members and a County Commissioner, who were advisory to the County Manager for strategic planning. A Strategic Planning Technical Advisory Committee (TAC) was also added consisting of employees who served as technical advisors to the SPC. Previously, the Board approved revisions to the mission statement and organizational values and determined that the vision statement needed to be simplified.

Mr. Slaughter stated an outcome from this retreat would be a discussion concerning the mission statement. He said the recommendation from staff was for the mission statement to be included in the Strategic Plan. He remarked employees felt it was important to have a mission statement and also to know how the core purpose of the mission statement connected on a daily basis to the vision statement.

Katy Simon, County Manager, commented it was recognized that the Board had a great deal of discussion about the mission statement. She stated there were strong feelings communicated by employees that a mission statement was needed to

clarify what the Board sought. Since employees felt so strongly, staff recommended a simple, concise mission statement that reflected the Board's priorities and focused on departments being in unison with employees, but also working together with other governments and the business community.

Commissioner Larkin acknowledged that many organizations were combining their mission and vision statements into one statement.

Commissioner Breternitz said he respected the recommendation, but suggested reviewing a broad range of modifications to the way business was conducted. He felt it was not a radical change to modify the mission and the vision statement, but said the focus needed to be whether employees, other governments and the business community knew and understood the mission statement.

Ms. Simon stated adding phrases such as, "working together," and "a safe, secure and healthy community" were an important focus of the Board's strategic priorities, which defined the core purpose of the mission statement. She stated staff would return to the SPC and propose a merged vision and mission statement to be presented to the Board.

On motion by Commissioner Breternitz, seconded by Commissioner Jung, which motion duly carried with Chairman Humke absent, it was ordered that staff's recommendation be returned to the Strategic Planning Committee to consider a merged mission and vision statement that would be presented to the Board.

Mr. Slaughter turned the attention to strategic objectives and outcomes. He referred to the Washoe County Strategic Plan Summary Mock-Up which was placed on file with the Clerk. He said that mock-up stated the definitions, objectives and outcomes. He said over the long-term the vision would be accommodated by the strategic objectives. Mr. Slaughter indicated the five previously identified strategic objectives from the Board were: Safe, Secure and Healthy Communities, High Quality of Life, Regional Collaboration, Sustainable Resources and Regional Prosperity.

Ms. Simon clarified the Board adopted the strategic objectives during the December 2009 Retreat. She said those objectives were referred to the SPC which vetted those objectives and proposed the outcomes for the Board's consideration. Ms. Simon said the focus of this retreat was to make certain the Board was comfortable with those outcomes.

Richard Gammick, District Attorney, said departments had other guidelines from mandates and the federal government. He wanted to ensure those would be accounted for so the Board did not think departments were ignoring their outcomes. Mr. Slaughter explained the County's Strategic Plan included the Board's strategic objectives and the items that moved toward the vision and outcomes. He said another layer that supported the system was the Board's annual goals and individual department strategic plans with their own goals, priorities and objectives.

Arnie Maurins, Library Director, suggested adding, "to identify as a desirable and easy place to do business" under Regional Prosperity.

Adrian Freund, Community Development Director, suggested listing "collaborative ways the County could provide information on how to locate attainable housing for all citizens in the region" and "to develop effective foreclosure prevention programs" within Safe, Secure and Healthy Communities.

Commissioner Larkin said the strategic outcomes matrix indicated examples for discussion only. He asked if department heads had seen the matrix. Mr. Slaughter stated this was the first look for department heads. He noted these outcomes were recommendations from the County Manager through the SPC. Commissioner Larkin asked if these were the correct objectives and, if so, how those objectives were reached. Ms. Simon stated staff reviewed the environmental scan and the current trends and data with the SPC, who then shared what they thought contributed to the achievement of those strategic objectives. She stated one of the objectives was reducing Part 2 Crimes, and asked the Sheriff to explain the background surrounding that objective.

Sheriff Michael Haley said the frequency at which Part 2 Crimes occurred was higher as opposed to Part 1 Crimes. He explained Part 1 Crimes were reportable to the Federal Bureau of Investigation (FBI) and were serious, violent types of crimes primarily against persons. However, those crimes did not occur at a rate as frequent as Part 2 Crimes which went directly to the quality of life. He explained those were visible crimes to the community and were seen more rapidly and affected the community at a fundamental level. Sheriff Haley said in order to achieve a County-wide outcome of success the public needed to see that their quality of life vis-à-vis their impact and how the reduction of Part 2 Crimes impacted a community in a way that made the public feel better about that community.

Commissioner Breternitz said the overall direction of the County was being sought. He said the Board had set their sights on a target and reaching that target would be the departments all working together. Commissioner Breternitz said this year he perceived the County would begin working to find a long-term vision that County government needed to become sustainable. He felt the annual goal of reaching sustainability was important and should be a priority.

Ms. Simon suggested reviewing each strategic objective and listed the five strategic objectives.

