# Washoe County 2016-18 Strategic Plan

**Mission**

Working together regionally to provide and sustain a safe, secure and healthy community.

## Values

- **Integrity**
  
  We are dedicated to uncompromising honesty in our dealings with the public and each other in conformance with our code of conduct.

- **Effective Communication**
  
  We believe in simple, accurate, and clear communication. We encourage the open exchange of ideas and information.

- **Quality Public Service**
  
  The County exists to serve the public. We put the needs and expectations of citizens first and take pride in delivering services of the highest quality.

## Strategic Direction

Washoe County will be the social, economic and policy leadership force in Nevada and the western United States.

## Strategic Objectives

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>FY18 Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewardship of Our Community</td>
<td>• Strong Public Infrastructure: See Goal under Safe, Secure and Healthy Communities</td>
</tr>
<tr>
<td>Proactive Economic Development and Diversification</td>
<td>• Be Responsive and Proactive to Economic Impacts</td>
</tr>
<tr>
<td>Safe, Secure and Healthy Communities</td>
<td>• Keep Services on Pace with Vulnerable Populations</td>
</tr>
<tr>
<td></td>
<td>• Enhance Community Safety through Investing in Critical Infrastructure for Current and Future Needs</td>
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<tr>
<td></td>
<td>• Prepare for the Impact of Marijuana on the County</td>
</tr>
<tr>
<td>Regional and Community Leadership</td>
<td>• Working as a Professional, Unified Team</td>
</tr>
<tr>
<td>Valued, Engaged Employee Workforce</td>
<td>• Simplify Workflows to Improve Service Delivery and Customer Outcomes</td>
</tr>
</tbody>
</table>

Learn more about our strategic plan at: [www.washoecounty.us/strategy](http://www.washoecounty.us/strategy)
### Washoe County

#### County-wide:

Services provided to all Washoe County residents by Washoe County.

