Strategic Plan BCC Workshop Discussion Flow

Objectives:
- Establish the FY20 priorities, funding needs & approve modifications and changes to the goals
- Share direction and ideas about citizen input
- Apply Strategic or Not to emerging priorities
- Establish the use of the strategic plan as a management tool

Date/Time: January 22, 2019 10am - 4pm

<table>
<thead>
<tr>
<th>Time Block &amp; Lead</th>
<th>Discussion Flow</th>
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</thead>
<tbody>
<tr>
<td><strong>60 Mins BCC</strong></td>
<td>I. Business Items</td>
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<tr>
<td><strong>20 mins</strong></td>
<td>II. Opening Remarks, Outcomes &amp; Agenda Overview</td>
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<tr>
<td>CHAIR, County Manager, Dana &amp; Erica</td>
<td>• Strategic Planning Video</td>
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<td>• Outcomes, Agenda, Discussion Guidelines, Introductions</td>
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<td>• Living the Plan – Using the Strategic or Not Tool to help address emerging priorities – highlight the problem we are trying to solve (foreshadow)</td>
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<tr>
<td><strong>60 mins</strong></td>
<td>III. Financial Overview and Preliminary FY 2020 Budget Outlook</td>
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<tr>
<td>Christine and Lori</td>
<td>• How did we end last year? Where are we now?</td>
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<td>• Fiscal Overview for FY20</td>
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<td>• Looking Forward</td>
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<tr>
<td><strong>LUNCH</strong></td>
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<tr>
<td><strong>20 mins</strong></td>
<td>IV. Citizen Survey Results</td>
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<tr>
<td>Christine</td>
<td>• Highlight key themes and takeaways</td>
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<td>• Agree on actions to take, and areas to explore further to address the survey results</td>
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<tr>
<td><strong>60 mins</strong></td>
<td>V. Strategic Goal Briefings, Clarifications &amp; Recommendations</td>
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<tr>
<td>Erica and Goal Champions</td>
<td>• Read the 2-page Goal Team Story to include recommendations for changes</td>
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<td>• Address clarifying questions from the Board</td>
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<tr>
<td><strong>90 mins</strong></td>
<td>VI. “Living the plan” Exercise</td>
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<tr>
<td>Dave and Erica</td>
<td>• Assumptions – clarify them</td>
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<tr>
<td>BREAK</td>
<td>• NNAMHS Campus – After Action</td>
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<td>• Process the new potential priorities through the Strategic or Not Tool – decision making</td>
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<tr>
<td><strong>15 Mins</strong></td>
<td>VII. Final Direction on FY20 Goals &amp; Next Steps</td>
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<td>• Gain consensus on recommendations (to be led by Goal Champion &amp; Sponsor)</td>
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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 political leadership force in Nevada and the western United States.

<table>
<thead>
<tr>
<th>STRATEGIC OBJECTIVES</th>
<th>FY19 GOALS</th>
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<tbody>
<tr>
<td>STEWARDSHIP OF OUR COMMUNITY</td>
<td>• Ensure the County’s fiscal sustainability to meet the needs of Washoe County citizens now and into the future.</td>
</tr>
<tr>
<td>PROACTIVE ECONOMIC DEVELOPMENT &amp; DIVERSIFICATION</td>
<td>• Be responsive and proactive to pending economic impacts.</td>
</tr>
<tr>
<td>SAFE, SECURE AND HEALTHY COMMUNITIES</td>
<td>• Collaborate, implement and provide an array of protective and supportive services to the most vulnerable.</td>
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<td></td>
<td>• Proactively prepare for the expected impacts of the use, production, cultivation, distribution of legal marijuana.</td>
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<tr>
<td>REGIONAL AND COMMUNITY LEADERSHIP</td>
<td>• Working together as a professional, unified team.</td>
</tr>
<tr>
<td>VALUED, ENGAGED EMPLOYEE WORKFORCE</td>
<td>• Washoe County employees continuously take initiative to simplify workflows, improve service delivery; and strive to provide positive customer outcomes.</td>
</tr>
</tbody>
</table>
Economic Impacts

Goal Sponsor: Comm. Hartung | Goal Champion: David Solaro | Goal Leads: Mojra Hauenstein & Dwayne Smith

Goal Team Members: Charlene Albee, Health District; Abby Badolato, Human Services Agency; Lisa Beaver, Truckee Meadows Fire Protection District; Lori Cooke, Office of the County Manager; Sam Lair, Community Services Dept.; Charles Moore, Truckee Meadows Fire Protection District; Russell Pedersen, Sheriff’s Office; Lori Piccinini, Technology Services; Chris Sarman, Assessor’s Office; Jeremy Smith, Truckee Meadows Regional Planning Agency; Breanna Tavener, Regional Animal Services; Sarah Tone, Community Services Dept.; Colleen Wallace Barnum, Community Services Dept.; Leslie M. Williams, Human Services Agency.

Be responsive and proactive to pending economic impacts.

There is excitement throughout Washoe County and Northern Nevada as the region experiences significant economic growth. The County has an opportunity to play a leadership role in facilitating smart growth and a duty to proactively prepare for the increased demand and impacts on County services.

Accomplishment #1: Implementation of Project One – regional permitting software

- Worked with the region to provide one platform for regional business license and building permitting
- Continue to refine the program to work seamlessly between Reno, Sparks, Washoe County, Washoe County District Health, and now Douglass County

Accomplishment #2: Implementation of a Capital Project Advisory Committee

- Created a new framework for CIP application, review, and recommendation
- Aligned the review process for county projects to the Strategic Plan

Accomplishment #3: Improved customer service

- Improved youth development programming at Wittenberg Hall providing in-house substance abuse programming
- Prepared humane education programs to be delivered in schools for animal welfare
- Performed outreach to community stakeholders related to development/building process
- Continued updates to development code
- Continued Regional Effluent Management and Sewer Management
- Created a Business Facilitator position to assist in providing development related services

Accomplishment #4: Facility Master Planning

- Completed the Facility Master Plan for 911 Parr Boulevard
- Funded the Downtown Court Complex Master Plan Update and began work on the plan
- Funded the Administration Complex Master Plan Update and began work on the plan

Accomplishment #5: Implementation of asset management software

- Integrated one platform for Washoe County asset management to manage the $2 Billion in assets
- Continue to work with the asset management software to identify needed capital improvements for infrastructure
- Better tracking of work to be completed and how it brings value to the community
Accomplishment #6: Growth impacts to services Washoe County provides

- Identified the top 5 County services prioritized by the community
- Analyzed 3 community survey results related to services
- Researched tools to explain Washoe County services
- Explored fiscal liability of infrastructure and services - Stronger Towns

*****************************************************************************************************

Changes to the Goal in FY20:
Focusing on explaining what services Washoe County provides within the existing resources.
Better define the top 5 services prioritized by the community and the process and owner for those services.
Understanding the Level of Service that is provided and can be sustained vs. what our community expects.

FY19 & 20 Focus:

- Provide clarity to the Community on what role Washoe County has and what resources it provides:
- Define the impact of growth to Washoe County services in terms of cost of resources:

How the Commissioners can help:
Provide consistent message to our community on what level of service we can afford based on the work the committee will be completing in FY 19/20.
Employee Engagement
Goal Sponsor: John Slaughter | Goal Champion: Christine Vuletich | Goal Lead: Eric Crump

Goal Team Members: Maria Alvarado, Office of the County Manager; Carla Arribillaga, Human Resources; Nora Boisselle, Human Resources; Danielle Carlton, Treasurer’s Office; Ben Hutchins, Community Services Dept.; Wendy Jackins, Assessor’s Office; Sarah Tone, Community Services Dept.; Tammy Wines-Jennings, Regional Animal Services.

