



Washoe County Board of County Commissioners 2017 Jan Retreat

Jan 31, 2017



Retreat Outcomes

- **Update on FY18 Financial/Budget Outlook**
- **Establish the FY18+ Goals for the County**
- **BCC direction on departmental priorities for FY18**
- **Follow up to rules & procedures**





Agenda

I. Welcome & Opening Remarks

II. Current State – Where are we now?

- Citizen Survey Highlights
- Financial Outlook
- Fees Briefing & Discussion

III. Departmental Accomplishments & FY18 Priorities

~LUNCH~

IV. Goal Discussion & FY18 County Goals

V. Rules & Procedures





Citizen Survey Highlights

Al Rogers





2016 Citizen Survey

- ✓ **Conducted by The National Citizen Survey**
 - ✓ National Research Center & ICMA – Collaborative Effort
 - ✓ November/December Survey Period

- ✓ **Survey Tool**
 - ✓ Mailed to 1,300+ Households
 - ✓ Random Sample
 - ✓ 18 Questions (includes 6 Custom) + Demographic
 - ✓ 282 Completed Surveys
 - ✓ Margin of error - +/- 6%

- ✓ **Next Steps**
 - ✓ Analyze draft report – February
 - ✓ Summary Report to BCC - March





Preview of the Fiscal Year 2017-2018 Budget

January 31, 2017



Budget Timeline

Date/Month	Item
Jan. 23 – Feb. 13	Departments prepare and submit above-base requests and other requested changes
Jan. 31	BCC Retreat Budget Workshop
March 6-10	Department meetings with Manager's Office to review requests
Mar. 15-25	C-Tax and Property Tax revenue projections finalized
Mar. 27 – Apr. 7	Finalize department requests and recommendations to County Manager
April 15	State deadline to submit Tentative Budget
April 25	County Manager presents recommendations to BCC
May 16-May 31	BCC Public Hearing and Adoption of Final Budget
June 1	State deadline to submit Final Budget





Preliminary Budget Trends

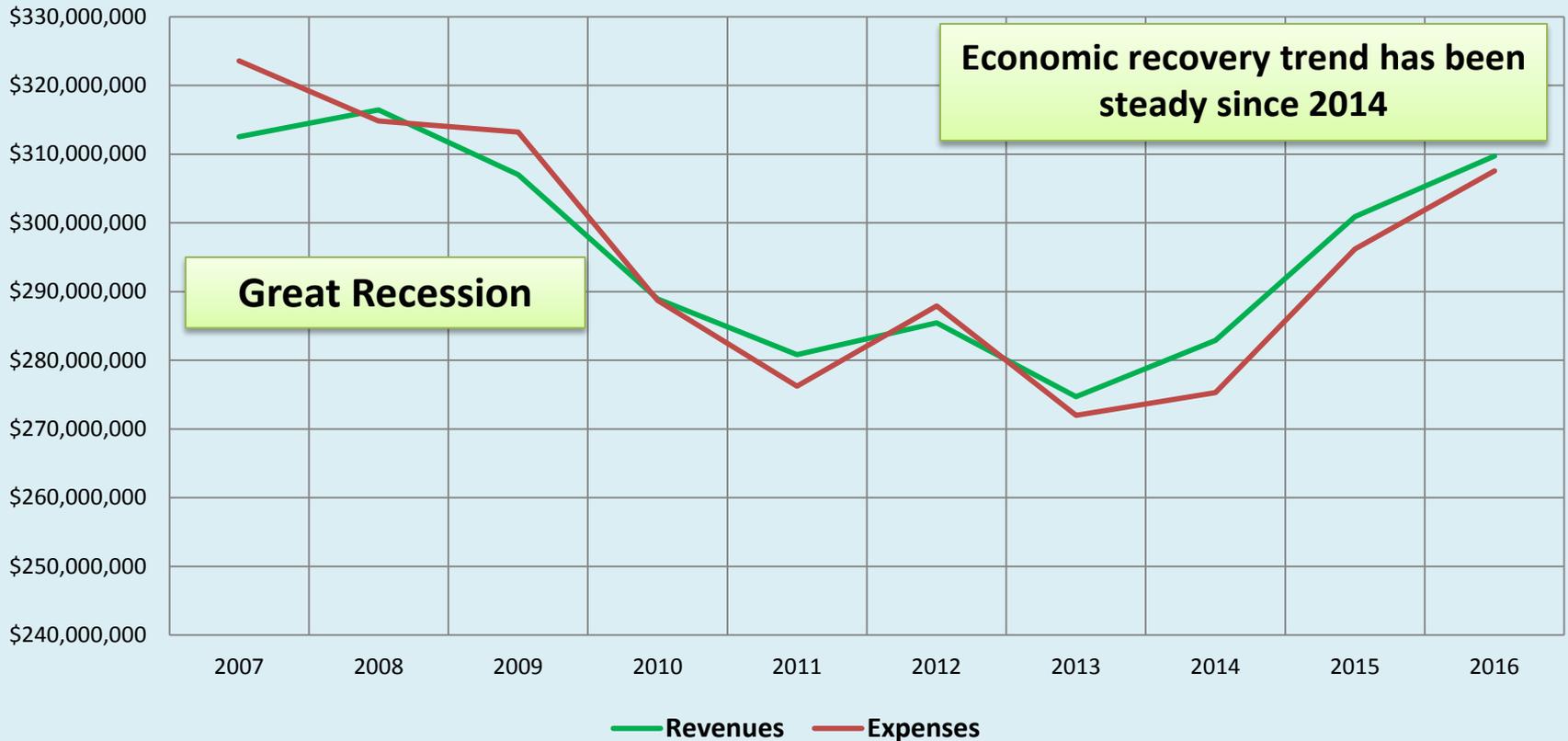
- **Good News: “Optimistically Cautious” - no budget cuts**
- **Bad News: Funding available for above-base operating requests will be tighter than FY17 budget (\$1-2 million)**
 - CTAX and property tax revenue growth trending lower
 - Revenues must sustain known cost increases for personnel and programs already committed to
- **Legislative impacts are currently unknown**
- **Capital Improvement Program –new facilities and improvements to existing facilities are needed**





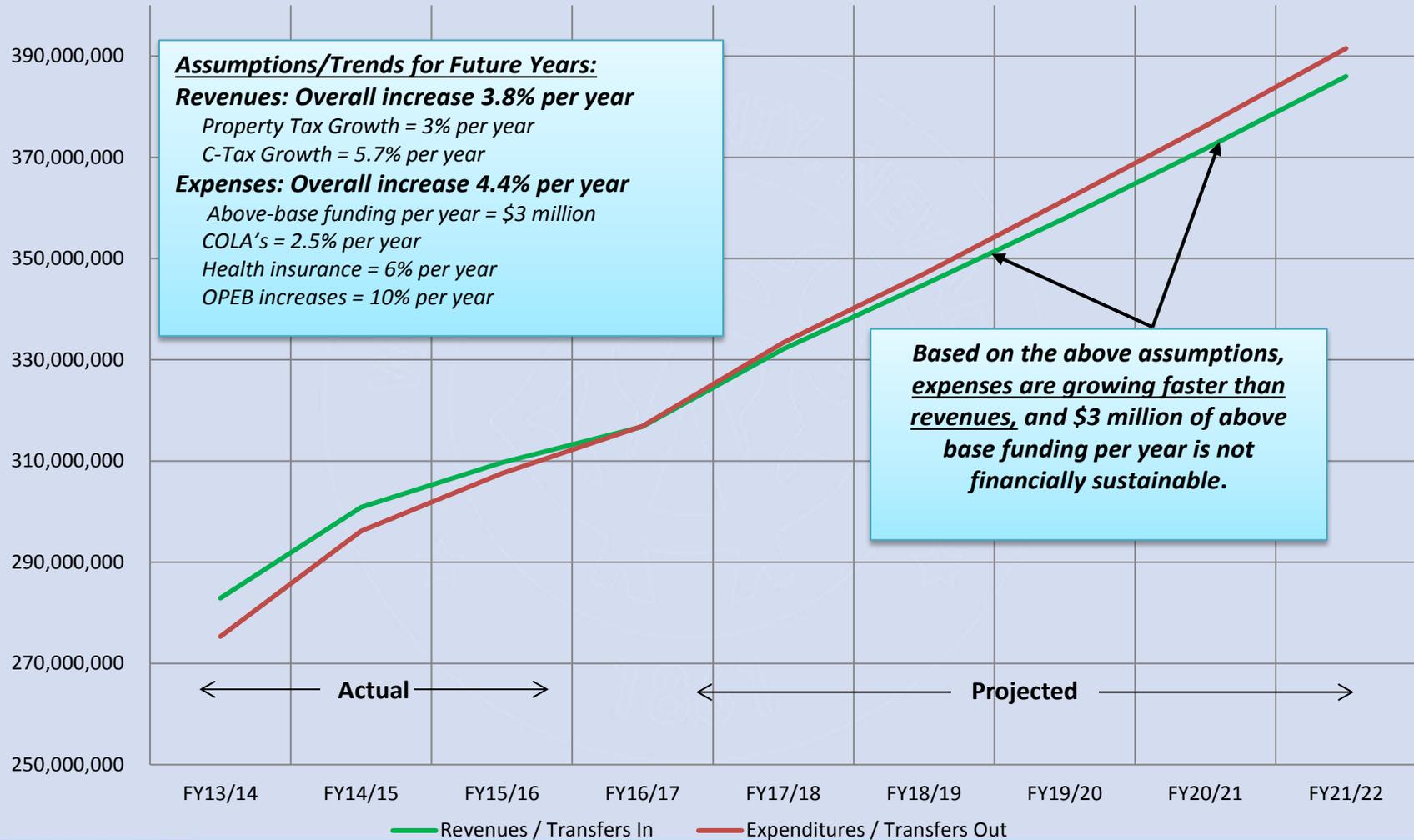
Historical General Fund Revenues & Expenses