<table>
<thead>
<tr>
<th>Fund</th>
<th>Service Type</th>
<th>Washoe County Major Funding Sources</th>
<th>FY 2017 Total Cost ($)</th>
<th>Washoe County Grants &amp; Program Revenue ($)</th>
<th>Mandated Service</th>
<th>Authority</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>Assessor</td>
<td>General Fund Taxes, service Charges</td>
<td>$6,672,389</td>
<td>$6,672,384</td>
<td>$23</td>
<td>Yes</td>
<td>NRS 250</td>
</tr>
<tr>
<td>228</td>
<td>Child Protective Services</td>
<td>Ad valorem tax, State and Federal Grants, General fund transfer in, Service Charges</td>
<td>$54,480,136</td>
<td>$17,284,902</td>
<td>$37,195,234</td>
<td>Yes</td>
<td>NRS 432B, County Code Chapter 45</td>
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<tr>
<td>100</td>
<td>China Spring Youth Camp</td>
<td>General Fund Taxes</td>
<td>$1,166,377</td>
<td>$1,166,377</td>
<td></td>
<td>Yes</td>
<td>NRS 628.150</td>
</tr>
<tr>
<td>100</td>
<td>Clerk</td>
<td>General Fund Taxes, service Charges</td>
<td>$1,399,455</td>
<td>$1,086,732</td>
<td>$312,723</td>
<td>Yes</td>
<td>NRS 246</td>
</tr>
<tr>
<td>100</td>
<td>District and Justice Courts</td>
<td>General Fund Taxes, service charges, line Item/forfeitures</td>
<td>$29,692,361</td>
<td>$24,444,331</td>
<td>$5,248,028</td>
<td>Yes</td>
<td>NRS 3; 4; 64-74</td>
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<tr>
<td>100</td>
<td>District Attorney - Family Support Services</td>
<td>General Fund Taxes</td>
<td>$1,276,701</td>
<td>$1,276,701</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>100</td>
<td>District Attorney - Criminal Prosecutions</td>
<td>General Fund Taxes, service Charges</td>
<td>$15,089,767</td>
<td>$15,089,347</td>
<td>$420</td>
<td>Yes</td>
<td>NRS 293; 294; 295; 298, 304 &amp; 306</td>
</tr>
<tr>
<td>100</td>
<td>Elections/Voter Registration</td>
<td>General Fund Taxes, service Charges</td>
<td>$1,866,028</td>
<td>$1,690,568</td>
<td></td>
<td>Yes</td>
<td>NRS 243; 295; 296; 298, 304 &amp; 306</td>
</tr>
<tr>
<td>100</td>
<td>Indigent Accident Insurance</td>
<td>General Fund Taxes</td>
<td>$2,028,767</td>
<td>$2,028,767</td>
<td></td>
<td>Yes</td>
<td>NRS 428.185</td>
</tr>
<tr>
<td>221</td>
<td>Indigent Services</td>
<td>Ad Valorem Tax, General Fund Transfer in, Service charges</td>
<td>$30,952,498</td>
<td>$27,733,579</td>
<td>$3,218,919</td>
<td>Yes</td>
<td>NRS 379</td>
</tr>
<tr>
<td>100</td>
<td>Juvenile Services</td>
<td>General Fund Taxes, service charges, line Item/forfeitures</td>
<td>$14,709,268</td>
<td>$14,429,486</td>
<td>$279,782</td>
<td>Yes</td>
<td>NRS 62</td>
</tr>
<tr>
<td>100; 204</td>
<td>Library</td>
<td>General Fund Taxes, Library Expansion Fund Ad Valorem Tax, fines</td>
<td>$11,545,274</td>
<td>$11,422,889</td>
<td>$122,384.00</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>100</td>
<td>Medical Examiner</td>
<td>General Fund Taxes, Charges for Services</td>
<td>$3,011,052</td>
<td>$2,056,716</td>
<td>$954,336</td>
<td>Yes</td>
<td>NRS 259.010; 244.163</td>
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<tr>
<td>100</td>
<td>Public Administrator</td>
<td>General Fund Taxes</td>
<td>$1,256,560</td>
<td>$1,256,560</td>
<td></td>
<td>Yes</td>
<td>NRS 253</td>
</tr>
<tr>
<td>100</td>
<td>Public Defense</td>
<td>General Fund Taxes</td>
<td>$13,027,751</td>
<td>$13,027,751</td>
<td></td>
<td>Yes</td>
<td>NRS 260</td>
</tr>
<tr>
<td>Fund</td>
<td>Service Type</td>
<td>Washoe County Major Funding Sources</td>
<td>FY 2017 Total Cost</td>
<td>Washoe County Taxes</td>
<td>Grants &amp; Program Revenue</td>
<td>Mandated Service</td>
<td>Authority</td>
</tr>
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<td>-----------</td>
</tr>
<tr>
<td>100</td>
<td>Public Guardian</td>
<td>General Fund Taxes, fees awarded</td>
<td>$1,843,918</td>
<td>$1,705,380</td>
<td>$138,538</td>
<td>Yes</td>
<td>NRS 253</td>
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<tr>
<td>100</td>
<td>Recorder</td>
<td>Service charges, fines/forfeitures</td>
<td>$2,055,995</td>
<td>-</td>
<td>$2,055,995</td>
<td>Yes</td>
<td>NRS 247</td>
</tr>
<tr>
<td>100</td>
<td>Regional Parks and Open Space</td>
<td>General Fund Taxes, Service Charges</td>
<td>$5,704,883</td>
<td>$4,699,788</td>
<td>$1,005,095</td>
<td>No</td>
<td></td>
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<tr>
<td>225</td>
<td>Senior Services</td>
<td>Ad valorem tax, Grants, General Fund Transfer In, Service Charges</td>
<td>$4,883,607</td>
<td>$3,186,901</td>
<td>$1,696,705</td>
<td>Yes</td>
<td>Older Americans Act 1965, NRS 427A, County Code 45</td>
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<tr>
<td>100</td>
<td>Treasurer</td>
<td>General Fund Taxes</td>
<td>$2,210,165</td>
<td>$2,210,165</td>
<td>-</td>
<td>Yes</td>
<td>NRS 249</td>
</tr>
<tr>
<td>270</td>
<td>UNR Cooperative Extension</td>
<td>Ad valorem tax</td>
<td>$1,354,313</td>
<td>$1,354,313</td>
<td>-</td>
<td>Yes</td>
<td>NRS 549.020</td>
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<tr>
<td>100</td>
<td>Welfare Function</td>
<td>General Fund Taxes</td>
<td>$1,346,865</td>
<td>$1,346,865</td>
<td>-</td>
<td>Yes</td>
<td>See Child Protection, Indigent &amp; Senior Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$207,574,129</td>
<td>$155,170,485</td>
<td>$52,403,645</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

[1] Costs exclude personnel and operating costs for centralized administration, such as County Manager’s Office, Human Resources, Accounting and Finance, Legal, Technology Services, and Debt Service
### Washoe County

**Regional:**

Service provided by Washoe County to unincorporated county residents, and to residents of other jurisdictions within the County, on behalf of the other jurisdictions.