Washoe County employees continuously take initiative to simplify workflows, improve service delivery, and strive to provide positive customer outcomes. The County will be seen as effective stewards of County resources based on its ability to deliver quality services efficiently. By identifying and implementing cross functional projects to increase operational efficiency both within and across departments, the County will be able to increase service levels that meet or exceed pre-recession levels.

Accomplishment #1: Established Washoe Leadership Program

- Washoe Leadership Program is an employee-led engagement program that supports leadership, collaboration, service, communication and appreciation through six committees: Employee Communication, Events, Giving-Volunteering, Recognition and Training-Learning-Leadership, and Customer Service.
- The program has fostered employee engagement through a host of programs like the Annual Employee Appreciation Picnic, Ronald McDonald House Chef Program, Shining Star Program, Inside Washoe Contest and Washoe Impacts.
- Focus over current fiscal year has been on creating a sustainable program by identifying team positions, clarifying roles, and providing support.

Did you know: Over 1,000 employees have received recognition!
Accomplishment #2: Tech Services upgraded Washoe Bills.

- System was made more user friendly by allowing users to see comments from others on bills and fiscal notes.
- Both fiscal notes and bill evaluations were connected to assist people with understanding why they are reading the same bill more than once.
- The repetitive questions that were being asked of the users to ensure that the lobbying team is getting the information needed to better represent the County at the legislature were reduced and clarified.

Did you know: Washoe County tracked nearly 1,000 bills during 2017 legislative session!

Accomplishment #3: Launching new Learning Management System

- Supervisors will be able to see training their staff has taken and also assign their staff.
- Bridge will also offer relevant online courses available on demand.
- Personnel information will be automatically updated nightly from SAP.
- Mandatory policy training will be automatically assigned directly to employees’ profiles when it is due.

Changes to the Goal in FY20: Merge Unified Team and Valued and Engaged Employee Goal Teams

**Strategic Objective: Regional Leadership through Engaged Employees**

- Goal: Washoe County Employees working together to innovate public service and improve customer outcomes

**FY19 & 20 Focus:**

- Washoe County will be participating in the Best Places to Work™ program. Quantum Workplace’s Best Places to Work™ is a contest that honors superior organizations where voices are heard, cultures are thriving and employees are engaged. Employee survey will start in mid-February. The focus for the goal team will be communicating the program, and developing specific initiatives based on the survey results.
- Process Improvement program: Goal team is focusing on developing a county-wide Continuous Process Improvement program that supports a culture of service through employee empowerment.
- Cross Department Resource Sharing: continue to expand the use of the program across the County.
Fiscal Sustainability

Washoe County recognizes the importance of sustainable fiscal planning, accountability and transparency in the management of public funds, assets, programs and services. Critical to the County’s long-term sustainability is having and maintaining fiscal health for the short-term and the long term. Given the current growth of the region and increasing needs on programs and services, a focus on meeting those demands while maintaining a structurally balanced budget is the focus of this goal.

Accomplishment #1: Met General Fund Unrestricted Fund Balance Policy - FY18

- Ending fund balance is the fiscal result of countywide operations. Although we anticipated a reduction of Unrestricted Fund Balance for FY18, actual unrestricted ending fund balance was net positive. Although representative of a “one-time” event, this result supports overall fiscal sustainability and ensures Washoe County is in compliance with both its fund balance policy and state requirements.

- The Washoe County Unrestricted Fund Balance policy is to have Fund Balance of 10% – 17%. FY18’s General Fund Unrestricted Fund Balance at year-end (06/30/2018) was 16.1%.

Accomplishment #2: Executed Agreement for Nevada Shared Radio System

- The Board approved a multi-year purchase agreement which will enable the upgrade of existing Land Mobile System of the Nevada Shared Radio System. This agreement is the result of a multi-year, multi-agency effort to upgrade the existing Land Mobile System of the Nevada Shared Radio System.

- Next steps are to work with the finance designees for the affected agencies and present a draft rate model to the regional Joint Operations Committee (JOC). Once the JOC has provided input, a financing plan will be brought to the Board of County Commissioners.

Accomplishment #3: Implemented Enhanced Billing/Service Reimbursement

- The Human Service Agency successfully implemented an enhanced billing system to recoup additional revenue/reimbursements for services provided.

- Preliminary estimates indicate revenues will be sufficient to recover the cost of implementation and recoup additional revenue. More definitive fiscal estimates should be available by the beginning of February.

Changes to the Goal in FY20:
No changes identified at this time.

FY19 & 20 Focus:

- Explore new revenue sources
- Explore existing regional service arrangements
- Support legislative action that promotes fiscal sustainability
- Assess the organization-wide impact of pre-trial services and court assignment process

How the Commissioners can help:

Continue to communicate the county’s fiscal status
Proactively prepare for the expected impacts of the use, production, cultivation, distribution of legal marijuana in Nevada (NRS 453D), mitigating the consequences of marijuana by capitalizing on knowledge of the impacts from other regions that have legalized marijuana.

By learning how to mitigate the negative consequences of marijuana and capitalize on the positive impacts, the County has proactively prepared for the expected impacts of this new regulation.

Accomplishment #1: It’s Legal

- The legislation and ballot question passed allowing for both medical and recreational marijuana to be legal to those over 21 years of age. Both the State and Washoe County have passed and enacted regulations to ensure safety and oversight for the marijuana industry as well as how and where they can operate. Licenses have been issued and we currently have 6 dispensaries, 5 cultivation facilities and 4 production facilities licensed in unincorporated Washoe County.
- Authority granted for licensing fees for these establishments, since April 20, 2018 we have collected $281,029 from the licensed establishments and an addition $ 232,343 from the portion of state tax that we collect.

Accomplishment #2: Impacts

- With board direction to send the license fees on the impacts from the legalization of marijuana we have worked with the strategic team and outreach to other departments. The feedback we have received is that departments are not showing impacts YET. This is primarily due to the fact that this was not something being previously tracked on its own and so there is no baseline to say if there has been an increase or decrease from the legalization. While many of the concerns expected have not come to fruition there is believe that some may but they need more time to track and review those impacts. Therefore we are recommending that some of the fees be spent on associated impacts, such as drug testing kits used by Sober24, Human Services Agency, Juvenile Services, etc. This will allow time for impacts to continue to be tracked while also allowing some of the funds to be used for needed and related issues in Washoe County. The recommendation is that on an annual basis, during the budget cycle by the County Manager departments will submit their impacts as well as requests for associated programs for review to determine where the funds will be used.

Changes to the Goal in FY20: Complete the Marijuana Strategic Goal

Due to the regulations and legalization having been approved and working we believe that the goal can be completed. There is potential for future legislation related to these topics, such as consumption lounges. However the process for enacting legislation and creating our associated ordinances does not need a strategic team.
Unified Team
Goal Sponsor: Chair Berkbigler | Goal Champion: Nancy Leuenhagen | Goal Lead: Amy Ventetuolo

Goal Team Members: Josh Andreasen, Office of the County Manager; Michelle Bays, District Attorney’s Office; Paul Burr, Technology Services; Heather Carmen, Registrar of Voters; Chris Ciarlo, Human Services Agency; Tami Cummings, Office of the County Manager; Moni Fox, Technology Services; Karen Jeffers, Human Resources; Adam Mayberry, Truckee Meadows Fire Protection District; Julie Paholke, Human Resources; Samantha Pierce, Office of the County Manager; Aaron Smith, Community Services Dept.; Dexter Thomas, Justice Court; Phil Ulibarri, Health District; Colleen Wallace-Barnum, Community Services Dept.; Julie Wise, District Court

Working together as a professional, unified team. The individual departments of Washoe County provide a vast array of services that each require specific knowledge and expertise. However, each department shares common goals related to enhancing the quality of life of citizens. The effectiveness and reputation of the County as a whole is enhanced by the ability of departments to work collaboratively to solve problems and address issues that are larger than any single department.