Washoe County General Fund





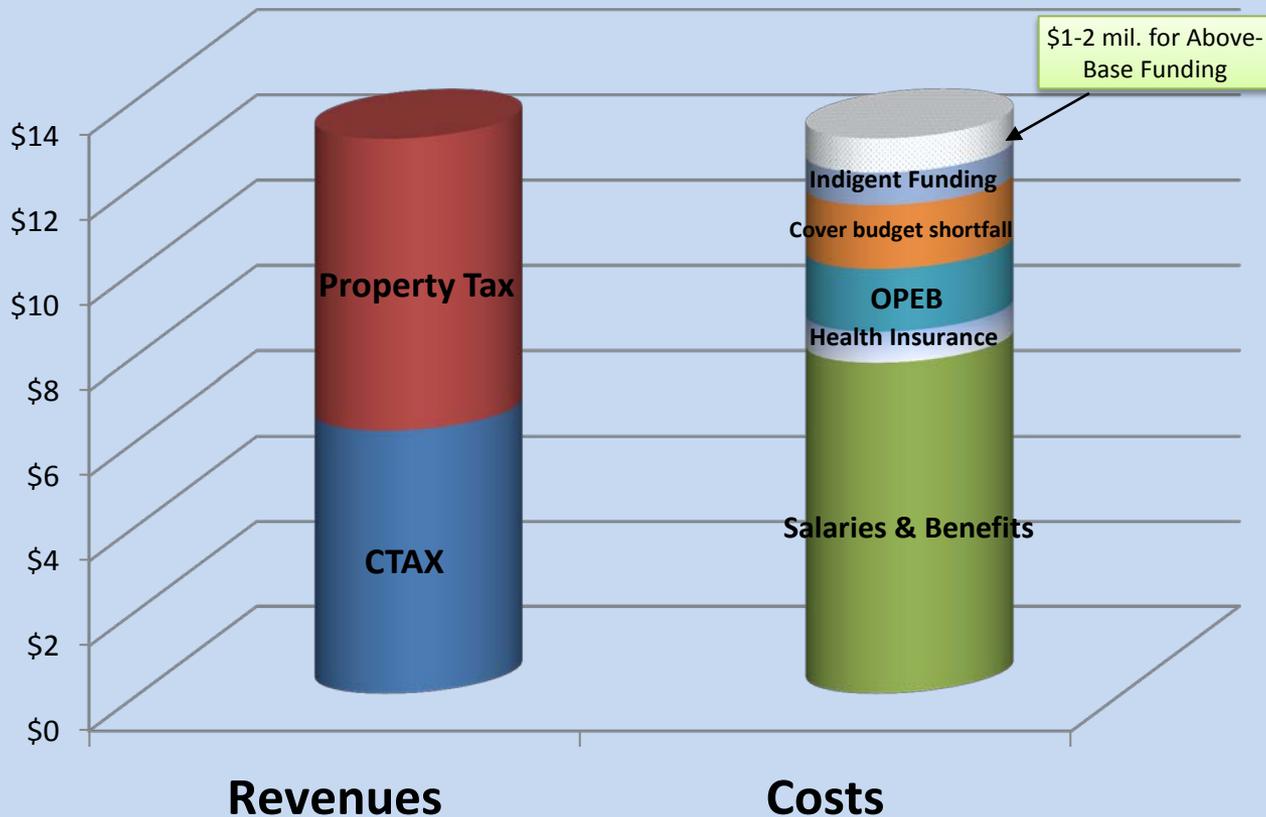
General Fund Preliminary Projection – Washoe County Must Maintain Financial Sustainability





General Fund Budget Trends

FY 18 Estimated Increases



Unquantified Currently:

- 2017 Legislative Session Impacts
- Departments' Above-Base Requests
- Capital Improvements (CIP)
- Marijuana Impacts
- Judicial / Juvenile Justice / Law Enforcement issues
- Increase to Fund Balance

Note: The chart to the left only shows major changes to the FY18 budget.





FY17 & FY18 Revenue Trends

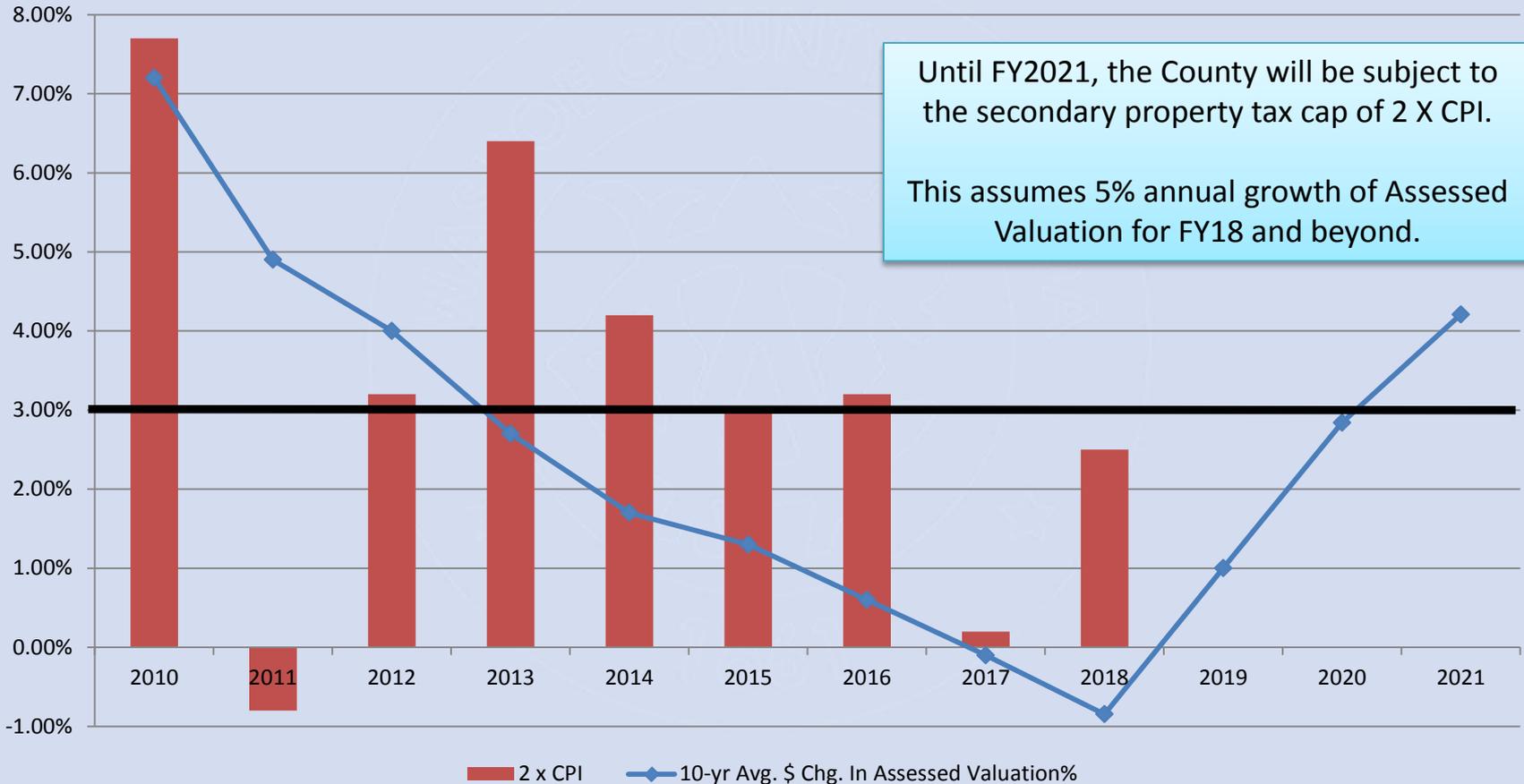
Item	Status	Notes
Consolidated Tax Revenues	●	<ul style="list-style-type: none">• Rate of growth of C-Tax revenues is slowing, in part because of correction of DMV programming error• With four months reporting, FY17 revenues are up 5.9% versus 7.0% budgeted. Taxable sales were only up 2% in October.
Property Tax Revenues	●	FY18 estimated property tax cap ~ 2.5% New development may add ~ 2.0%.
Other General Fund Revenues	● ●	<ul style="list-style-type: none">• Other revenues relatively stable but are not keeping up with inflation• Court fines have been dropping