<table>
<thead>
<tr>
<th>Fund</th>
<th>Service Type</th>
<th>Washoe County Major Funding Sources</th>
<th>Fiscal Year 2017 Total Cost</th>
<th>Washoe County Taxes</th>
<th>Grants &amp; Program Revenue</th>
<th>Regional Partner Agencies</th>
<th>Mandated Service</th>
<th>Authority</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>204</td>
<td>Animal Services</td>
<td>Ad valorem tax, animal licenses, service charges</td>
<td>$4,660,124</td>
<td>$4,660,124</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td>Washoe County Code Chapter 55</td>
<td>2003 agreement established Washoe County as the single organization providing for animal control services previously provided by County, and Cities of Reno and Sparks. Primary grant sources are US Marshalls and Bureau of Indian Affairs.</td>
</tr>
<tr>
<td>100</td>
<td>Consolidated Jail - Detention Center</td>
<td>General Fund Taxes, and Grants</td>
<td>$58,485,994</td>
<td>$55,428,469</td>
<td>$4,057,525</td>
<td>-</td>
<td>Yes</td>
<td>NRS 211.010(10) NRS 248.050</td>
<td>County must maintain a county jail and may enter into an agreement with any other county or city in the State, for the construction, operation or maintenance of a jail for the detention of the prisoners of the county. The Sheriff shall have the custody of the jail and the prisoners in the county. 2005 fiscal equity agreement allowed Cities of Reno and Sparks to stop contributing for detention services. Primary grant sources are US Marshalls and Bureau of Indian Affairs.</td>
</tr>
<tr>
<td>100</td>
<td>CARES &amp; SART</td>
<td>General Fund Taxes, Charges for Services</td>
<td>$497,129</td>
<td>$460,583</td>
<td>$31,566</td>
<td>-</td>
<td>Yes</td>
<td>NRS 217.280-217.350</td>
<td>Child Abuse Response &amp; Evaluations (CARES) and Sexual Assault Response &amp; Evaluation programs conduct forensic examinations of sexually abused children and sexually assaulted adults by specially trained medical providers.</td>
</tr>
<tr>
<td>208</td>
<td>Enhanced 911 Dispatch (Equipment)</td>
<td>If 911 surcharge fees</td>
<td>$1,669,713</td>
<td>$1,669,713</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td>NRS 244A</td>
<td>1995 legislative action for collection of surcharge 25 cent surcharge on telephone lines to be used for reporting emergencies (911 system). 2017 Legislature: increase in the surcharge up to $1.00 per line, and for use to fund mandated body worn cameras for law enforcement. Joint governance of the surcharge fee.</td>
</tr>
<tr>
<td>202</td>
<td>Health District</td>
<td>General Fund Taxes Transferred In, State and Federal Grants, Licenses &amp; Permits, Charges for Services</td>
<td>$21,157,367</td>
<td>$11,002,381</td>
<td>$11,154,986</td>
<td>-</td>
<td>Yes</td>
<td>NRS 419</td>
<td>Services provided include air quality and environmental health, community and clinical health, communicable diseases, epidemiology, emergency preparedness, and EMS oversight. District Board of Health is comprised of representatives appointed by Washoe County and the Cities of Reno and Sparks. Health District was formally established through an interlocal agreement between Washoe County, Reno, and Sparks in 1972 as amended in 1986, and that an informal financial equity agreement which provided for a tax rate swap from the cities to the County was established in 1962 for Washoe County to provide financial support to the Health District.</td>
</tr>
<tr>
<td>210</td>
<td>Regional Communications System</td>
<td>General Fund Taxes, local agencies' contributions</td>
<td>$1,684,086</td>
<td>$139,009</td>
<td>$1,545,077</td>
<td>-</td>
<td>Yes</td>
<td>NRS 41A</td>
<td>1999 Inter-Local Agreement establishes governance &amp; operational model for ownership and operation of the WC Regional Communications System between WC, WCSD, NDOT, City of Reno, City of Sparks, and the TRPPO</td>
</tr>
<tr>
<td>100</td>
<td>Search &amp; Rescue</td>
<td>General Fund Taxes, Service Charges</td>
<td>$584,322</td>
<td>$584,322</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td>NRS 248.062 (SAR)</td>
<td>Search &amp; rescue services.</td>
</tr>
<tr>
<td>100</td>
<td>Raven Flight Operations</td>
<td>General Fund Taxes, Service Charges</td>
<td>$461,320</td>
<td>$436,695</td>
<td>$24,625</td>
<td>-</td>
<td>No</td>
<td></td>
<td>Aerial support for law enforcement.</td>
</tr>
<tr>
<td>100</td>
<td>Crime Lab</td>
<td>General Fund Taxes, Service Charges</td>
<td>$5,347,689</td>
<td>$3,225,495</td>
<td>$2,122,194</td>
<td>-</td>
<td>No</td>
<td>NRS 376.0913</td>
<td>Crime Lab provides comprehensive scientific support and crime scene investigation services to Sheriff's Office and 66 other law enforcement agencies in Northern Nevada. Contractual obligation with City of Reno to provide services in exchange for dispatch services provided by Reno. Fee-based service agreements with other jurisdictions.</td>
</tr>
<tr>
<td>100</td>
<td>911 Dispatch (Operations)</td>
<td>General Fund Taxes, local agencies' contributions</td>
<td>$3,147,933</td>
<td>$1,860,706</td>
<td>$1,277,227</td>
<td>-</td>
<td>No</td>
<td>NRS 248.050</td>
<td>Provides emergency and medical dispatch services to unincorporated Washoe County for the Washoe County Sheriff's Office, Truckee Meadows Fire Protection District, N. Tahoe Fire Protection District, Reno Sparks Indian Colony and the Pyramid Lake Tribe.</td>
</tr>
<tr>
<td>035</td>
<td>Regional Emergency Operation Center (Facility Only)</td>
<td>General Fund Taxes, local agencies' contributions</td>
<td>$151,461</td>
<td>$66,645</td>
<td>-</td>
<td>-</td>
<td>No</td>
<td>84,818.34</td>
<td>2003 with First Amended 2012 Inter-Local and Occupancy Agreement between Washoe County and the Cities of Reno and Sparks. Agreement is for governance and operations of the REDC and co-location of WC Sheriff's Office and City of Reno's emergency communications (911) in the REDC building. Cost shared: WC - 44%; Reno - 47%; Sparks - 9%.</td>
</tr>
<tr>
<td>209</td>
<td>Regional Public Safety Training Center</td>
<td>General Fund Taxes, local agencies' contributions</td>
<td>$776,807</td>
<td>$106,895</td>
<td>$669,912</td>
<td>-</td>
<td>No</td>
<td></td>
<td>Funded by 1/8 cent sales tax for public safety projects implemented in 1998 (currently no sales tax being used to fund projects), and funding from General Fund for WCSD, and local partner agencies - Cities of Reno and Sparks, Truckee Meadows Fire Protection District.</td>
</tr>
</tbody>
</table>