Accomplishment #1: Washoe311

- With Washoe311 still a new initiative to Washoe County employees and the community, we wanted to ensure continued growth and development of the program by adding it as a strategic objective.
- The Washoe311 strategic planning subcommittee has more than a dozen members that continually meet to onboard key departments and enhance communication, to better serve our citizens.
- The goal for the end of the 18-19 Strategic Plan year was to onboard a total of 5 departments. At the end of Q2, we have met that goal and with other departments in the works, positioning us to far exceed our intended goal.

Accomplishment #2: Office 365

- As Washoe County embarks on dramatically improving the technology platforms we will utilize, it was acknowledged early on this could be a challenging change management process across the organization. Unified Team has identified necessary communication strategies to ease this transition and allow employees time to familiarize themselves with this new technology platform.
- The Office 365 Strategic Planning subcommittee has begun communication efforts to support the overall Office 365 rollout plan. This includes regular messaging in the Manager’s Monday Memo and involvement with the Washoe Leadership Communications Committee.
- We have established our Champions, are meeting regularly and have an active communication plan which we have implemented on time through to December 2018, fulfilling 100% of the stated goals to date.
Accomplishment #3: New Employee Orientation

- In alignment with the goal statement of Unified Team, to ensure employees have the best opportunity to become brand ambassadors for Washoe County from the onset of employment, this group is dedicated to re-vamping the New Employee Orientation (NEO).

- The NEO Strategic Planning subcommittee has re-created the current agenda, added in interactive team-building exercises, videos, and will be utilizing a more engaging platform than PowerPoint by building the new presentation in Prezi.

- This presentation is near finalization and will plan to roll it out to the NEO group of employees beginning in February. As of 2018, a total of 205 new employees conducted the training reporting an average 78% satisfaction rate. The goal once the new orientation is launched is an average satisfaction rate of 80%.

Changes to the Goal in FY20: Merge Unified Team and Valued and Engaged Employee Goal Teams

**Strategic Objective: Regional Leadership through Engaged Employees**

- Goal: Washoe County employees working together to innovate public service and improve customer outcomes.

**FY19 & 20 Focus:**

- Continue to on-board departments to Washoe311 and continue education and outreach efforts to employees and the community.

- Ensure Office 365 rollout and communication educates employees on new technology process and features.

How the Commissioners can help:

Continuing to educate, train and build momentum with a new initiative like Washoe311, is a long-term objective. The Unified Team Goal Team is grateful to have the support of the Commission, and the biggest request in the coming year would be their continued support to help bridge the gap with citizens to gain Washoe311 awareness. The continued support of the Commission sharing how vital Washoe311 is to the operation of Washoe County, our employees and citizens, is paramount to the long-term future success of this communication program.
Identify and triage the most vulnerable population as identified by community need and work together cross-departmentally and regionally to provide adequate resources and support. To be a healthy, stable community, Washoe County must be seen as a desirable place to live for people in all stages of life. As the number of seniors rises in our community and the homeless, the County must make improvements in its ability to meet the unique needs of both of these populations. The impact of this significant demographic shift will affect many County departments and must be addressed holistically if it is to be addressed effectively. As a community experiences unprecedented growth and inadequate housing supply, the most vulnerable population is those living on the streets or in emergency shelter.

Accomplishment #1: Northern Nevada Adult Mental Health Services Campus
- Completed renovation of 2 of 3 Hope First Cottages in December 2018 – Crossroads Women’s Expansion
- November 13, 2018 – State of Nevada Board Of Examiners approved lease of 12 buildings on the State of Nevada’s NNAMHS campus to Washoe County
- Implemented collaboration with several different County departments, working together for the common goal of improving services to the homeless populations in our community via the NNAMHS project and Community Homelessness Advisory Board
- Planning has begun and timelines are being created for the movement of the families, women and post-partum homeless populations from the Community Assistance Center to the NNAMHS campus in 2019

Accomplishment #2: Expanded Senior Services
- Opened the TADS (Temporary Assistance for Displaced Seniors) home in 2016 and remodeled it through community donations in 2018
- Added monthly distribution of pet food for seniors & two free vaccination and microchip clinics for seniors
- Opened the Incline Community Center targeted to seniors in need. The center will host senior and community activities helping remove isolation and service access barriers
- Opened a new Senior meal site in Spanish Springs

Accomplishment #3: Crossroads and Sober 24
- In partnership with Grace Church, Crossroads program was able to open the Hope house in 2017 which expanded services to include women and children. In 2018 they Hope First Cottages were remodeled and when full will house 24 more women and children in a sober living environment
- Crossroads continues to provide case management, housing, therapeutic services to men and women in our community that are fighting addiction. This program has shown great success, with many graduates maintaining sobriety even after graduation
- Sober 24 continues to be a great partnership between Human Services Agency, DAS and The Court’s providing testing and supportive services to combat the substance abuse issues in the community
Changes to the Goal in FY20:
The Vulnerable Population original goal for increasing bridge and affordable housing was focused on the Sage Street housing project. The goal has since been modified to remove the specific project and keep it general for any housing opportunities and partnerships. The goal of increasing community case managers still remains but has shifted to the introduction of a collaborative case management system will help increase case management service provision to the citizens of our community while the team works towards increasing the number.

FY19 & 20 Focus:
- Increase bridge and affordable housing capacity in Washoe County
- Ensure case management levels are within established standard caseload guidelines
- Identify and implement solutions to address substance abuse in Washoe County
- Expand programing for vulnerable populations at the NNAMHS campus in partnership with the State of Nevada

How the Commissioners can help:
While we are trying to increase bridge and affordable housing in our community, there are many existing subsidized units that are forecast to convert to market-rate units within the next year; and ongoing for years after. The community focus seems to be on creating new units vs. retaining existing units, as most likely our community isn’t even aware of affordable housing units we are projected to lose in the next several years. Many community agencies and programs bring proposals to the BCC for solutions to the affordable housing crisis and one way that the Commissioners could help would be to look at strategic ways to keep, as well as increase, the existing affordable housing units in our community.
Strategic or Not

Purpose of this flow chart is to determine where to address issue 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

1. Have a new issue? Start here!
2. Is the issue the Responsibility of the County?
   - YES
   - IMPACTS A LARGE GROUP
   - IMPACTS A SMALL GROUP
3. Is it impacting Community AND/OR Employee?
   - YES
   - IMPACTS ONE DEPT.
   - IMPACTS TWO OR MORE DEPTS.
4. How big is the shift from the current state?
   - Some shift, should sustain current effort
   - Significant, might result in change in direction
5. How big are the organization-wide impacts?
   - IMPACTS ONE DEPT.
   - IMPACTS TWO OR MORE DEPTS.
6. How big are the potential fiscal implications?
   - OR
7. Does it move County forward or backward?
   - AND/OR
8. Is it an Emerging Regional* Issue?
   - *Others are talking about it too
   - AND/OR
9. Will it impact an Existing Service Level?
   - NOT YET
10. Service request via Washoe311
11. Discuss with appropriate owner
12. Discuss w/ supervisor, manager, dept. head
13. Discuss w/ supervisor, manager, dept. head