Property Tax Formula

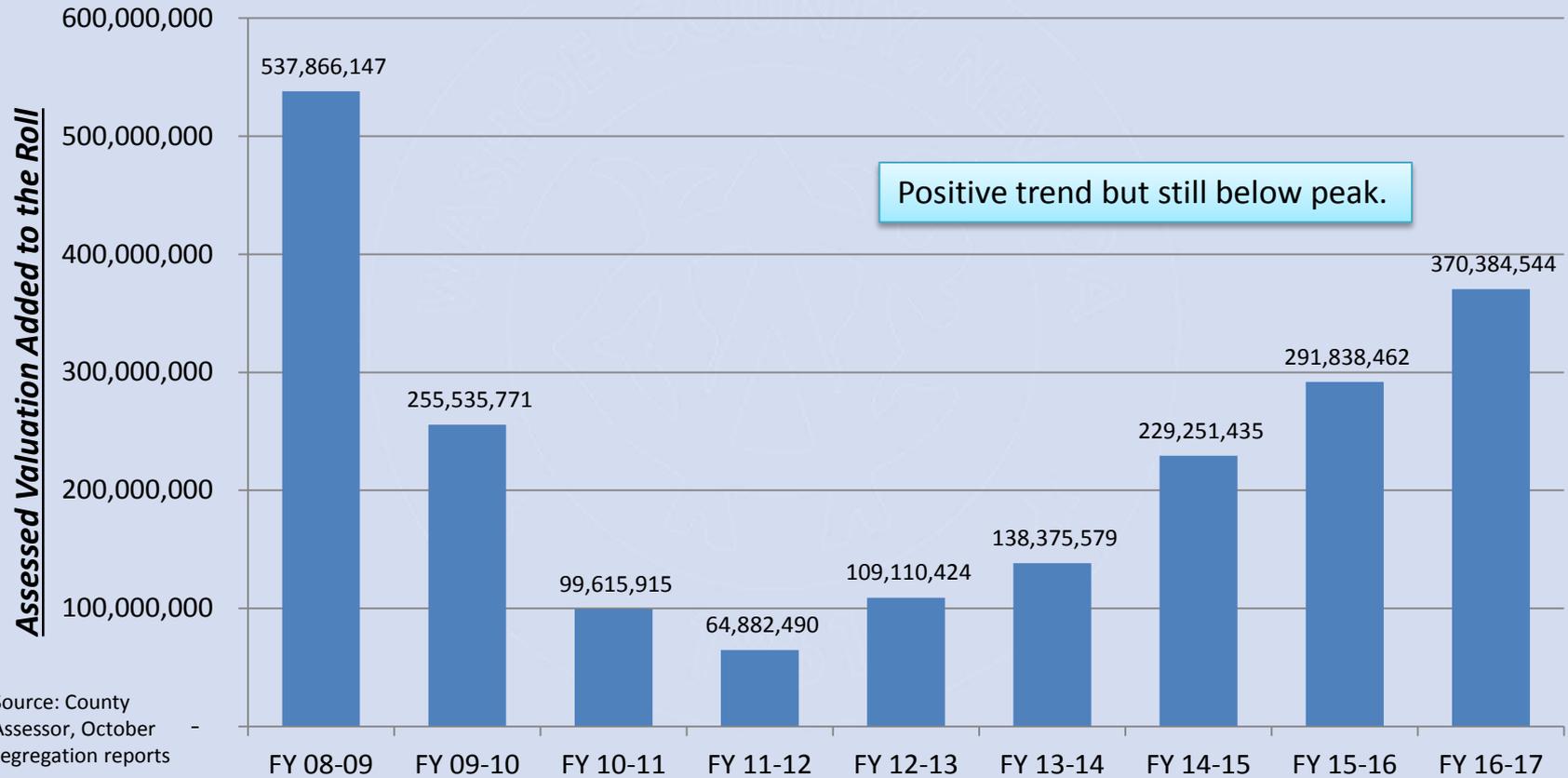
2 x CPI versus 10-year Average Pct. Change of Assessed Valuation





New Development

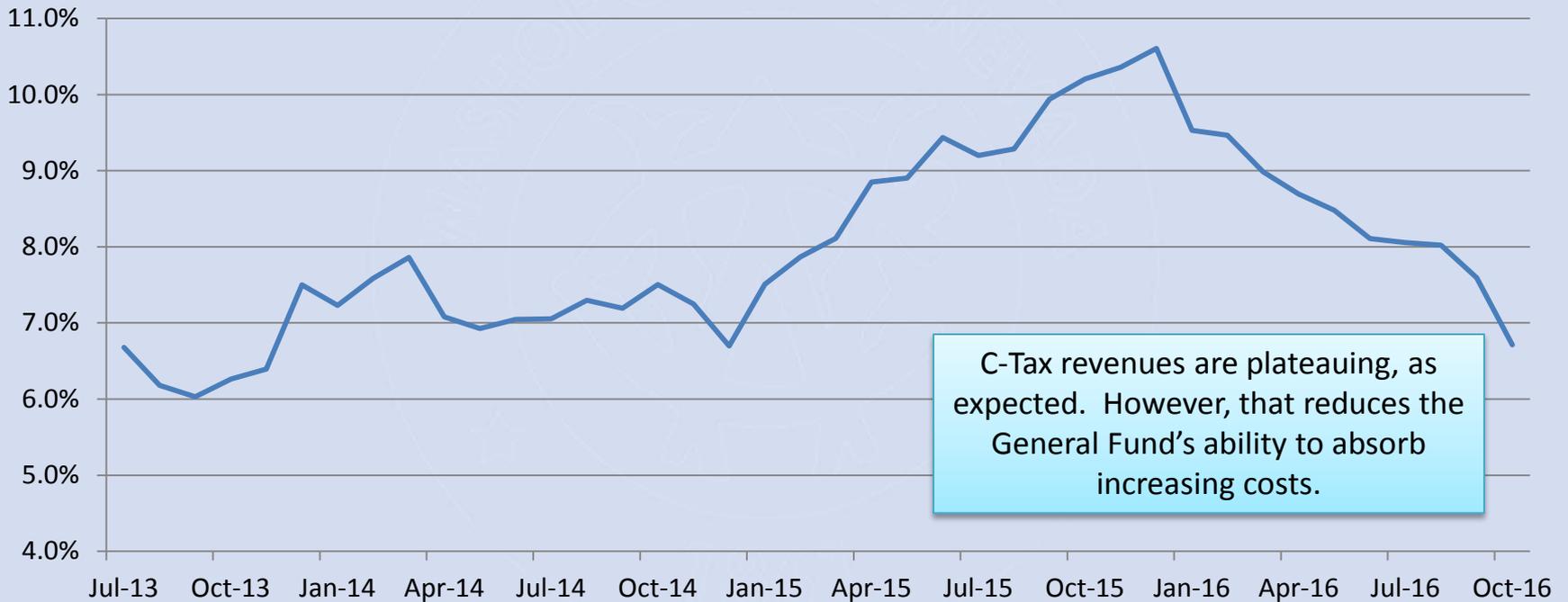
New Secured Development in Washoe County





C-Tax Revenues are Normalizing

**Washoe County Consolidated Tax
% Change of 12-month Moving Average of Collections**



C-Tax revenues are plateauing, as expected. However, that reduces the General Fund's ability to absorb increasing costs.