**Total Regional Services**

$99,623,325 | $79,055,056 | $16,568,213 | $3,982,056

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**Regional Services Sources of Funding**

- Washoe County Taxes: 78%
- Grants & Program Revenue: 10%
- Regional Partner Agencies: 9%
Strategic or Not

Purpose of this flow chart is to determine where to address issues as they come up over the usual course of operations. Issues need to be addressed at the correct level in County. Where the issue is addressed ideally is based on the size and scale of the issue itself.

**Strategic = Creating the Future; Operations = Improving the Current**

- **Have a new issue? Start here!**
- **Is it impacting Community Livelihood?**
  - IMPACTS A SMALL GROUP
  - IMPACTS A LARGE GROUP
- **How big are the organization-wide impacts?**
  - IMPACTS TWO OR MORE DEPTS.
- **How big is the shift from the current state?**
  - Minimal, should sustain current effort
  - Significant, might result in change in direction
- **How big are the potential fiscal implications?**
  - OR
  - No Budget Authority
  - Sufficient Current Budget
- **Does it directly move County-wide Strategic Goal forward or backward?**
  - AND/OR
  - **Is it an Emerging Regional* Issue?**
    - *Others are talking about it too
    - NOT YET
  - **Will it impact (positive or negative) an Existing Service Level?**
    - NOT YET
- **Address with ACM**

**Direct citizen to submit service request via Washoe311**
Washoe County
Board of County Commissioners
2018 Jan Retreat

Jan 26, 2018
Outcomes:
*Identify regional emerging issues. Set FY19 priorities. Connect with Budget current state and FY19 direction*

Discussion Flow:
- Regional Leadership & Emerging Issues
- Goal Team Highlights and Commissioner Asks
- FY19 Budget Preview
- Strategic or Not Exercise
- FY19 Goal Setting

Materials:
*Powerpoint Slides* *1-Page Plan Summary* *Regional Services Matrix* *Commissioner Requests Summary*
Discussion Flow

- Regional Leadership
- Regional Priorities Areas
- Emerging Issues
- FY18-19 Countywide Strategic Goals

Possible Countywide Priorities

- FY19+ Budget Overview
- Strategic or Not Exercise
- Direction on FY19+ Countywide Strategic Goals
Discussion Guidelines

- Looking for direction & consensus, not necessarily a formal vote.
- Share the mic.
- Stick with the topic at hand.
- Clarity over brevity.
- Focus on what we are doing as well as what we are NOT doing.
- Six goals is about the max the organization can successfully execute in a cross-functional manner.
STRATEGIC DIRECTION

- What are the expectations of the County being regional leaders?
- Where are some areas we are excelling and where can we do more?
Washoe County will be the social, economic and policy leadership force in Nevada and the western United States.

We will accomplish this by:

- Being forward thinking
- Being financially stable
- Elevating the quality of life so our community is a great place for everyone to live, regardless of means
- Being accessible to everyone we serve and representing the people
- Using the power of collaboration internally and externally
REGIONAL PRIORITIES

• Who are the major jurisdictions that we work with & support?
• What are their major priorities?
• Where do we overlap/stand alone?
Major Regional Partners

City of Reno
City of Sparks
EDAWN
Washoe County School District
Reno-Tahoe Airport Authority
Reno-Sparks Convention & Visitors Authority
University of Nevada, Reno
Washoe County Health District
Truckee Meadows Regional Planning Agency
Reno Transportation Commission
Truckee Meadows Fire Flood Authority

Western Nevada Development District
Governors’ Office on Economic Development
One Truckee River
Foodbank of Northern Nevada
Tahoe Regional Planning Agency
Keep Truckee Meadows Beautiful
REMSA
RENOW
Truckee Meadows Healthy Communities
United Way
Catholic Charities
Human Services Network