Commissioner Jung asked if there was any significance regarding the order of the strategic objectives. Mr. Slaughter indicated there had not been any discussion concerning the prioritization of the objectives. Commissioner Jung suggested that be discussed by the Board and possibly they could rearrange the order of the objectives.

*2:55 p.m. Chairman Humke arrived.

Commissioner Breternitz felt the question was how the document would be modified to give departments the greatest flexibility and support. Commissioner Weber asked if every department could find their objectives in the current product. Ms. Simon commented every department would not be touched by all the objectives. She said the SPC envisioned departments meeting with them and sharing the goals. Theoretically, departments that worked together would meet together with the Committee.

Commissioner Larkin said in the past the strategic outcomes had been used as criteria for the Manager's evaluation and asked if that was still the intent. Ms. Simon stated that was correct. Commissioner Larkin commented the goal was for the Board to provide direction to the Manager to disseminate that information to department heads, and then the department heads would direct their staff on department specific mandates.

Doug Doolittle, Regional Parks and Open Space Director, said it was important for the Parks Department to know the road map and the direction to begin planning toward sustainable outcomes. He believed the department could meet the objectives.

Mr. Gammick requested clarification on what was being asked from departments and asked if the departments would be asked to support the strategic outcomes with each budget item. He said currently departments did not have the latitude to deviate from the Board's objectives. Commissioner Larkin said it was not his intent that each department respond to all five objectives; however, departments needed to find objectives that responded to them or, if there were mandated functions not incorporated, those needed to be identified for the Board in the event a change was warranted in a mandate.

Mr. Slaughter explained three areas would be in a department strategic plan: the specific department's role in the County-wide strategic objectives; the specific department's role in the Board's annual goals; and, the specific department's goals and objectives that were not specifically addressed in the overall Plan of the County, but were specific department mandates and objectives from other sources.

Sheriff Haley commented he saw the Board looking for a restructuring of government that would shed some functionality to have long-term sustained cost reductions. He felt departments needed guidance on whom or what that might be. Commissioner Breternitz felt there were ways to creatively come together and suggested that there would be changes. Sheriff Haley said he heard mention of organizational restructuring and, since other players would be intermixed, felt that would change how the strategic plan was reviewed.

Mr. Slaughter asked if there were questions or suggestions related to specific outcomes and objectives.

Commissioner Weber inquired on the prioritization of the strategic objectives.

Dr. Mary Anderson, District Health Officer, said as a citizen of Washoe County she would prefer the strategic objectives be prioritized in a citizen centric manner. She proposed the following order: high quality of life; safe, secure and healthy community; sustainable resources; regional collaboration and regional prosperity.

Commissioner Larkin said the process of prioritizing would indicate that the objectives were mutually exclusive; however, were not, even though there would be benefit for the Board to indicate preferences. He said the five objectives were the consensus the Board wished to move County government forward in a holistic sustainable fashion. He stated that was the reason for listing the five objectives, but those objectives were in no particular order. Commissioner Larkin stated in the past the Board had opined that public safety was the highest expeditured goal. He said the identification of outcomes, as identified in the departmental plans, allowed the departments to prioritize them in their departmental plans.

Mr. Gammick asked if the Board expected to see identification of outcomes in department strategic plans. Ms. Simon clarified under the heading "individual department plan" the content of those plans could be itemized. Commissioner Weber said that was difficult because she did not want more work placed on the department heads. Ms. Simon stated departments were already completing strategic plans for their budgets and would submit performance measures for the Board's consideration.

Mr. Slaughter said there had been consideration pertaining to all the objectives and reviewed those five objectives. The following was the discussion concerning the specific objectives:

1. Safe, Secure and Healthy Communities

Commissioner Larkin inquired about the increased perception of community and individual safety and how that would be measured. Sheriff Haley replied there were instruments utilized from a survey perspective. He said staff looked closely at the type of instruments that allowed ways to measure success in the area. Ms. Simon stated the increased perception of safety was a Truckee Meadows Tomorrow (TMT) indicator that relied upon a law enforcement survey which was framed as a perception of safety.

Commissioner Larkin asked how increased community confidence for public institutions would be measured. Ms. Simon replied that was another TMT measure that had a survey completed and was a perception issue. She said the SPC felt this was important because as measured nationally, community confidence in local government

was at an all-time low. She said this was seen as a threshold indicator for safe, secure and healthy communities as perceived by citizens.

Commissioner Larkin questioned how he would know his neighborhood was safe. Sheriff Haley replied that was interesting because if 10 patrol cars arrived in a neighborhood, would the residents feel safer or think there was an impending problem. He said safety was based on communication and the function being performed at that specific time. Sheriff Haley said there was statistical data collected across a broad spectrum of indicators in the department that were historical and highly accepted in the industry. He commented those indicators were watched along with community surveys and then outreached to the public through the media. Commissioner Larkin agreed an aspect of safety was knowledge and he asked if that would be incorporated into any of the objectives. Sheriff Haley explained the resources were used to physically interact with the community to explain what was occurring, review the results of that effort and then communicate that effort through the media.