Known Cost Increases

Item	Notes
Salaries & Wages	3.5% COLA in FY18 plus merit increases for existing staff ~ \$7 million, 2.5% COLA in FY19 equates to ~5 million
Health Insurance	Need to fund \$2,000 County HSA contributions (\$1 million) + possible health insurance increases effective 1/1/18
Other Post Employment Benefits (OPEB)	Increasing in total by \$3.15 million
Full Funding of Programs being implemented in 2 nd half of FY17 <ul style="list-style-type: none">• Countywide Security• Sparks Justice Court - third judge	\$500,000
General Fund Indigent Commitment	\$763,000 increase
Cover budget shortfall in FY17 budget	\$1,500,000





Legislative Issues and Unknowns

Item	Notes
Incline Village Property Tax Lawsuit	With District Court for decision on assessments for tax years 02/03, 03/04 and 04/05; and to instruct State Board of Equalization (SBOE) how to proceed – maximum exposure to County of \$12MM
Detention Center Medical Services	RFP being issued in 2017.
Alternative Sentencing	While cost-effective, diversion programs increase this department's costs.
Medical/Recreational Marijuana Impacts	Taxation drafting regulations / Impacts to Public Safety
Guardianship Mandates	Possible topic of 2017 session
Public safety mandates (body cameras)	Possible topic of 2017 session
Juvenile Justice reforms	Possible topic of 2017 session
District Court PSI's (State probationary services)	Senate Bill 8
Property Tax Reforms	SJR13 and other bills
Pre-trial services risk assessment	<ul style="list-style-type: none">• Direct impact on District Court• Secondary impacts on justice courts, law enforcement, DA and Public Defense





Capital Needs

Item	Notes
P25 Radio System	<ul style="list-style-type: none">• \$4.3 – \$4.7 million for radio replacement• \$3 million – County’s share of backbone system
Voting Machines	<ul style="list-style-type: none">• \$3.5 to \$4.0 million
Future Population-Driven Capital Needs (~\$75 million)	<ul style="list-style-type: none">• North Valleys Library• Sheriff’s Infirmary• District Court Building• South Valleys Regional Park Expansion• Trails and Open Space• Senior Facilities
IT System Needs	<ul style="list-style-type: none">• Microsoft Licensing• IT Infrastructure (software + hardware)
Repair and Replacement of County Infrastructure	<ul style="list-style-type: none">• \$36 million annual preventative/replacement cost• \$21.5 million being funded today

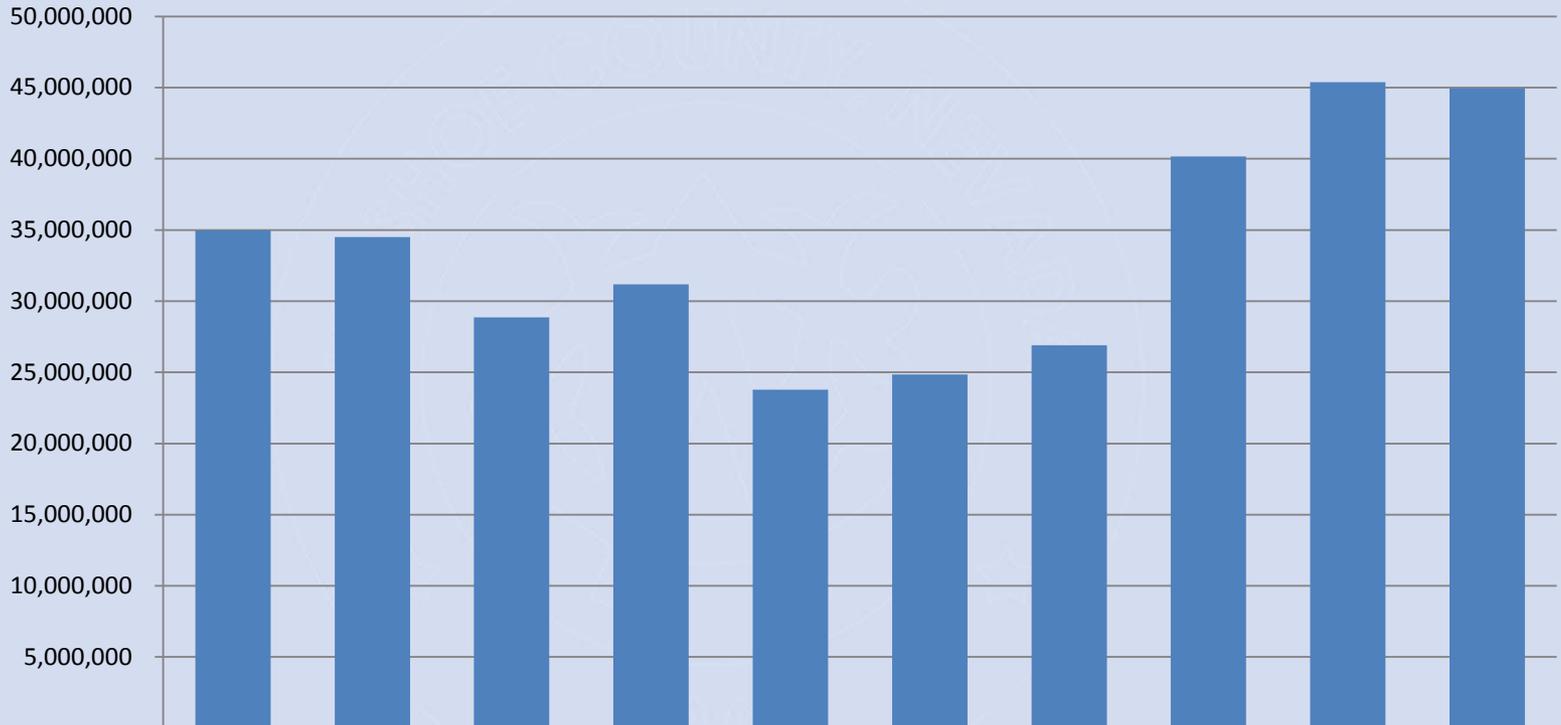
However, two bond series were retired in FY17, freeing up \$2 million annually to offset some of the immediate needs above and/or for future debt financings.





Historical General Fund Available Balances

General Fund - Ending Unassigned Fund Balance



	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Available Fund Balance	34,972,539	34,504,239	28,853,932	31,173,297	23,789,019	24,845,078	26,907,848	40,169,907	45,377,761	44,946,029
% of Expend.	10.8%	11.0%	9.2%	10.8%	8.6%	8.6%	9.9%	14.6%	15.3%	14.6%

Fiscal Year





Summary

- **Good News: “Optimistically Cautious” - No budget cuts**
- **Bad News: Preliminarily, funding available for above-base operating requests is tighter than FY17 budget (\$1-2 million)**
 - CTAX and property tax revenue growth trending lower
 - Revenues must sustain known cost increases
- **Legislative impacts are currently unknown**
- **Capital Improvement Program –new facilities and improvements to existing facilities needed**





Recommendations

- **Departments should plan on flat to minimal increases – need to prioritize programs and requests to move forward given the situation**
- **May need to hold off on allocating budget to increase fund balance in FY18, and utilize any savings at year end instead.**





Questions?





Washoe County Fee Discussion and Direction

January 31, 2017



Why Do a Fee Review?

- For many departments, fees have not been reviewed in a number of years.
 - Thus, fees for these departments have not kept up with inflation and COLA's.
- Fees provide a method for the County to recover its costs for services provided to a specific set of customers.
 - Otherwise, the service is being subsidized by taxpayers.
- If fees can recover 100% of costs, general tax dollars can then go to pay for services (public safety, legal, judicial) that cannot be supported by fees.





Why Do a Fee Review?

- Even with revenue growth, it is still important to look at cost recovery.
 - Going forward, tax revenues are likely to flatten.
- County policy
 - User fees “shall be established at a level related to the cost of providing those services. The user fees shall be adjusted on a predetermined schedule or annually so as to avoid major fluctuations.”
 - The County’s enterprise funds shall review user fees on a predetermined schedule approved by the Board of County Commissioners or annually





Initial Fee Review

- Last year, Budget Office began a review of fees collected by County departments
- No master County fee schedule
- Take-away's from review:
 - Master County fee schedule that would be brought to the BCC as part of the budget process
 - Revenue Manual
 - Consideration of future fee/rate studies





Types of Fees

Fees subject of this Review:

1. Fees for services to public
 - Some set specifically by State law
 - Others set by BCC either via staff report or ordinance
2. Fees paid by other government agencies
 - ME's Office: Autopsy and other fees paid by non-Washoe County agencies
 - Sheriff: Federal incarceration fees
 - Sheriff: Dispatch fees paid by non-Washoe County agencies
 - Sheriff: Forensic services to local governments
3. Franchise Fees/Other Surcharges (E911)



Types of Fees (Cont'd.)