Bold indicates priorities included in themes.
Themes

SHARED THEMES

- Economic Development/Tourism
- Smart Growth
- Infrastructure
- Public Health
- Public Safety
- Vulnerable Populations

WASHOE COUNTY SPECIFIC

- Marijuana
- Unified Team*
- Employee Engagement*

OTHER JURISDICTIONS’ THEMES

- Arts and Culture
- Education and Workforce Development
EMERGING ISSUES

- Review the Commissioner Requests themes - are we aligned?
- Defining county-wide services and regional services
- What is the current state of regional services that the County provides?
- Where does the BCC want to go with regional services and equity?
Emerging Issues

Three Key Themes – Commissioner Requests
January 2017 – January 2018

- Emergency Response and Recovery
- Water Management
- Regional Fiscal Equity

![Pie Chart]

- Service, 61%
- Emergency Response and Recovery, 12%
- Regional Fiscal Equity, 7%
- Water Management, 8%
**Regional Services Definitions**

**County-Wide Service:** Service provided to all Washoe County residents by Washoe County.

**Regional Service:** Service provided by Washoe County to unincorporated county residents, and to residents of other jurisdictions within the County, on behalf of the other jurisdictions.
Funding Summary

Regional Services Sources of Funding
- Washoe County Taxes: 79%
- Grants & Program Revenue: 17%
- Regional Partner Agencies: 4%

Countywide Services Sources of Funding
- Washoe County Taxes: 75%
- Grants & Program Revenue: 25%
FY18 STRATEGIC GOAL UPDATE

- Looking at FY19, any major changes to the goal and supporting initiatives?
- What can the commissioners do to support progress?
FY18 County Goals

- Unified Team
- Vulnerable Populations
- Economic Impacts
- Infrastructure
- Marijuana
- Employee Engagement
Unified Team

Strategic Objective – Regional & Community Leadership

Working as a professional, unified team.

Commissioner Sponsor: Comm. Lucey
Executive Champion: Nancy Leuenhagen
Project Lead: Chris Ciarlo
Goal Statement: Working together as a professional, unified team to enhance the effectiveness and reputation of the County by working collaboratively to solve problems and address issues that are larger than any single department.

FY18 Cross-Functional Initiatives:
- Develop Countywide community outreach metric.
- Develop new employee orientation presentation (NEO).
- Develop Ambassador Program to all 24 departments.

Changes, Additions, Emerging Ideas for FY19: Group is developing a Countywide graphic/one sheet metric, based on dept. fact sheets submitted by committee members. Two working groups have been established for NEO and Ambassador program, meetings begin in Feb.
To help the implementation of this goal and initiatives, one thing commissioners could do would be...

- Have each Commissioner (in addition to our Commissioner sponsor) attend one of our monthly committee meetings.
Strategic Objective – Safe, Secure, Healthy Communities

Collaborate, implement and provide an array of protective and supportive services to the most vulnerable citizens in Washoe County throughout every stage of life; for every child, adult, senior and family.

Commissioner Sponsor: Jeanne Herman

Executive Champion: Kate Thomas

Project Lead: Amber Howell
Goal Statement: Collaborate, implement and provide an array of protective and supportive services to the most vulnerable citizens in Washoe County throughout every stage of life; for every child, adult, senior and family.

FY18 Cross-Functional Initiatives:
- SENIOR AND SOCIAL SERVICE MERGER: Merge Senior and Social Services by August 8, 2017.
- VULNERABLE POPULATION HOUSE: Increase housing options, programming and engagement for vulnerable populations.
- SOBER 24 PROGRAM: Implementation and ongoing programming of the Sober 24 program.
- CHILD MENTAL HEALTH SERVICES: Infusing mental health services in collaboration with the Child Advocacy Center.

Changes, Additions, Emerging Ideas for FY19:
- Focusing on regional homeless initiatives
- Maintain and continue momentum on the above goals
- Secure private funding for expansion of the Family Engagement Center
- Continued expansion of senior programming
To help the implementation of this goal and initiatives, one thing commissioners could do would be...

Continue to be a support to HSA in identifying ways to expand successful programs with community partners and serve as regional leaders.
Economic Impacts

Strategic Objective – Proactive Economic Development & Diversification

Be responsive & proactive to pending economic impacts.

Commissioner Sponsor: Comm. Berkbigler
Executive Champion: David Solaro
Project Lead: Mojra Hauenstein
FY18-19 Focus

**Goal Statement:** Be responsive and proactive to pending economic impacts.

**FY18 Cross-Functional Initiatives:**

- Define the impact of growth to Washoe County and identify its costs for both Residential and Commercial development.
- Revise the fee structure to promote County development goals.

**Changes, Additions, Emerging Ideas for FY19:**

1) *Gerlach Economic Development Plan (grant):*
   - a) Asset Inventory b) Strategy c) Action Plan
2) Conduct A Fiscal Analysis of Projects to inform future approvals.
3) Merge with Goal #3- Infrastructure.
Ask of the BCC

To help the implementation of this goal and initiatives, one thing commissioners could do would be...