Commissioner Jung said the five objectives interacted with one another and were not a priority list but were fluid and moved between each other. Ms. Simon stated that was correct. She said in the past this Board had received national and international recognition for their willingness to take the responsibility to influence things that were not necessarily Board controlled.

Mr. Slaughter said as departments were preparing measures the TAC recommended those measures be linked to each of the objectives so there would be only a few that would be used at this level, but at the department level a number would be used.

2. High Quality of Life

Commissioner Larkin asked what a balanced and predictable land use planning on High Quality of Life was and how that was measured. Ms. Simon replied in some cases departments would be asked who had a specific responsibility in those areas. She stated citizens had told Commissioners that they wanted balanced, predictable planning; however, that measure could not yet be determined and might involve survey data with the Citizen Advisory Boards (CAB's). Commissioner Larkin commented until that occurred he was hesitant to include that as part of the strategic outcomes.

Mr. Freund said the predictable part related to going to a master plan level that provided predictability in terms of how the community grew in the future and was much less flexible than the current one-map system.

3. Regional Collaboration

Commissioner Larkin asked how expanded formal and informal partnerships among governmental and non-governmental entities would be measured. Ms. Simon replied that was measured by the number of agreements such as, Memorandum of Understandings (MOU) and/or formal interlocal agreements.

Commissioner Larkin stated that was an activity not an outcome. Ms. Simon remarked expanding would be an outcome and noted non-governmental entities were included to emphasize this was not just about interlocal agreements. She said this objective would focus on businesses and non-profits. Commissioner Larkin commented, as an example, the Truckee Meadows Water Authority (TMWA) could be combined with the Department of Water Resources, but would the desired outcome be achieved. Commissioner Breternitz suggested improved wording since it did not speak to the efficiencies that would be derived or the true outcome. Ms. Simon stated perhaps adding, "expanded formal and in-formal partnerships with governmental and non-governmental entities that improve service and increase efficiency."

4. Sustainable Resources (*Economic, Natural, Organizational and Social*)

Commissioner Larkin questioned sustainable, predictable and adequate financial resources and did not know what that meant, how that could be measured or the predicted outcome. John Sherman, Finance Director, replied it had been discussed to have less volatility in the revenue stream. He stated there were a number of metrics to measure that outcome. He felt stable and predictable were the same, but when applying resources to the community in a global sense, it was services the County provided and for that there had to be revenue and a cost structure. He suggested linking revenues and expenditures so as not to be volatile. Commissioner Larkin felt that should be clarified and clearly stated. He said the Board wanted to empower department heads to review the cost structure within their organizations, the sustainable resources and other sustainable resources department heads had at their disposal. He said departments needed to be enabled and empowered to review those various resources to meet the public's needs in a sustainable format, and how that would be a measurable outcome for sustainability. Mr. Sherman said a metric could be developed to measure volatility.

Chairman Humke believed sustainable, predictable and adequate financial resources were tied to revenues. He felt that should be tied to expanded formal and informal partnerships among governmental and non-governmental entities.

Ms. Simon agreed with the theme of the conversation, but did not know how to articulate a different statement of outcome.

Commissioner Larkin suggested omitting sustainable, predictable and adequate financial resources. Commissioner Breternitz preferred Mr. Sherman's statement to stabilize a relationship between the revenues and expenditures. Commissioner Weber said the language should not be stricken, but be reworded.

5. Regional Prosperity

Commissioner Larkin questioned how the improved financial security of citizens, businesses and the community be measured. He asked if that would be the number of new jobs created or the number of jobs saved. Ms. Simon replied it would

involve job creation and may involve average wages, home ownership, business retention, and cost of living. She stated many metrics would be involved.

In summary, Ms. Simon stated there was a clear definition of the strategic objectives for the next five years. She said staff would return and review those objectives and refine the outcomes which would happen in concert with the Strategic Planning TAC and department heads. She confirmed that would occur over the next few weeks with the goal of developing measurable and specific outcomes for each of the strategic objectives that supported the vision of the organization for departments to develop their departmental plans and be submitted to the Board as part of their budget presentations.

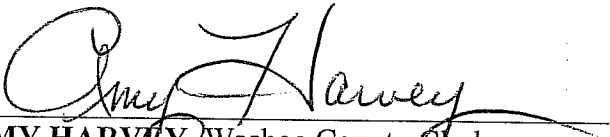
There was no further action taken or public comment on this item.

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ADJOURNMENT

4:24 p.m. There being no further business to discuss, the meeting was adjourned.

The foregoing minutes represent the understanding of the Washoe County Clerk's Office of the discussions held during this meeting.



AMY HARVEY, Washoe County Clerk
and Clerk of the Board of County Commissioners

*Minutes Prepared by:
Stacy Gonzales,
Deputy County Clerk*