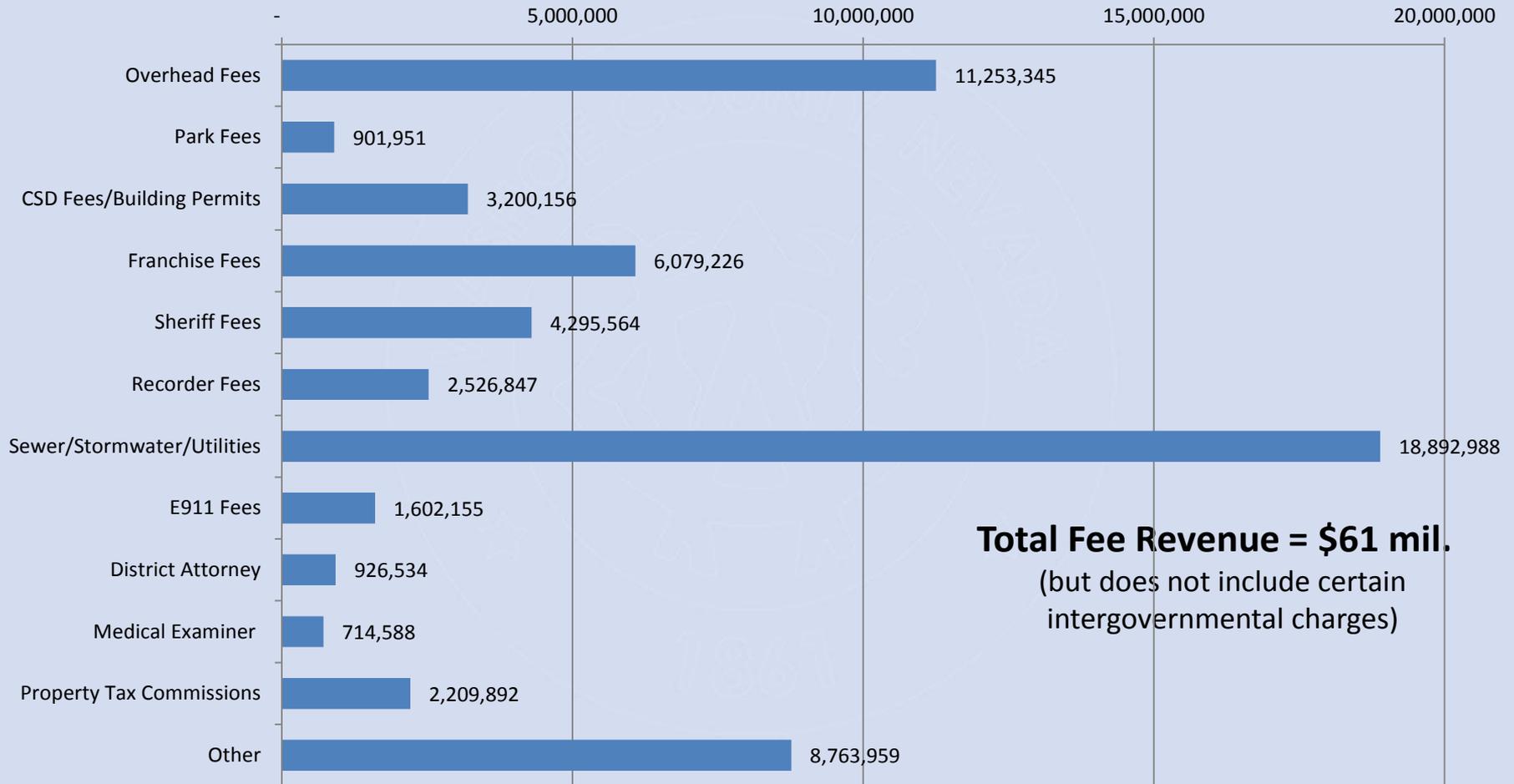
Other Fees that were not considered in this Preliminary Review:

4. Property tax fees set by law (penalties, commissions on personal property taxes)
5. Fees, fines, and forfeitures set by the District Court and justice courts
6. Health District fees





FY2016 County Fee Revenue





When were Fees Set?

Fees Last Updated	Departments
Pre-Great Recession:	Alternative Sentencing, Public Administrator, Public Guardian, Animal Services, Business Licenses, Juvenile Services
Late 2000's:	Building & Safety
Since 2010: (in last five years)	Liquor Licenses, Parks & Recreation, Utilities (Sewer, Stormwater), Medical Examiner, certain District Attorney fees, Library, miscellaneous fees for Building & Safety
Other:	Fees imposed in the Washoe County Development Code (Chapter 110) have been adjusted multiple times but have not been comprehensively reviewed for a number of years.
Fees set by NRS:	County Clerk, County Recorder, County Treasurer, Gaming Fees, certain D.A. fees, certain Sheriff fees, Registrar of Voters





Tentative Conclusions of Budget's Review

- 1. Need for a comprehensive, more centralized process to review fees**
 - a) Fee adjustments have been made in an ad hoc way
 - b) Disparity between departments and approaches used
 - c) Incorporate as part of the budget process
- 2. Initial Review indicates some fees may not provide full cost recovery**
- 3. Policy Issues – balance of:**
 - a) Cost recovery
 - b) Market considerations
 - c) Policy for subsidy of certain functions





Possible Next Steps

1. **Continue to develop master fee schedule and bring it to BCC as part of FY18 budget process**
 - a) Provides a more comprehensive look versus periodic, unscheduled fee revisions by departments
 - b) Update existing fees that are based on hourly rates for current County salaries and benefits – but with some cap
 - c) Annual inflation adjustment





Possible Next Steps (Cont'd.)

2. Prioritize areas for potential fee studies

- a) Development Services first, due to somewhat unique nature of services and fees.
 - A fee study in this area is an initiative of the County Strategic Plan Goal of “Being Responsive to Pending Economic Impacts”.
 - Include review of peer agency fees.
- b) Prioritize remaining departments/areas of the County after completion of Development Services review





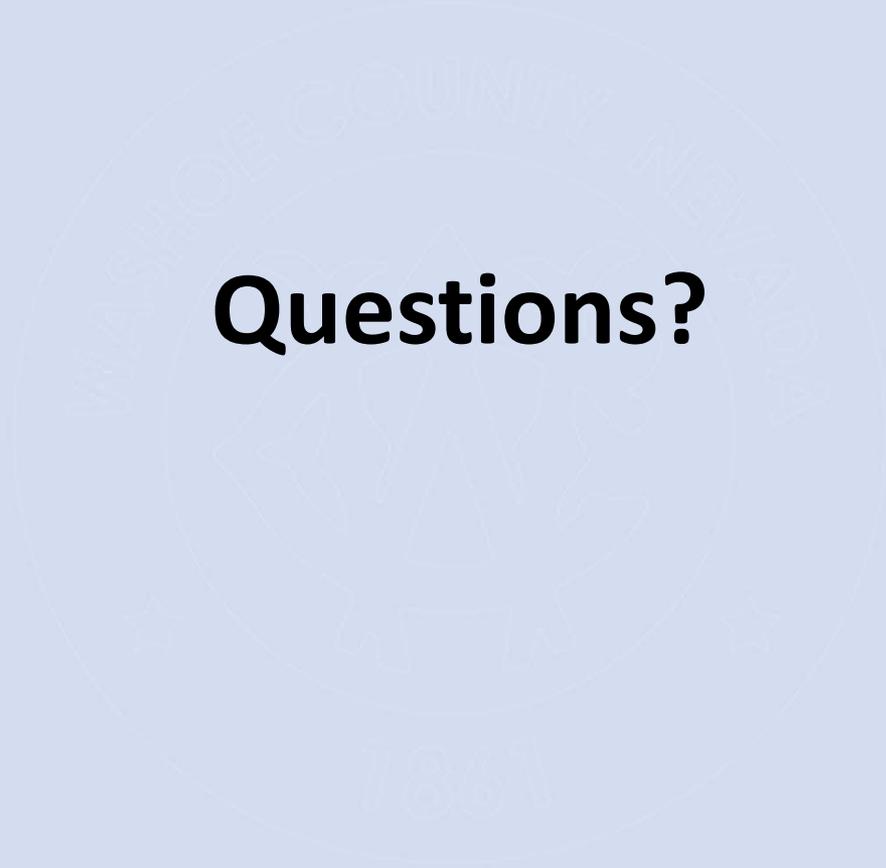
Possible Next Steps (Cont'd.)