Ask:
Support a Consistent Decision-Making Environment that is not Reactive
Strategic Objective – Safe, Secure and Healthy Communities

Enhance community safety through investing in critical infrastructure for current and future needs.

Commissioner Sponsor: Comm. Hartung
Executive Champion: Dave Solaro
Project Lead: Dwayne Smith
Goal Statement: Enhance community safety through investing in critical infrastructure for current and future needs.

FY18 Cross-Functional Initiatives:
- Creation of a process for the identification, construction and dedication of critical offsite municipal infrastructure resulting from residential and commercial development.

Changes, Additions, Emerging Ideas for FY19:
Propose merging this goal with Economic Impacts Goal.
To help the implementation of this goal and initiatives, one thing commissioners could do would be...

Support a process leading to an update of the Washoe County Development Code, requiring new development to design, construct and dedicate critical offsite infrastructure improvements in response to residential and commercial development.
Marijuana

Strategic Objective – Safe, Secure and Healthy Communities

Proactively prepare for the expected impacts of the use, production, cultivation, distribution of legal marijuana in Nevada (NRS 453A & 453D), mitigating the consequences of marijuana by capitalizing on knowledge of impacts from other regions that have legalized marijuana

Commissioner Sponsor: Kitty Jung
Executive Champion: Dave Solaro
Project Lead: Sarah M. Tone
**Goal Statement:** Proactively prepare for the expected impacts of the use, production, cultivation, distribution of legal marijuana in Nevada (NRS 453A & 453D), mitigating the consequences of marijuana by capitalizing on knowledge of impacts from other regions that have legalized marijuana

**FY18 Cross-Functional Initiatives:**

- “Quick start” program for adult-use recreational marijuana establishments in unincorporated Washoe County.
- Establish an initial governance structure
- Capture, review and share data and emerging issues.
- Implement permanent code amendments for legal marijuana establishments in unincorporated Washoe County.

**Changes, Additions, Emerging Ideas for FY19:**
Focus on tracking, reviewing and responding to changing environment for new local industry.

- National Policy and Regulatory Changes
- Legislative Session
- State and Local Implementation
To help the implementation of this goal and initiatives, one thing commissioners could do would be...

- Support of local regulatory changes for permanent regulations governing industry, public safety (March and April 2018) and regional services (Summer/Fall 2018)
- Share developing education program and resources with partners and the community
- Communicate industry and community needs or concerns through marijuana team
Employee Engagement

Strategic Objective – Valued and Engaged Employee Workforce

Continuously take initiative to simplify workflows, improve service delivery; and strive to provide positive customer outcomes.

Sponsor: County Manager
Executive Champion: Christine Vuletich
Project Lead: Gabrielle Enfield
**Goal Statement:** Washoe County employees continuously take initiative to simplify workflows, improve service delivery; and strive to provide positive customer outcomes.

**FY18 Cross-Functional Initiatives:**
- Sustainable employee-led engagement program--Washoe Leadership Program.
- Create a centralized training web page.
- Launch pilot cross-departmental resource sharing.
- Research the opportunities for county-wide Quality Improvement.

**Changes, Additions, Emerging Ideas for FY19:**
- Improving communication of the strategic plan, and identifying individual employees’ contributions to the success of the strategic plan.
- Creation of a Customer Service Committee for the Washoe Leadership Program.
To help the implementation of this goal and initiatives, one thing commissioners could do would be...

Continue and increase attendance at and support of employee events.
General Fund Financial Overview & Preliminary FY 2019 Budget Outlook

• FY 2017 Financial Results
• FY 2018 Mid-Year Budget Review
• FY 2019 Preliminary Budget Outlook
Financial Overview and Preliminary FY 19 Budget Outlook

January 26, 2018
- General Fund Financial Overview:
  - FY 2017 Financial Results
  - FY 2018 Mid-Year Budget Review
  - FY 2019 Preliminary Budget Outlook
# General Fund FY 2017 Financial Results

<table>
<thead>
<tr>
<th>General Fund FY Ended 6/30/2017</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue (^{[1]})</td>
<td>$314,520,013</td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td>276,386,042</td>
</tr>
<tr>
<td>Excess/(Deficiency)</td>
<td>38,133,971</td>
</tr>
<tr>
<td>Transfers In &amp; Other Sources</td>
<td>287,227</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>42,441,630</td>
</tr>
<tr>
<td>Change in Fund Balance</td>
<td>$(4,020,432)</td>
</tr>
<tr>
<td>Beginning Fund Balance 7/1/2016</td>
<td>56,076,731</td>
</tr>
<tr>
<td>Ending Fund Balance 6/30/2017</td>
<td>$52,056,299</td>
</tr>
</tbody>
</table>

\(^{[1]}\) Revenue adjusted for unrealized investment activity

Expenditures and Transfer Out higher than Revenues, resulted in $4 million reduction in Fund Balance.
FY 2017 was the first year since 2012 where expenditures & transfers were higher than revenues.
General Fund Changes in Fund Balance

Fiscal Years Ended June 30

$4.0 M reduction in Fund Balance
FY 2018 Mid-Year Budget Review
General Fund FY 18 Budget

General Fund Revenues by Type

- Property Tax: 48%
- C-Tax: 33%
- Intergovernmental: 7%
- Charges for Services: 6%
- Licenses & Permits: 3%
- Fines & Forfeitures: 2%
- Other: 1%

Property Tax & C-Tax are 81% of General Fund Revenue
General Fund FY 18 Budget

General Fund Expenditures by Type

Salaries & Benefits are 71% of General Fund Expenditures, a normal range for a service organization.

