



# WASHOE COUNTY STRATEGIC PLAN FY21 SUMMARY

## 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 at the center of everything we do and take pride in delivering services of the highest quality.

## MISSION

The purpose of the mission statement is to clearly articulate why we exist as an organization.

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

## VISION

The purpose of the vision is to establish a concrete picture of the future:

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

## GUIDING PRINCIPLES

As Washoe County employees, we approach our work by putting first our community responsibility to:

### **Support and represent the people we serve.**

Elevate the quality of life so our community is a great place for everyone to live, regardless of means. We support and believe in diversity, inclusivity and accessibility to all.

### **Be forward thinking.**

We will make decisions that are future looking, support economic diversification and are financially sustainable.

### **Protect our natural resources.**

Be caretakers of the environment so we preserve our region for future generations.

### **Collaborate within and across the County.**

Nurture and strengthen collaboration regionally with citizens, community organizations, nonprofits, business and government agencies.

### **Commit to digital delivery.**

Drive a fundamental change through the value chain of County services by continuing digital delivery of services and processes where the outcomes for citizens and staff are improved.

### **Reduce redundancies and non-value adds.**

Reduce non-value add steps in the process. Stop non-essential services by deconstructing and reconstructing where we can.

### **Show up as “One County” externally and internally.**

Promote the idea that we are “One County” instead of independent entities, while also celebrating the uniqueness of each department.



# ROADMAP TO SUSTAINABILITY

County Objectives	What We Are Doing (Goals)	How We Will Do It (FY21 Initiatives)
<b>Fiscal Sustainability</b> 	RESTORE FISCAL STABILITY FROM IMPACTS OF COVID-19 PANDEMIC	<b>FISCAL IMPACT REVIEW:</b> Continue the Review Committee to evaluate positions & purchases. #ReviewComm <b>HIRING FREEZE:</b> Implement hard hiring freeze. #ReviewComm & Depts <b>COST REIMBURSEMENT:</b> Secure reimbursement from available funds. #ReveiwComm & Depts
	LONG-TERM SUSTAINABILITY	<b>LONG-TERM FINANCIAL PLAN:</b> Explore/analyze sustainability of long-range existing and potential revenues and expenditure plans. #GoalTeam <b>LEGISLATIVE ACTION:</b> Support legislative action that promotes fiscal sustainability. #GovAffairs <b>COST CONTAINMENT:</b> Look to cost containment strategies like centralizing contracts across County, specifically software. #Purchasing & Depts
	EFFICIENT DELIVERY OF REGIONAL SERVICES	<b>P25 RADIO SYSTEM:</b> Deployment of the P25 Radio system. #TechServices & Finance <b>REGIONAL COLLABORATION:</b> Work with City of Reno and Sparks specifically in high leverage areas such as Public Safety, Human Services and Public Health to find opportunities to streamline service delivery. #GoalTeam, CountyManager, Sheriff
<b>Economic Impacts</b> 	MEET THE NEEDS OF OUR GROWING COMMUNITY	<b>SERVICE LEVELS:</b> Co-create the Washoe County Master Plan update to grow our tax base and quality of life with Service Levels aligned with County Fiscal Solvency. Use Strong Towns as a guide. #GoalTeam
	SUPPORT A THRIVING COMMUNITY	<b>COMMUNITY PUBLIC HEALTH &amp; RECOVERY:</b> Continue to reopen our community and manage COVID-19 economic impacts to ensure our citizens have confidence in the overall safety of our community. #EmergMgmt & Health
	PLAN FOR EXPANDED WASTEWATER & STORM WATER	<b>EFFLUENT MANAGEMENT SYSTEM PLAN:</b> Complete effluent management and water balance plan to identify demands and water quality solutions over 10-year planning horizon. #CSD <b>LAKE TAHOE CLARITY:</b> Improve lake clarity through establishing a stormwater utility. #CSD <b>STORMWATER MODEL:</b> Develop a fiscally sustainable model to manage all stormwater Countywide. #CSD <b>NORTH VALLEYS SEWER:</b> Explore sewer delivery in the North Valleys and possibly merging with City of Reno's sewer utilities. #CSD
<b>Vulnerable Populations</b> 	ADDRESS HOMELESSNESS WITH A REGIONAL APPROACH	<b>SERVICE INVENTORY:</b> Complete an inventory of services and major approaches currently being pursued regionally. #BuiltForZero <b>REGIONAL DATA SYSTEM:</b> Establish a regional system to collect and manage quality data so it is easy for service providers and individuals experiencing homelessness to work together. #BuiltForZero
	EXPAND APPROPRIATE HOUSING OPTIONS ACROSS COMMUNITY	<b>HOUSING CAPACITY:</b> Analyze the capacity for housing program needs in Washoe County. #BuiltForZero <b>COUNTY'S ROLE:</b> Determine the model and the County's role in addressing affordable housing. #LeadershipTeam
	COORDINATION BETWEEN AGENCIES & COMMUNICATION OF PROGRAMS	<b>OUTREACH EFFORTS:</b> Develop a coordinated and proactive structure for outreach services across the community. #BuiltForZero <b>STRENGTHEN PARTNERSHIPS:</b> Continue to strengthen partnerships between agencies to support those in need: #GoalTeam
<b>Innovative Services</b> 	LEVERAGE TECHNOLOGY TO STREAMLINE AND AUTOMATE	<b>LONG-RANGE TECH PLAN:</b> Develop/update the long-range technology/system replacements & upgrades plan to 2025. #TechServices
	STRENGTHEN OUR CULTURE OF SERVICE	<b>WASHOE311:</b> Expand Washoe311 by using more technology and increasing outreach #GoalTeam <b>COUNTYWIDE TEAMS/TEAMWORK:</b> Create a mechanism to capture, document and share the "stories" for Countywide teams deployed for specific needs or efforts such as elections – to include celebrations, sense of County community, challenges, and lessons learned. #GoalTeam <b>COMMUNITY ENGAGEMENT:</b> Continue to engage citizens across the community through diverse channels such as CABs, special public meetings, social, etc. #Comms <b>EMPLOYEE DEVELOPMENT:</b> Expand professional training and emphasize leadership development. #Depts & HR
	PROMOTE EXPERIMENTATION & INNOVATION	<b>DIGITAL DELIVERY OF SERVICES:</b> Make the county website the one-stop shop for everything citizens need from our organization with online forms for all services, apps where appropriate, payment, paying attention to those that are underserved. #Depts <b>CPI:</b> Extend Continuous Process Improvement program to employees so they know where to go to implement improvement processes w/in their departments. Define the program - where does it live, etc.? #GoalTeam