3. **Validation of basis for franchise fees and surcharges such as E911 fees**
 - a) Due to changes in city/county boundaries, technological developments, etc., is there a need to review remittances of fees to County by franchisees?
 - b) Policy decision – do not seek retroactive payments due to errors, prospective only
 - c) Consider issuance of RFP to be brought back to BCC





Questions?

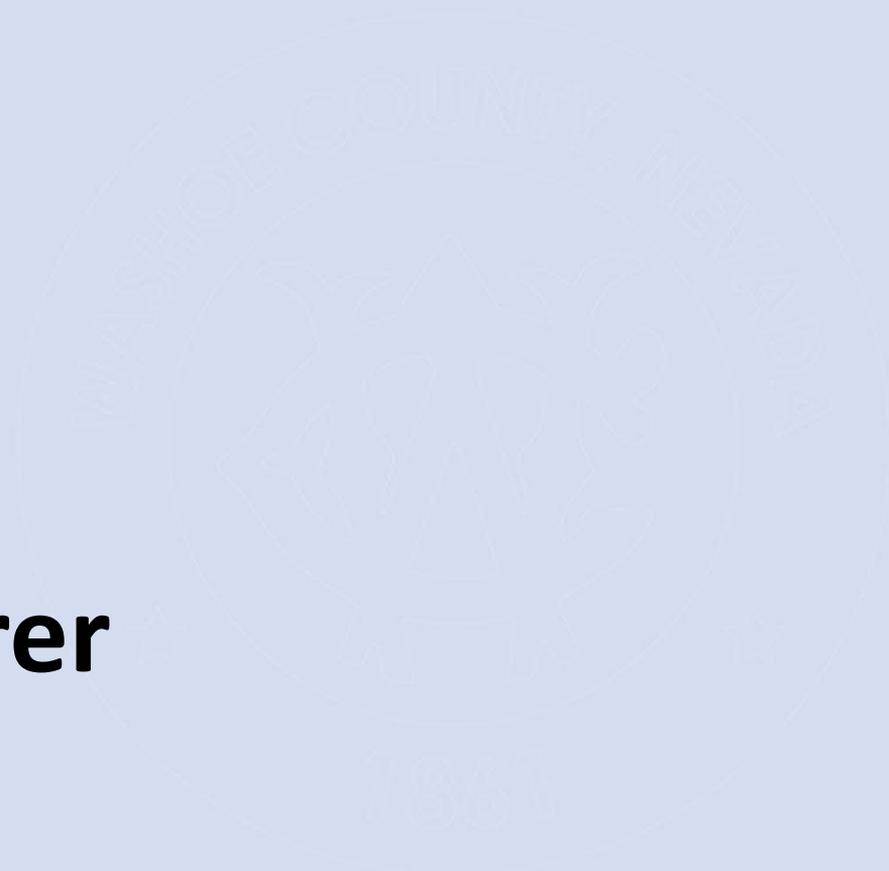




Departmental Accomplishments & FY18 Priorities

Department Heads





Treasurer





Washoe County Treasurer

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

1. Implemented Quality Assurance Queue (QAQ).

(Valued, Engaged Employee Workforce; Regional Leadership)

2. Completed an exhaustive audit of duties and positions.

(Valued, Engaged Employee Workforce)

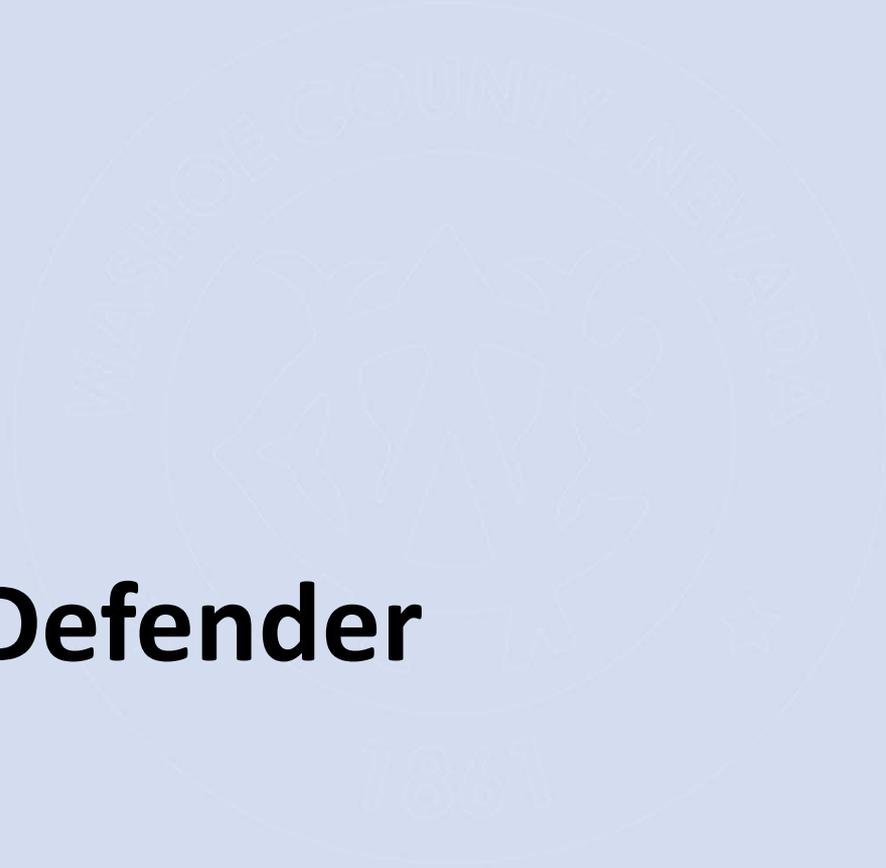
FY18-19 Priorities

Strategic. Game changing. Regional.

1. Customer Service

2. Office Reorganization





Public Defender





Public Defender

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

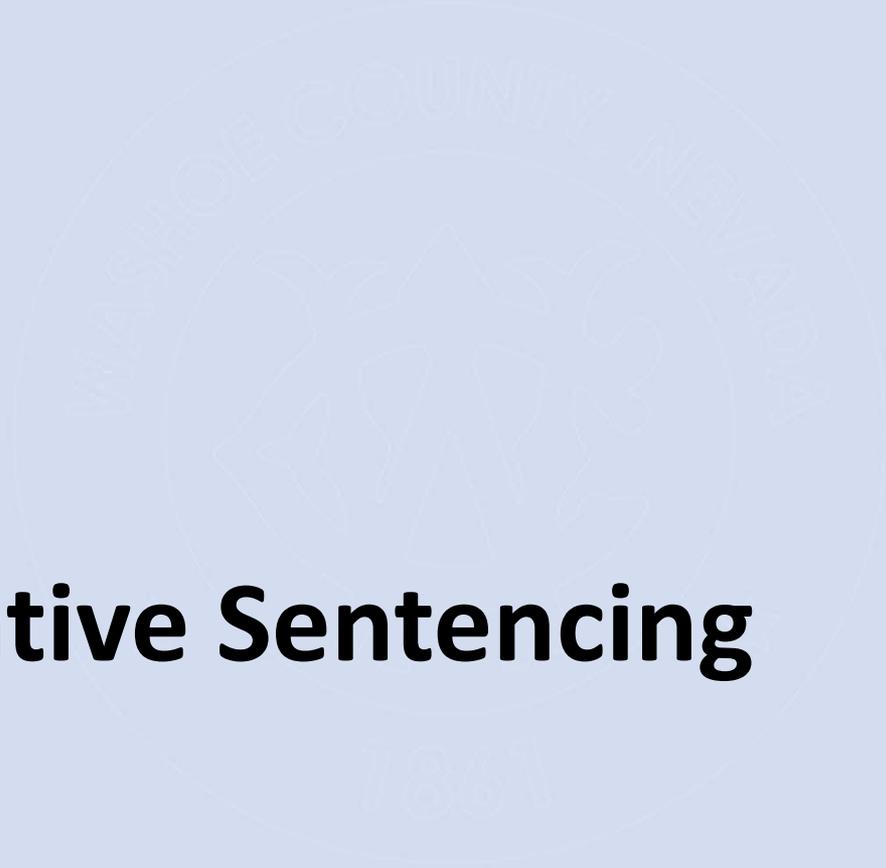
- 1. Launch of pretrial risk assessment (Safe, Secure and Healthy Community)**
- 2. Creation of a Category A (life case) Team (Valued, Engaged Employee Workforce)**
- 3. 3,369 hours of Interns and Volunteer assistance (Valued, Engaged Employee Workforce)**

FY18-19 Priorities

Strategic. Game changing. Regional.