Transfers Out Support:
- Capital Improvements
- Child Protective Services
- Debt Service
- Health District
- Indigent Fund
- Roads Fund
- Senior Services

Salaries & Benefits: 71%
Services & Supplies: 15%
Transfers Out: 13%
Other: 1%
General Fund Mid-Year FY 2018

**Revenue**

- **FY 18 Budget**: $332,609,005
- **FY 17 Budget**: $316,482,820
- **Increase**: $16,126,185 (46%)

**Expenditures & Transfers**

- **FY 18 Budget**: $334,351,228
- **FY 17 Budget**: $323,617,902
- **Increase**: $9,733,326 (50%)

**YTD Actuals vs. Budget**

- Tracking as expected

FY 18 Revenue increase primarily in C-Tax

FY18 Expenditure increase primarily due to $3M transfer to Roads for flood expenses - Stabilization Reserve now $0
FY 2019 Preliminary Budget Outlook
Preliminary Budget Trends for FY 19

- **Overall Outlook: Guarded**
  - Regional economy improving (low unemployment and new construction), but revenues are not keeping up expenditure growth
  - Property tax revenue growing at cap for first time in years, and C-Tax growing moderately, but will be impacted due to $4.6 M refund
    - Revenues will not be sufficient to sustain known cost increases for personnel and programs already committed to, **and** to cover all cost increases due to legislative impacts and emerging issues
  - Stabilization Reserve balance $0, due to transfer out for flood expenses
  - Capital Improvement Program – major new facilities and improvements to existing facilities are needed
Recommendations

- Departments should hold the line on existing budgets, no new revenue for above base requests anticipated.
- New Budget Requests – departments will need to prioritize, restructure and/or reallocate resources from within existing budgets.
- Transfers out of General Fund should be reviewed for sustainability.
General Fund FY18 vs. Preliminary FY19 Base Budget

Preliminary projections show budgeted expenditures $3.2 million more than anticipated revenue.
Forecasted expenditures are growing faster than Revenues – out of balance until FY22
# Revenue Trends

<table>
<thead>
<tr>
<th>Item</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidated Tax Revenues</td>
<td></td>
<td>• Rate of growth of C-Tax revenues is moderate, but still isn’t growing at FY15 &amp; FY16 rate.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• With only four months reporting, FY18 revenues are up 9.3% versus 6.0% budgeted. Year-to-date taxable sales are up 7.7%.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• FY19 C-Tax refund of ~$4.6 M</td>
</tr>
<tr>
<td>Property Tax Revenues</td>
<td></td>
<td>• FY19 estimated property tax caps ~ 3.0% residential; 4.2% general</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• New development may add ~ 1.5%.</td>
</tr>
<tr>
<td>Other General Fund Revenues</td>
<td></td>
<td>• Other revenues relatively stable but are not keeping up with inflation</td>
</tr>
</tbody>
</table>
Property Tax

Property Tax History - General Fund (FY18 & FY19 estimated)

Cumulative GF abatement value FY 2005 through FY 2018 is $163 million
C-Tax Revenue History

FY19 C-Tax estimated to be flat due to $4.6 M refund payback
Since 2006, the County’s population has grown 17%, while FTE’s are down 8%

Today, one County FTE supports 168 residents, vs. 133 residents in 2006

Washoe County has become more efficient in service delivery through technology, contracting services, organizational restructuring and process improvement

However, service and infrastructure needs continue to increase with rising population
# Known Cost Increases

<table>
<thead>
<tr>
<th>Item</th>
<th>Notes</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salaries &amp; Wages</strong></td>
<td>2.5% COLA in FY19 plus merit increases and other Collective Bargaining Agreement provisions for existing staff ~ $5.6 million</td>
<td></td>
</tr>
<tr>
<td><strong>Employee Benefits</strong></td>
<td>Associated retirement increases for 2.5% COLA and other PERS compensable pays ~$1.7 million</td>
<td>Premium increases for HMO (no rate increases to PPO or HDHP) and $2,000 County HSA contributions + possible health insurance increases effective 1/1/19 = ~$500,000</td>
</tr>
<tr>
<td></td>
<td>Other Benefits (Workman’s Comp; Unemployment; Medicare, etc. = ~$400,000</td>
<td></td>
</tr>
<tr>
<td><strong>2017 Flood Recovery</strong></td>
<td>Ongoing annual operating expenses ~ $1.2 million</td>
<td></td>
</tr>
<tr>
<td><strong>Other Operational Increases</strong></td>
<td>District Court Pre-Sentencing Investigation Services due to State of Nevada ~$350,000</td>
<td>Equipment Services rate increases ~$205,000</td>
</tr>
</tbody>
</table>
# Legislative Impacts & Emerging Issues