Updated as of 12/27/18
Washoe County Board of County Commissioners 2019 January Retreat

Jan. 22, 2019
Strategic Objective:
REGIONAL & COMMUNITY LEADERSHIP
Setting the Stage

Outcomes:

- Direction on the FY20 goals, funding needs & approve modifications and changes to the goals
- Grounding on the FY20 Budget
- Share direction and ideas about citizen input
- Apply *Strategic or Not* to emerging priorities
- Establish the use of the strategic plan as a management tool

Materials:

Discussion Flow * 1-Page Plan Summary * Goal Team Summaries * Strategic Or Not Flow Chart
I. Opening Remarks, Outcomes & Agenda Overview
II. FY20+ Budget Overview
III. Citizen Survey Results
IV. Strategic Goal Briefings, Clarifications & Recommendations
V. “Living the plan” Exercise
VI. Final Direction on FY20 Goals & Next Steps
Discussion Guidelines

- Looking for direction & consensus on goals.
- Share the mic. We’re on camera.
- Stick with the topic at hand.
- Leadership of the County is in the room. We represent hundreds of employees and thousands of citizens today.
- Laser focus on what we are doing as well as what we are NOT doing.
- Be comfortable being uncomfortable.
- Let’s take this work to the next level.
Using a Strategic Plan

<table>
<thead>
<tr>
<th>Best Practices</th>
<th>What’s In Play at the County?</th>
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<tbody>
<tr>
<td>Agreement &amp; alignment by Leadership on a select few critical priorities</td>
<td>Day-to-day is crushing the work on strategic priorities</td>
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<tr>
<td>Pausing or saying no not now to those things that are not agreed upon priorities</td>
<td>Opportunity here, what is our process?</td>
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<tr>
<td>Directing available resources towards the strategic priorities</td>
<td>Commissioner requests are not always in alignment</td>
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<tr>
<td>Communication tool to the whole organization &amp; community</td>
<td>Employee engagement increasing; however, Employees report NOT knowing the priorities of the County</td>
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<tr>
<td>Visible results or impact</td>
<td>Goal accomplishment</td>
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<td>KPIs heading in the right direction</td>
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Commissioner Requests that are linked to a Strategic Goal by quarter

- Oct - Dec 2017: 34%
- Jan - Mar 2018: 25%
- Apr - Jun 2018: 31%
- Jul - Sept 2018: 23%
- Oct - Dec 2018: 33%
Commissioner Requests

*Estimated Staff Time for Current Commissioner Requests = 1027 Hours*

- Est. Staff Time for Commissioner Requests linked to the Strategic Plan 13%
- Est. Staff Time for Other Commissioner Requests 87%
Financial Overview and Preliminary FY 2020 Budget Outlook
General Fund Financial Overview:

- FY 2018 Financial Results
- FY 2019 Mid-Year Budget Review
- FY 2020 Preliminary Budget Outlook
FY 2018 Financial Results
General Fund FY 2018 Financial Results

Actual operating revenues 2% higher than budgeted.

Actual operating expenditures were 2% less than budget.

Transfers out 7% higher than budget due to $3 M transfer of entire Stabilization Fund to flood disaster projects.

Overall Result: $6.5 M change in Fund Balance, but a portion is restricted.

<table>
<thead>
<tr>
<th>General Fund FY Ended 6/30/18</th>
<th>Final Budget</th>
<th>Actual</th>
<th>Variance to Final $</th>
<th>Variance to Final %</th>
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</thead>
<tbody>
<tr>
<td>Operating Revenue</td>
<td>332,734,875</td>
<td>339,220,200</td>
<td>6,485,325</td>
<td>2%</td>
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<tr>
<td>Operating Expenditures</td>
<td>289,940,664</td>
<td>285,364,245</td>
<td>(4,576,419)</td>
<td>-2%</td>
</tr>
<tr>
<td>Excess/(Deficiency)</td>
<td>42,794,211</td>
<td>53,855,955</td>
<td>11,061,744</td>
<td></td>
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<tr>
<td>Transfers In &amp; Other Sources</td>
<td>337,400</td>
<td>115,584</td>
<td>(221,816)</td>
<td>-66%</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>44,487,069</td>
<td>47,486,294</td>
<td>2,999,225</td>
<td>7%</td>
</tr>
<tr>
<td>Total Transfers (Out)/In</td>
<td>(44,149,669)</td>
<td>(47,370,710)</td>
<td>(3,221,041)</td>
<td></td>
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<tr>
<td>Change in Fund Balance</td>
<td>(1,355,458)</td>
<td>6,485,245</td>
<td>7,840,703</td>
<td>-578%</td>
</tr>
<tr>
<td>Beginning Fund Balance 7/1/2017</td>
<td>51,230,089</td>
<td>50,570,825</td>
<td>(659,264)</td>
<td>-1%</td>
</tr>
<tr>
<td>Ending Fund Balance 6/30/2018</td>
<td>$ 49,874,631</td>
<td>$ 57,056,070</td>
<td>$ 7,181,439</td>
<td>14%</td>
</tr>
</tbody>
</table>
General Fund – Fund Balance

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-spendable</td>
<td>$19,043</td>
<td>$163,032</td>
<td>$156,929</td>
<td>$37,568</td>
<td>-</td>
</tr>
<tr>
<td>Restricted</td>
<td>$792,259</td>
<td>$765,608</td>
<td>$878,472</td>
<td>$750,000</td>
<td>$3,494,184</td>
</tr>
<tr>
<td></td>
<td>$811,302</td>
<td>$928,640</td>
<td>$1,035,401</td>
<td>$787,568</td>
<td>$3,494,184</td>
</tr>
<tr>
<td>Committed</td>
<td>$4,518,775</td>
<td>$3,228,568</td>
<td>$4,722,117</td>
<td>$3,191,488</td>
<td>$169,349</td>
</tr>
<tr>
<td>Assigned</td>
<td>$1,106,583</td>
<td>$1,764,783</td>
<td>$2,735,052</td>
<td>$1,550,735</td>
<td>$1,401,787</td>
</tr>
<tr>
<td>Unassigned</td>
<td>$40,169,907</td>
<td>$45,377,761</td>
<td>$44,946,029</td>
<td>$45,041,034</td>
<td>$51,990,750</td>
</tr>
<tr>
<td>Unrestricted Fund Balance</td>
<td>$45,795,265</td>
<td>$50,371,112</td>
<td>$52,403,198</td>
<td>$49,783,257</td>
<td>$53,561,886</td>
</tr>
<tr>
<td>Total</td>
<td>$46,606,567</td>
<td>$51,299,752</td>
<td>$53,438,599</td>
<td>$50,570,825</td>
<td>$57,056,070</td>
</tr>
</tbody>
</table>

**Restricted Fund Balance:**
- Increased $2.7 M with implementation of GASB Statement 75, change in treatment of Public Employees Benefit Program (PEBP) - employer vs. trust assets.

**Unrestricted Fund Balance:**
- Net increase was $3.8M due to combination of use of Stabilization Fund, assigned amount for budget encumbrances, and actual revenue and expense results.
- Total Unrestricted Fund Balance is $53M, and represents 16.1% of budgeted operating expenses, or 59 days of working capital.
Appropriate policy level of unrestricted fund balance should take into account each government’s unique circumstances:

- Vulnerability to natural disasters
- Degree of dependency on volatile revenue sources
- Potential for cuts in State or Federal funding

GFOA recommends no less than 2 months of working capital, which is equal to 16.4% of budgeted operating expenses. BCC policy is between 10% and 17%.