- 1. Build needs assessment into pretrial instrument with referral to civil legal aid**
- 2. Become Pilot Site for Teach for America-style organization**
- 3. Expand UNR social work placements to all specialty courts, court services and other agencies**





Alternative Sentencing





ALTERNATIVE SENTENCING

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

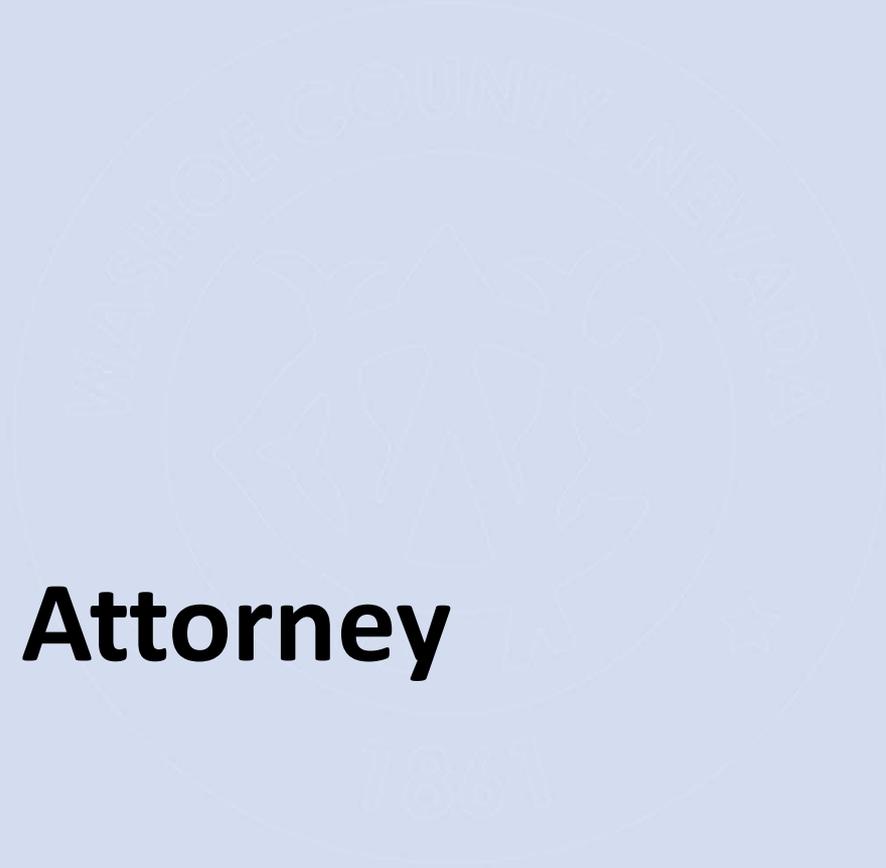
- 1. Sober 24 pilot program**
- 2. ORAS certification**
- 3. Increased caseload**

FY18-19 Priorities

Strategic. Game changing. Regional.

- 1. S24 open to other agencies/public**
- 2. Upgrade case management system**
- 3. Pre-trial cases**





District Attorney





District Attorney's Office

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

1. Child Advocacy Center

- Addition of Forensic Interviewer
- Grant-funded counselling services for child victims
- National accreditation obtained

*Proactive Economic Development and Diversification
Safe, Secure and Healthy Communities
Regional and Community Leadership
Stewardship of Our Community*

2. Family Support Early Intervention Program

- 3% increase in collections each year since program inception (\$800,000 over 3 years)
- Ranked top County in State of Nevada
- Division collected \$27,000,000 (Annually)
*Safe, Secure and Healthy Communities
Regional and Community Leadership
Valued Engaged Employee Workforce
Stewardship of Our Community*

3. Criminal Division

- 47 jury trial with a 94% conviction rate
- Secured 70 life sentences against most dangerous offenders:
 - 2 Habitual Criminal
 - 5 Sexual Assaults/Rapes
 - 3 Murders
 - 60 Sexual Offenses Against Children
- Completed formation of Specialty Court Team:
2 attorneys and 1 legal secretary
*Safe, Secure and Healthy Communities
Regional and Community Leadership
Stewardship of Our Community*

FY18-19 Priorities

Strategic. Game changing. Regional.

1. Victim Services' Progression

- Hire a Program Director to expand existing victim services to better serve victims of crime and law enforcement partners
*Proactive Economic Development and Diversification
Safe, Secure and Healthy Communities
Regional and Community Leadership
Stewardship of Our Community*

2. Child Advocacy Center

- Continued funding for counseling services
- Enhance medical team
- Develop a partnership with UNR Medical School
*Proactive Economic Development and Diversification
Safe, Secure and Healthy Communities
Regional and Community Leadership
Stewardship of Our Community*

3. Criminal Division - address the charges in court processes and the increase of Law Enforcement personnel in our community.

- Increased First Appearance Hearings
- NVPRAT - Nevada Pretrial Risk Assessment Tool
- District Court's crime-log change
*Safe, Secure and Healthy Communities
Regional and Community Leadership
Valued Engaged Employee Workforce*



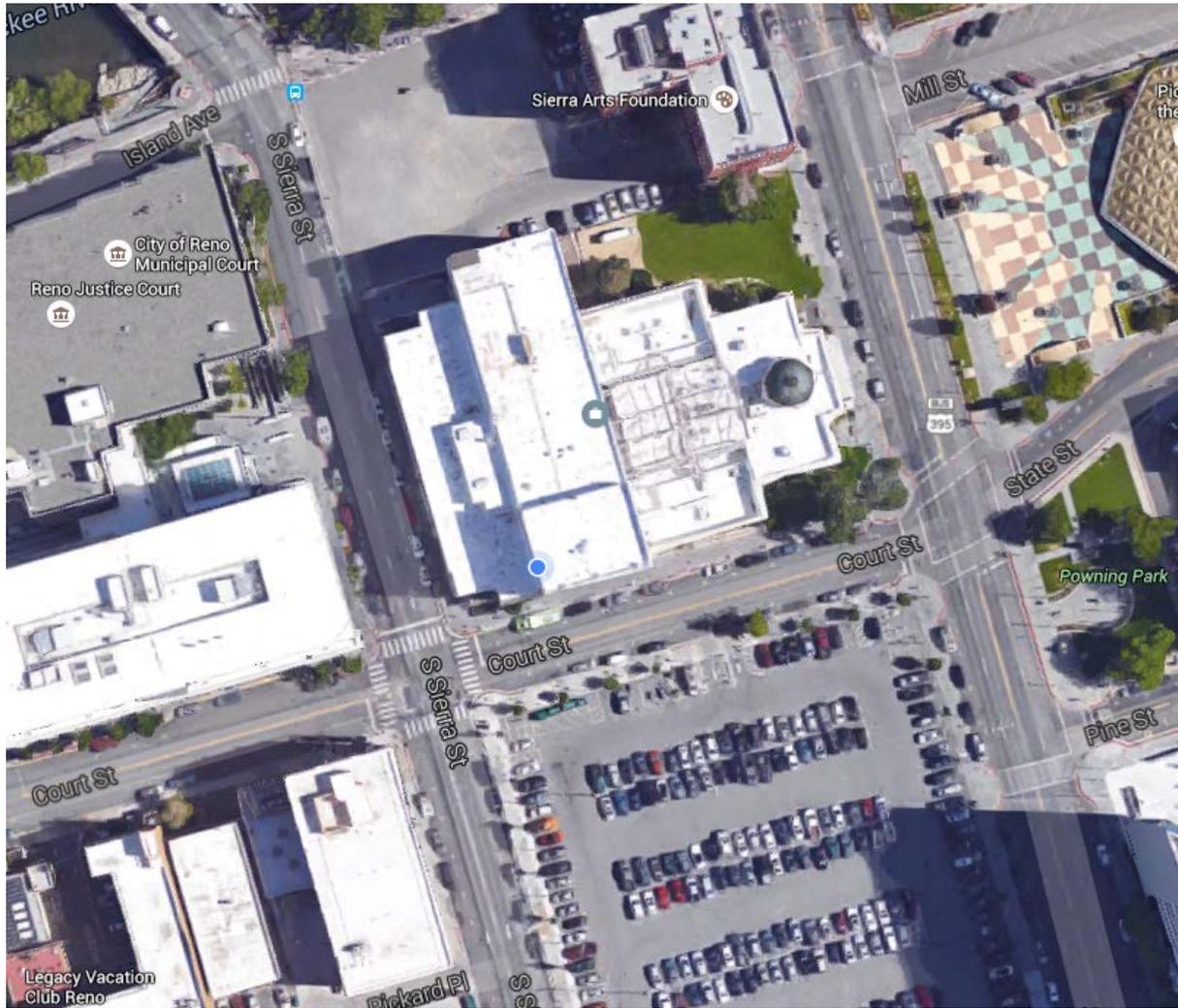


**Second
Judicial
District
Court**



Courthouse Project

- Formally identified as a County priority in 1999 when County purchased the Pioneer Casino and adjacent properties for \$13 million