<table>
<thead>
<tr>
<th>Item</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Body Cameras Mandate</td>
<td>E911 Ordinance/Fee increase in process. Possible impact to FY18 to purchase equipment prior to receiving fee revenue.</td>
</tr>
<tr>
<td>Sexual Assault Kit Testing (AB97)</td>
<td>State providing temporary 2-year funding of initial cost increases, to assist meeting accelerated processing requirements.</td>
</tr>
<tr>
<td>Crime Lab &amp; Dispatch</td>
<td>Impacts due to possible consolidation, and/or stand alone operations.</td>
</tr>
<tr>
<td>Legalized Marijuana</td>
<td>Implementation of new regulations, and impacts to program services and community education/outreach.</td>
</tr>
</tbody>
</table>
# Capital Needs

<table>
<thead>
<tr>
<th>Item</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>Annual Capital Improvement Program</td>
<td>• FY19 requests total $16 million</td>
</tr>
<tr>
<td></td>
<td>• Funding from General Fund transfer is $5 - $6 million annually</td>
</tr>
<tr>
<td>Nevada Shared Radio System – P25</td>
<td>• $3 – $5 million for radio replacement, plus $6 - $10 million for County’s share of backbone system</td>
</tr>
<tr>
<td></td>
<td>• Costs are estimates, RFP committee currently reviewing proposals</td>
</tr>
<tr>
<td>Additional Identified Capital Needs</td>
<td>• IT Infrastructure (SAP replacement, other systems)</td>
</tr>
<tr>
<td></td>
<td>• North Valleys Library</td>
</tr>
<tr>
<td></td>
<td>• Second Judicial District Court Building</td>
</tr>
<tr>
<td></td>
<td>• Senior Facilities</td>
</tr>
<tr>
<td></td>
<td>• Sheriff’s Infirmary</td>
</tr>
<tr>
<td></td>
<td>• Regional Parks, Trails and Open Space Expansions</td>
</tr>
<tr>
<td></td>
<td>• Estimated total cost is in the range of $200 million</td>
</tr>
</tbody>
</table>

Currently, no available long-term revenue source to pay debt service for projects requiring financing.
Summary

- **Overall Outlook: Guarded**
  - Regional economy improving but revenues not keeping up with expenditure growth, additional impact in FY19 due to C-Tax refund
  - Revenues not sufficient to sustain known cost increases and to cover all cost increases due to legislative impacts, emerging issues, and capital improvement needs

- **General Fund Budget must be brought into long-term balance for fiscal sustainability**
  - Departments should hold the line on existing budgets, no new revenue for above base requests anticipated
  - New budget requests – departments will need to prioritize, restructure and/or reallocate resources from within existing budgets
  - Transfers out of General Fund should be reviewed for sustainability
  - Other Options....
## Budget Timeline & Next Steps

<table>
<thead>
<tr>
<th>Date/Month</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan. 26</td>
<td>BCC Strategic Planning Retreat</td>
</tr>
<tr>
<td>Jan. 31 &amp; Feb. 1</td>
<td>Departments attend Budget Training Sessions</td>
</tr>
<tr>
<td>Jan. 31 – Feb. 23</td>
<td>Departments review budgets and submit requested changes</td>
</tr>
<tr>
<td>March 12-16</td>
<td>Departments meet with Manager’s Office to review budgets</td>
</tr>
<tr>
<td>Mar. 15-25</td>
<td>C-Tax and Property Tax revenue projections finalized</td>
</tr>
<tr>
<td>Mar. 26 – Mar. 30</td>
<td>Finalize budget recommendations to County Manager</td>
</tr>
<tr>
<td>April 15</td>
<td>State deadline to submit Tentative Budget</td>
</tr>
<tr>
<td>April 24</td>
<td>County Manager presents recommendations to BCC</td>
</tr>
<tr>
<td>May 15-May 31</td>
<td>BCC Public Hearing and Adoption of Final Budget</td>
</tr>
<tr>
<td>June 1</td>
<td>State deadline to submit Final Budget</td>
</tr>
</tbody>
</table>
Questions?
STRATEGIC OR NOT

• Group exercise to determine which emerging issues should be added to the Strategic Plan
Strategic or Not Thinking Tool
In groups of 3-4:

• **Pick Possible Priorities:** Select 2 or 3 of the potential priorities on the “list of possibilities”

• **Strategic or Not?** One at a time, process through the flow chart.

• **Future Action:** Determine if priority should be added to the County-wide Strategic Plan and why.
FY19 County Goals

• Unified Team
• Vulnerable Populations
• Economic Impacts
  • Infrastructure
• Marijuana
• Employee Engagement
• NEW?