Unrestricted Fund Balance should not be used as a funding source for ongoing recurring expenditures.

Governments should seek to replenish Fund Balances within 1-3 years.
Changes in Unrestricted Fund Balance

- Reduction due to use of entire Stabilization Fund for flood disaster costs.
- Increase due to revenue 2% higher and expense 2% lower than budget.

Changes in Fund Balance are not a resource for ongoing operating expenses that recur each year because they are inconsistent, unpredictable and vary from year-to-year.

Change in General Fund Unrestricted Fund Balance (in $1,000's)

- $6,000
- $4,000
- $2,000
- $0
- $-2,000
- $-4,000
- $-6,000
- 2008
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
- 2016
- 2017
- 2018
NRS 354.6115 allows for a fund to “stabilize operations of a local government and mitigate the effects of a natural disaster.”

Stabilization Fund is a critical resource, BCC policy level is $3M, and current balance was $0 at 6/30/2018.
- Previous BCC direction was to replenish from FEMA reimbursements
- Reimbursements take an average of 5-7 years, or more, to receive

Recommendation: replenish Stabilization Fund now, at no additional cost, as an assignment within fund balance
- If so directed, staff will bring an item on a future BCC agenda to formalize this action.
General Fund FY 19 Budget

General Fund Revenues by Type

- Property Tax: 49%
- Consolidated Tax: 33%
- Intergovernmental: 6%
- Licenses and Permits: 3%
- Fines and Forfeitures: 2%
- Charges for Services: 6%
- Other: 1%

Property Tax & C-Tax are 82% of General Fund Revenue
General Fund FY 19 Budget

General Fund Expenditures by Type

- Salaries and Benefits: 70%
- Services and Supplies: 17%
- Transfers Out: 12%
- Other: 1%

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

Salaries & Benefits are 70% of General Fund Expenditures, a normal range for a service organization.
General Fund Mid-Year FY 2019

General Fund
Mid-Year Revenues and Expenditures

<table>
<thead>
<tr>
<th></th>
<th>FY19 Budget</th>
<th>FY19 YTD Actual</th>
<th>% of FY18 Budget</th>
<th>FY18 Budget</th>
<th>FY18 YTD Actual</th>
<th>% of FY18 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$345,383,942</td>
<td>$158,115,433</td>
<td>46%</td>
<td>$332,734,875.47</td>
<td>$151,781,830</td>
<td>46%</td>
</tr>
<tr>
<td>Expenditures &amp; Transfers</td>
<td>$346,756,493</td>
<td>$165,376,240</td>
<td>48%</td>
<td>$334,732,735.64</td>
<td>$166,809,759</td>
<td>50%</td>
</tr>
</tbody>
</table>
FY 2020 Preliminary Budget Outlook
Outlook: Uncertainty

- Regional economy strong employment/job growth, but signs of eventual economic slow down are on the horizon
- Operating revenues growing moderately and will cover known expense increases, but
- Currently unknown or unquantifiable and potential expense increases still need to be determined (labor negotiations, departments’ requests, and legislative impacts)
- Capital Improvement Program Funding Not Adequate Long-Term
  - Major new facilities, roads and infrastructure requirements (high cost)
  - Improvements/replacements to existing facilities and equipment needed
General Fund History

FY 2018 Revenues and Expenses exceeded Pre-Great Recession levels for first time in a decade.

Fund balance is important to weather a normal recession – Great Recession was prolonged.

10-Year Recovery
General Fund Long-term Trend

GENERAL FUND
PRELIMINARY 5-YEAR FORECAST

Forecast indicates modest revenue growth for fiscal unknowns

Forecast indicates budget balanced but not sustainable
Preliminary General Fund FY 2020 Budget

The Preliminary General Fund Budget is balanced with a small amount for contingency and unknown fiscal impacts.
## Revenue Trends

<table>
<thead>
<tr>
<th>Item</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consolidated Tax Revenues</strong></td>
<td></td>
<td>• Rate of growth of C-Tax revenues flattening.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• With only four months reporting, FY19 revenues are up 6.2% adjusted for C-Tax refund, versus 9.3% same period last year.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• FY19 C-Tax refund of ~$3.1 M</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• FY20 C-Tax refund of ~$1.5 M</td>
</tr>
<tr>
<td><strong>Property Tax Revenues</strong></td>
<td></td>
<td>• FY20 estimated property tax caps ~ 3.0% residential; 4.8% general</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• New development may add ~ 1 – 1.25%.</td>
</tr>
<tr>
<td><strong>Other General Fund Revenues</strong></td>
<td></td>
<td>• Other revenues relatively stable but are not keeping up with inflation and additional impacts due to voter approved exemptions</td>
</tr>
</tbody>
</table>
Cumulative GF abatement value FY 2005 through FY 2019 is $189 million.
Consolidated Tax

C-Tax Revenue History

FY18 Actual C-Tax Breakout

- Sales Tax: 82%
- Real Property Transfer Tax: 14%
- Government Services Tax: 4%
## General Fund Known Cost Increases

### Item

<table>
<thead>
<tr>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
</tr>
<tr>
<td>• Regular merit and associated salaries ~ $2.6M (does not include possible impacts from collective bargaining)</td>
</tr>
<tr>
<td>Employee Benefits</td>
</tr>
<tr>
<td>• Associated retirement benefits ~ $993K</td>
</tr>
<tr>
<td>• PERS contributions: Public Safety employees 2.0%, all other employees 1.25% ~ $1.9M</td>
</tr>
<tr>
<td>• Estimated OPEB contributions ~ $1.4M</td>
</tr>
<tr>
<td>Other Operational Increases</td>
</tr>
<tr>
<td>• Voting Machines ongoing maintenance contract ~ $300K</td>
</tr>
<tr>
<td>• Contingency funding to address uncertainty ~ $1M</td>
</tr>
<tr>
<td>• Includes various contractual, lease, maintenance, and service agreement increases</td>
</tr>
<tr>
<td>Transfers</td>
</tr>
<tr>
<td>• Debt service required ~ $623K</td>
</tr>
<tr>
<td>• Indigent Fund ~ $823K</td>
</tr>
<tr>
<td>• Capital Improvement Program ~ $1M</td>
</tr>
</tbody>
</table>

**Known cost increases total $10.6M, and are included in the preliminary “base” Budget**
## Uncertainty

### Unknown Impacts & Emerging Issues

<table>
<thead>
<tr>
<th>Item</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Outlook</td>
<td>National and regional. Slow down on the horizon?</td>
</tr>
<tr>
<td>Federal Government Shut-Down</td>
<td>Impacts to be determined – cash flow and grant award concerns</td>
</tr>
<tr>
<td>2019 State Legislative Session</td>
<td>Impacts to be determined</td>
</tr>
<tr>
<td>Collective Bargaining</td>
<td>All current collective bargaining agreements expire June 30, 2019</td>
</tr>
<tr>
<td>Department Requests</td>
<td>Above Base Budget requests currently unknown</td>
</tr>
</tbody>
</table>

Fiscal impacts currently unknown, and are not included in preliminary “base” Budget
## Capital Needs

<table>
<thead>
<tr>
<th>Item</th>
<th>Notes</th>
</tr>
</thead>
</table>
| Annual Capital Improvement Program (CIP)                             | • Total 5-Year CIP requests are $76 M  
• FY20 CIP requests total $26 M ($13 M requested from General Fund)  
• Current General Fund CIP funding level between $5-6 M/year                                                   |
| Capital Infrastructure and Equipment Replacement                     | • CIP includes funding requests for replacement of roofs, HVACs, and other major equipment  
• Ongoing annual funding needed for replacements, minimal amount was set aside in FY 19                          |
| Major Long-Term Capital Considerations on the Horizon               | • STMWRF Plant (Facility Plan/SRF Loan)  
• WCSO Infirmary/Crime Lab (Master Plan)  
• Downtown Project/Court Building (Master Plan)  
• 9th Street Facility (Master Plan)  
• Technology Infrastructure, and major systems  
• North Valleys Library (Master Plan)  
• Storm Water/TMDL/Flood                                                                                      |
Capital Financing Existing Resources

**General Fund:**
- Not a sufficient or sustainable source to finance high-cost projects, such as master plan projects, without significant changes in existing service levels and programs

**Fees:**
- Utility rate fees and connection charges (Sewer) used for debt service (STMWRF project)
- Agency user fees for participation in regional systems (NSRS P25 project)
- Other user fees (parks, public safety) supplemental in nature, generally utilized to offset ongoing operations expenses, not sufficient for debt service
- Technology fees in certain areas (Assessor, Recorder and Clerk) set by statute for restricted uses
Library Expansion Fund:

- A 1994 voter approved Property Tax override
- Tax period is 30 years, beginning in FY 1995 and ending in FY 2025
- Allowable use is for acquiring, constructing, improving, equipping, operating and maintaining County library facilities
- Would require voter approval in November 2024 to continue the tax for Library purposes
Infrastructure Sales Tax:

- In place since 1998, NRS allowable use is for public safety and flood projects.
- Used to finance construction of the Regional Emergency Operations Center (REOC), Regional Public Safety Training Center (RPSTC), and Truckee River Flood Protection projects (TRFMA).
- Debt currently outstanding is $27M, and terminates in FY 2036.
- After annual debt service, balance of funding used to operate TRFMA project.
- Capital investments *Spending Plan* is adopted and/or amended by the BCC (last amended in 2002 for debt issuance).
- Re-evaluate spending plan?
Grants:
- Capital construction grants are limited, subject to reduction and/or redirection
- Do not provide funding for ongoing operations, maintenance and replacement

Supplemental Government Services Tax:
- No minimum/base annual amount, revenue varies with annual motor vehicle registrations (Great Recession decrease was 24%, or $3.1M)
- Previous supplemental GST imposed by BCC in 1991 and ended per AB 471 in 2005
- 2009 legislation broadened allowable uses, and 2011 Legislation allowed Washoe County to re-impose Supplemental GST without voter approval
- 2012 advisory ballot question failed with 59.6% of “no” votes
- 2016 Citizen Survey:
  » 46% opposed GST for senior program
  » 53% opposed for culture and recreational facilities
Summary

We are in a period of Uncertainty:

- Revenues likely sufficient to sustain known cost increases, but significant uncertainties exist, with fiscal impacts yet to be determined and quantified due to national and regional economy, federal government shutdown, legislative impacts, labor negotiations, emerging issues, and capital improvement needs

Structurally balanced GF Budget needed for fiscal sustainability:

- Goal is to present the BCC with a structurally balanced budget for FY 2020 and going forward in future years.

Recommendations:

- Replenish Stabilization Fund, as an assignment within fund balance for FY 2019
- Increase Contingency funding due to uncertainties, and Capital Improvement funding for major equipment replacements
- Departments should continue to prioritize, restructure and/or reallocate resources from within existing budgets, before requesting above base increases
## Budget Timeline & Next Steps

<table>
<thead>
<tr>
<th>Date/Month</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan. 22</td>
<td>BCC Strategic Planning Retreat</td>
</tr>
<tr>
<td>Jan. 30 &amp; 31</td>
<td>Departments attend Budget Training Sessions</td>
</tr>
<tr>
<td>February 8</td>
<td>Due date to submit personnel requests to HR &amp; Budget</td>
</tr>
<tr>
<td>Jan. 31 – Feb. 22</td>
<td>Departments review budgets and submit requested changes</td>
</tr>
<tr>
<td>March 8-15</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. 25-29</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 23</td>
<td>County Manager presents recommendations to BCC</td>
</tr>
<tr>
<td>May 21</td>
<td>BCC Public Hearing and Adoption of Final Budget</td>
</tr>
<tr>
<td>May 31</td>
<td>State deadline to submit Final Budget</td>
</tr>
</tbody>
</table>
Questions?
CITIZEN SURVEY RESULTS
Key Findings
2018

The NCS is presented by NRC in collaboration with ICMA
The NCS & Washoe County

- Participant in The NCS since 2006
  - 2006, 2016, 2018
- Scientific sample of 1,500 households
  - 314 returned surveys; 22% response rate
  - ±6% margin of error

Options:
- Online option
- Spanish
- Geographic comparisons
- Demographic comparisons
- Custom benchmarks
Facets of Community Livability

- Safety
- Mobility
- Natural Environment
- Built Environment
- Economy
- Education and Enrichment
- Recreation and Wellness
- Community Engagement
- Quality of Community Overall
National Benchmark Comparisons
Key Focus Areas

Legend
- Higher than national benchmark
- Similar to national benchmark
- Lower than national benchmark

- Most important
Economy is a priority with residents applauding employment, but have concerns about housing affordability.
Economy Measures

Overall economic health

52%

Place to visit
77%

Shopping opportunities
69%

Business and service establishments
65%

Employment opportunities
60%

Economic development
56%

Higher than benchmarks
Percent excellent or good
Affordability

Cost of living
30%

Variety of housing options
29%

NOT under housing stress
65%

Availability of affordable housing
16%

Percent excellent or good
Lower than benchmarks
Community Enrichment activities are under-utilized assets
Residents think Education and Enrichment is essential or very important
Engagement with Amenities

- Social events and activities: 75%
- Special events: 65%
- Public libraries: 83%

1 in 2 people used public libraries.

1 in 2 people attended a special event in the last year.

Percent have attended/excellent or good lower than benchmarks.
Community Enrichment Trends

Public libraries
83%

Cultural, music and art opportunities
84%

Higher than benchmarks
Percent excellent or good
Safety merits continued focus
Safety in Washoe County

Overall feeling of safety: 64%

In downtown/commercial areas: 75%

In neighborhood: 91%

Lower than benchmarks

Percent positive (excellent/very good or very/somewhat safe)
8 in 10
Sheriff services excellent or good

2 in 3
Animal control
Emergency preparedness excellent or good
8 in 10
Did NOT report a crime
NOT a victim of a crime

35%
Stocked supplies for an emergency

Percent yes
Special Topics
Sources of Information

Percent very or somewhat valuable

- Local media outlets: 91%
- County website: 82%
- Email alerts: 69%
- Social media: 65%
- County officials: 63%
Familiarity with Services

- **Culture, parks and open space**: 78%
- **Environment/Public works**: 71%
- **Neighborhoods/Safety**: 67%
- **Human services**: 61%
- **General government**: 59%
- **Judicial**: 57%
- **Economy**: 56%

Percent very or somewhat familiar
Contact with County Employees

- Courtesy: 90%
- Knowledge: 85%
- Responsiveness: 76%

Overall impression

- Much or somewhat better: 37%
- 83% positive

Compared to other government agencies
Respondent Household Locations

General Improvement District

- Yes: 26%
- No: 74%

Special Assessment District

- Yes: 10%
- No: 90%

Respondent City

City of Reno: 68%
City of Sparks: 24%
Conclusions

Residents think highly of employment opportunities, but housing affordability is a concern.

Community Enrichment activities are under-utilized in the community.

Safety merits continued focus in:
- Overall feeling of safety
- Feelings of safety in downtown/commercial areas
Questions?
STRATEGIC GOAL BRIEFINGS, CLARIFICATIONS & RECOMMENDATIONS
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
FY19 County Goals

Flow of discussion:

• Fiscal Sustainability
• Economic Impacts
• Vulnerable Populations
• Marijuana
• Unified Team
• Employee Engagement

While Reading...

• Connect with the successes
• Note the FY20 focus
• Some goals are completed
• Less is more
Goal Team Briefings

1. Read the 1-2 page Accomplishments & FY20 Focus Summaries.

2. Share highlights from the Goal Team Lead. Address clarifying questions by Goal Team.

3. Direction from BCC regarding FY20 Goals & initiatives.

4. Confirm Commissioner Champion.
“LIVING THE PLAN” EXERCISE
Assumptions

- There will always be new and emerging priorities.
- Presently, there is no extra "fat" or resource capacity at the County.
- Staff cannot say "no" or “not now” to commissioners.
- The business of the County is diverse and complex.
- The "plan" does not contain everything.
- County-wide efforts/implications - not department specific
Partnerships and Process:

- City of Reno brought forward a proposal to build a Men’s Shelter on the NNAMHS campus on a 5 acre parcel of land.
- Washoe County proposed utilizing some of the existing buildings and remodeling them to house the Women, Families, and Post-Partum homeless populations.
- The Governor’s office agreed to Washoe County’s proposal and offered a 15 year lease, to be extended every 5 years thereafter.
- The proposal went before the BCC and the BOE and was approved by both boards.
- The proposal was simultaneously presented to the CHAB (Community Homeless Advisory Board) which has two City of Sparks Councilmembers, two City of Reno Councilmembers and two Washoe County Commissioners. The proposal was also approved by this board.
NNAMHS Campus – what will it take?

- Most of the buildings were built in the 1960’s and 70’s, therefore require a significant amount of work to be done to bring them up to code.
- Usage of the building is changing to meet the needs of homeless populations requires unique specifications.
- Timeline? We would like to not have to go through another winter with these populations downtown.
- This has brought this project to the forefront with CSD and made it a priority. Essentially taking on 54,000 square feet of new building space.
- CSD has had to defer approved projects. Currently this project is utilizing 1/8th of the entire staff working on delivering county CIP projects.
- HSA found funds for maintenance and utilities, roughly $700,000 and we were able to do that by reprioritizing existing, budgeted items.
- HSA is pursuing several grants for completion of construction.
Strategic or Not

Purpose of this flow chart is to determine where to address issue 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 the issue the Responsibility of the County?

Is it impacting Community AND/OR Employees?

Does it move County forward or backward?

AND/OR

Is it an Emerging Regional* Issue?

*Others are talking about it too

Will it impact an Existing Service Level?

AND/OR

How big are the organization-wide impacts?

How big is the shift from the current state?

Some shift, should sustain current effort

Significant, might result in change in direction

Improving the Current (Programmatic) OPERATIONS

Creating the Future (Countywide Change) STRATEGIC

Possible New Program Priority

Budget Reprioritization

County Policy Change

Add NEW Resources (Such as outsource)

Shift Resources (Move from current priorities)

Pause (Don't do it now)

Discuss with appropriate owner

Service request via Washoe311

IMPACTS A SMALL GROUP

IMPACTS TWO OR MORE DEPTS.

IMPACTS A LARGE GROUP

NOT REALLY

NOT YET

NOT YET

Discuss w/ supervisor, manager, dept. head

Discuss w/ supervisor, manager, dept. head

No Budget Authority

Sufficient Current Budget

Updated as of 1/22/18
Strategic or Not Thinking Tool

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

Strategic ≠ Creating the Future; Operations ≠ Improving the Current

Discuss with appropriate owner

- NO
  - Service request via WashoE311
  - IMPACTS A SMALL GROUP
  - IMPACTS A LARGE GROUP

- YES
  - IMPACTS TWO OR MORE DEPTS.
  - IMPACTS ONE DEPT.

Is it the organization-wide impacts?

- YES
  - How big is the shift from the current state?
  - Some shift should sustain current effort
  - Significant, might result in change in direction

- NO
  - IMPROVING THE CURRENT (PROGRAMMATIC OPERATIONS)
  - POSSIBLE NEW PROGRAM PRIORITIES
  - BUDGET REENGINEERING
  - COUNTY POLICY CHANGE

- YET
  - IMPROVING THE FUTURE (COUNTYWIDE CHANGE) STRATEGIC
  - ADD NEW RESOURCES (SUCH AS OUTSOURCE)
  - SHIFTS RESOURCES (MAY BE CURRENT PRIORITIES)
  - PAUSE (DON’T DO IT NOW)

Does it move County forward or backward?

- YES
  - AND/OR
  - Is it an Emerging Regional® Issue?
    - NOT YET
    - NOT REALLY
  - AND/OR
  - WILL IT IMPACT AN EXISTING SERVICE LEVEL?
    - NOT YET
    - NOT REALLY

- NO
  - IMPROVING THE CURRENT (PROGRAMMATIC OPERATIONS)
  - POSSIBLE NEW PROGRAM PRIORITIES
  - BUDGET REENGINEERING
  - COUNTY POLICY CHANGE
Five Emerging Priorities

- Marijuana Smoking Lounges
- Pesticide Free Parks
- Affordable Housing Trust Fund
- Neighborhood Speeding
- Added Transit Services in North Valleys
At your Tables:

- **Pick One Priority:** Select one of the four that your group has the most familiarity with.

- **Strategic or Not?** Process through the flow chart.

- **Conclusion:** Is it Strategic? Or Not? Why or why not?

Outcome from this exercise is conceptual.

Intent is NOT to actually make decisions about these priorities, but rather to learn how to use the tool and improve our collective decision making.
The State Legislature may potentially create legislation related to the ability for Counties to allow the creation of lounges specific for the consumption of legalized marijuana.

The legislature routinely passes laws that require changes or updates to Washoe County Codes. If the legislature allows a pathway for the creation of lounges in Washoe County policy direction will be necessary from the Board of County Commissioners on how to move forward.

Codes exist for the governance of Medical and Recreational Marijuana within Washoe County Code.
Washoe County owns and operates over 12,000 acres of developed and undeveloped park space throughout the county. Management of the property falls to the Community Services Department which has specific budget for the operation and maintenance of both developed and undeveloped space.

Pesticides are not utilized on open turf areas, they are used to control weeds in open spaces and landscaped areas within many parks, and is a cost effective strategy given current resource allocations.

Pesticides are regulated for use by the State of Nevada and are applied using licensed applicators on staff. The adoption of pesticide free management practices could result in an increase need for resources, mainly staff to manually manage weeds.
After hosting multiple meetings and researching best practices, Acting in Community Together in Organizing Northern Nevada (ACTIONN) approached Washoe County to advocate for, and assist with, the establishment of a Washoe County Affordable Housing Trust Fund (AHTF).

The Washoe County AHTF is intended to address the growing need for affordable housing in our community. The AHTF structure is used nationally - typically by dedicating sources of public funding and leverage that funding to increase incentives for affordable housing and is a recommendation of the Enterprise Housing effort being conducted by the Truckee Meadows Regional Planning Agency.

Currently no ordinance or structure is in place within Washoe County Code.
Washoe County owns, maintains, and regulates the roadway right of way in Washoe County. Washoe County development code addresses general roadway size requirements for developers and builders to use in creating subdivisions. Although it is the responsibility of the driving public to obey traffic laws it does not always happen. A process has been addressed in Washoe County Code Chapter:

70.200 - Traffic-control committee: Creation; membership; duties

1. The traffic-control committee is hereby created and consists of three members. One member shall be a member of the sheriff's department recommended by the sheriff. Two members shall be recommended by the director of public works, one of whom shall be from the engineering division of the department of public works and one of whom shall be from the road division of the department of public works.

2. The members serve at the pleasure of the public works director.

3. The traffic-control committee shall make recommendations to the public works director concerning the establishment of maximum and minimum speed limits, traffic patterns, safety regulations, parking regulations, traffic-control devices and other matters properly relating to traffic control and safety in the county.

4. Any action taken by the public works director pursuant to the recommendations of the traffic-control committee may be appealed to the board of county commissioners.
While Washoe County owns and maintains the roadway infrastructure in Unincorporated Washoe County the Regional Transportation Commission (RTC) is responsible for transit services.
Strategic or Not

Purpose of this flow chart is to determine where to address issue 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; Operation = Improving the Current

REQUEST TO ADDRESS SPEEDING IN NEIGHBORHOOD

- Does it move County forward or backward?
  - NO
    - Discuss with appropriate owner
  - YES
    - Is it an Emerging Regional Issue?
      - NO
        - NOT YET
      - YES
        - Is it impacting Community AND/OR Employee?
          - NO
            - NOT REALLY
          - YES
            - How big are the organization-wide impacts?
              - IMPACTS TWO OR MORE DEPTS.
                - How big is the shift from the current state?
                  - OR
                    - Significant, might result in change in direction
                      - IMPACTS ONE DEPT.
                        - No Budget Authority
                          - Sufficient Current Budget
                            - Discuss w/supervisor, manager, dept. head
                          - OR
                            - Some shift, should sustain current effort
                              - Improving the Current (Programmatic) OPERATIONS
                                - Possible New Program Priority
                                  - Budget Re prioritization
                                    - County Policy Change
                                      - Add NEW Resources (Such as outsource)
                                        - Shift Resources (Move from current priorities)
                                          - Pause (Don’t do it now)
                                            - Creating the Future (Countywide Change) STRATEGIC
                                              - Discuss w/supervisor, manager, dept. head

- OR
  - IMPACTS A LARGE GROUP
    - How big are the potential fiscal implications?
      - OR
        - How big is the shift from the current state?
          - SOME SHIFT, SHOULD SUSTAIN CURRENT EFFORT
            - IMPROVING THE CURRENT (PROGRAMMATIC) OPERATIONS
              - POSSIBLE NEW PROGRAM PRIORITY
                - BUDGET REPRIORITIZATION
                  - COUNTY POLICY CHANGE
                    - ADD NEW RESOURCES (SUCH AS OUTSOURCE)
                      - SHIFT RESOURCES (MOVE FROM CURRENT PRIORITIES)
                        - PAUSE (DON’T DO IT NOW)
                          - CREATING THE FUTURE (COUNTYWIDE CHANGE) STRATEGIC
                            - DISCUSS W/SUPERVISOR, MANAGER, DEPT. HEAD

- OR
  - IMPACTS A SMALL GROUP
    - Service request via Washoe311
      - Follows current BCC established policy unless desire by BCC to reevaluate policy.
Strategic or Not

Purpose of this flow chart is to determine where to address issue 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

REQUEST FOR PESTICIDE FREE PARKS

Have a new issue? Start here!

Is the issue the Responsibility of the County?

Is it impacting Community AND/OR Employee?

How big are the organization-wide impacts?

How big is the shift from the current state?

Some shift, should sustain current effort

Improving the Current (Programmatic) OPERATIONS

Possibile New Program Priority

Budget Re prioritization

County Policy Change

Creating the Future (Countywide Change) STRATEGIC

Add NEW Resources (Such as outsource)

Shift Resources (Move from current priorities)

Pause (Don’t do it now)

Does it move County forward or backward?

AND/OR

Is it an Emerging Regional* Issue?

*Others are talking about it too

AND/OR

Will it impact an Existing Service Level?

Discuss with appropriate owner

Service request via Washoe311

IMPACTS A SMALL GROUP

IMPACTS ONE DEPT.

IMPACTS TWO OR MORE DEPTS.

How big are the potential fiscal implications?

No Budget Authority

Sufficient Current Budget

Discuss with supervisor, manager, dept. head

NOT REALLY

NOT YET

NOT YET

Updated as of 12/27/18
Strategic or Not

Purpose of this flow chart is to determine where to address issue 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

REQUEST FOR ADDED TRANSIT SERVICES IN NORTH VALLEYS

Does it move County forward or backward?

AND/OR

Is it an Emerging Regional* Issue? *Others are talking about it too

AND/OR

Will it impact an Existing Service Level?

Discuss w/ supervisor, manager, dept. head

How big are the organization-wide impacts?

IMPACTS TWO OR MORE DEPTS.

How big is the shift from the current state?

Some shift, should sustain current effort

Creating the Future (Countywide Change) STRATEGIC

Possibilities

Budget Re prioritization
County Policy Change
Add NEW Resources (Such as outsource)
Shift Resources (Move from current priorities)
Pause (Don’t do it now)

Pertinent Questions

Is the issue the Responsibility of the County?

Is it impacting Community AND/OR Employee?

How big are the potential fiscal implications?

No Budget Authority

Sufficient Current Budget

Discusses w/ supervisor, manager, dept. head

Regional Transportation Commission

Discuss with appropriate owner

IMPACTS A LARGE GROUP

IMPACTS A SMALL GROUP

Service request via Washoe311

NO

YES

YES

NOT YET

NOT YET

NOT REALLY
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 the issue the Responsibility of the County?
    - Yes: Is it impacting Community AND/OR Employee?
      - Yes: How big are the organization-wide impacts?
        - IMPACTS ONE DEPT.
        - IMPACTS TWO OR MORE DEPTS.
        - OR
      - No: How big is the shift from the current state?
        - Significant, might result in change in direction
        - IMPACTS A SMALL GROUP
        - IMPACTS A LARGE GROUP
    - No: Service request via Washoe311
  - No
  - IMPACTS ONE DEPT.
  - IMPACTS TWO OR MORE DEPTS.

- Does it move County forward or backward?
  - AND/OR
  - Is it an Emerging Regional Issue?
    - Yes: Others are talking about it too
    - No: Will it impact an Existing Service Level?
      - Yes: How big are the potential fiscal implications?
        - OR
      - No: Discuss w/ supervisor, manager, dept. head
  - No: Discuss w/ supervisor, manager, dept. head

- Possible New Program Priority
- Budget Re prioritization
- County Policy Change
- Add NEW Resources (Such as outsource)
- Shift Resources (Move from current priorities)
- Pause (Don’t do it now)

*Updated as of 12/27/18*
What can we agree to do differently when new priorities emerge?

Examples:

* If something comes “on” something else comes “off” *

** New efforts require identified funding sources to move forward **
FINAL DIRECTION ON FY20 GOALS & NEXT STEPS
FY20 County Goals – Proposed

- Unified Team & Engaged Employees
- Vulnerable Populations
- Economic Impacts
- Fiscal Sustainability