Courthouse Project

- Two master plans and a consultancy study in the past 18 years
- Court has outgrown the functionality of the building. Many spatial, security, efficiency, and technology problems that can be discussed in more detail in a different forum
 - Future growth
 - Maintenance and repair costs



Courthouse Project

- 2015 consultancy study by the National Center for State Courts recommended a phased approach to accommodate known needs now and defer more uncertain future needs to a later phase (15 – 25 years)
 - Phase 1 is civil/criminal tower



Financing

- Approximate cost of Phase 1: \$45-\$55 million
- Restricted Court Expansion Account: \$7.5 million
- Legislative income stream and operational efficiencies from a new building
- Traditional and alternative financing
 - Creative financing secured from non-profits and foundations
 - Private/public partnership
 - Bond issue



Request

- **General and non-binding statement of conceptual support authorizing the Court and County Manager to continue pursuing creative finance options from non-profits and charitable foundations**



Health District





Health District

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

- Health District Strategic Plan
- Community Health Improvement Plan
- Truckee Meadows Health Communities Initiative

FY18-19 Priorities

Strategic. Game changing. Regional.

- National public health agency accreditation
- Triennial update of Community Health Needs Assessment (with Renown Health)
- Engage community in collective impact to effect policy and systems change
- Funding policy for financial stability of the Health District
- Economic growth impacts on the Health District and the community
- Unknowns of the Trump Administration: Repeal and replacement of ACA, Title X funding, freeze on EPA grants, contracts, regulations, and hiring
- Future location of Tuberculosis Clinic





Community Services





Community Services

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

- 1. Launched Accella regional permitting software**
- 2. Performed outreach to community stakeholders related to development/building permit process**
- 3. Conducted 16 Pre-Development Meetings**

FY18-19 Priorities

Strategic. Game changing. Regional.

- 1. Define the impact of growth to Washoe County and identify its costs for both Residential and Commercial projects**
(increase in revenue vs. impact to services)
- 2. Continue to be pro-active with Washoe County code changes**





Juvenile Services





Washoe County Juvenile Services

FY16-17 Accomplishments

1. Community Service & Youth Employment Programming (Stewardship of Community)

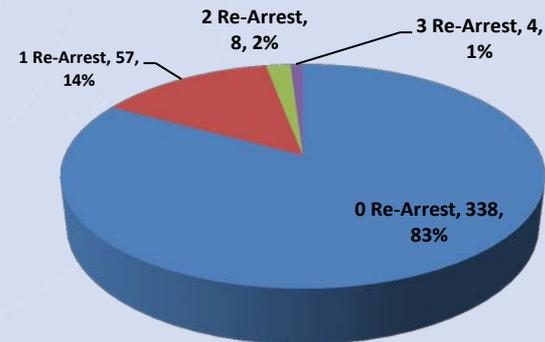
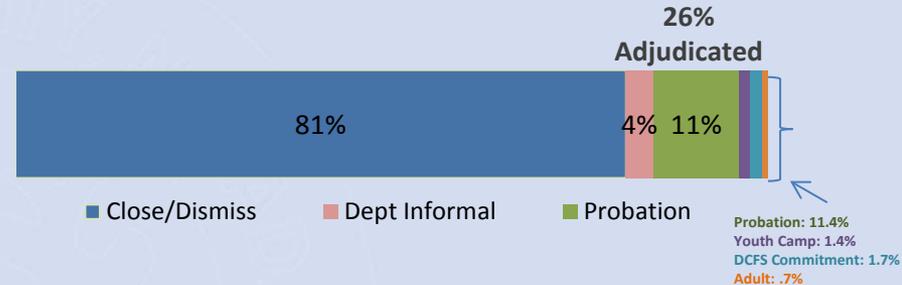
- Over 24,000 Community Service Man Hours Provided – 9600 of those dedicated to Washoe County Parks
- Youth Employment Program employed 76 youth who worked 2968 hours – 2611 of those hours on Washoe County Sites.
- Victim Restitution Paid in 2016 - \$36,952.78

2. Implementation of New Standardized Training Program (Valued Engaged Employee Workforce)

- Employee Engagement
- Professional Development
- Quality Service Delivery

3. Public Safety (Safe Secure and Healthy Communities)

- Of all cases 85% of youth were diverted or closed with informal actions.
- 83% of youth placed on supervision do not commit a gross misdemeanor or felony offense in subsequent 24 months.
- 585 youth completed the NHP sponsored Driver Education school.



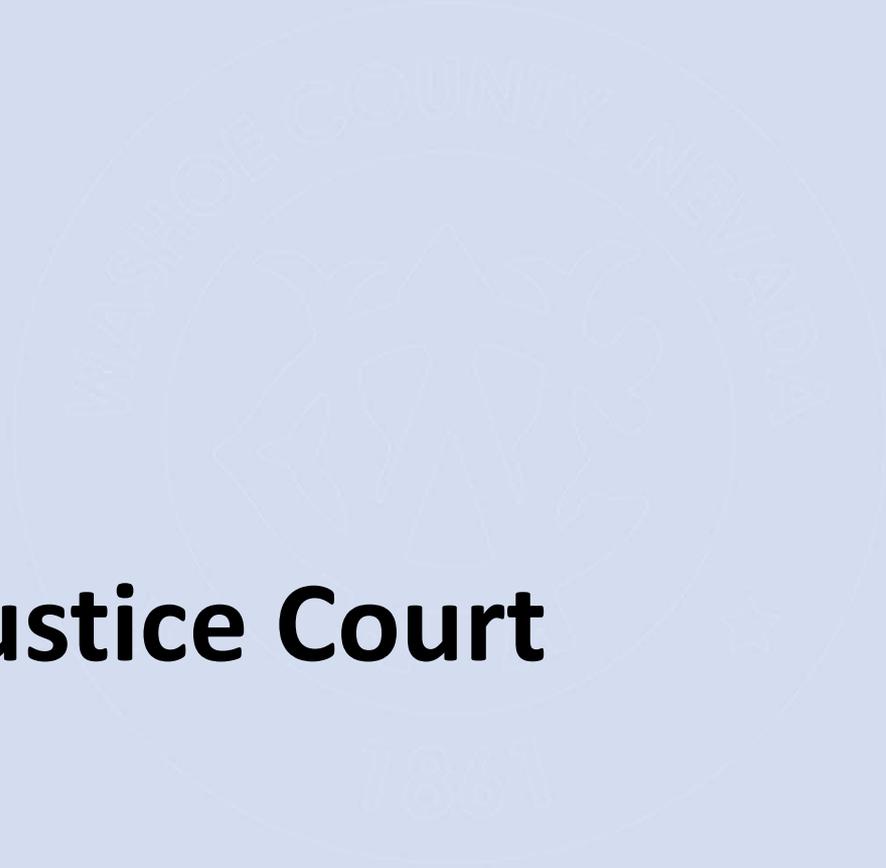


Washoe County Juvenile Services

FY18-19 Priorities

- 1. Enhanced Education In Secure Detention (Safe Secure and Healthy Communities)**
 - *Collaboration with Washoe County School District and University of Nevada*
 - *Increased Teachers in Wittenberg Hall*
 - *Upgraded on-site technology*
- 2. Collaboration with Department of Child and Family Services (DCFS) to establish a high fidelity wrap around team.**
- 3. Nevada Juvenile Justice Reform Act**
 - *Risk Assessment*
 - *Centralized Data*





Reno Justice Court





Reno Justice Court

FY16-17 Accomplishments

1. Pilot Court for Pretrial Risk Assessment Tool (PRAT): RJC reviews information for use in determining risk, recommends conditions of release and sets bail amount on all in-custody arrestees.

(Regional Leadership)

2. 24 Hour/First Appearance of in-custody arrestees (Except Weekends)

(Secure Communities)

3. Provide administrative/technical leadership to Wadsworth Justice Court for the implementation of the Odyssey court case management system for Wadsworth Township

(Regional Leadership)

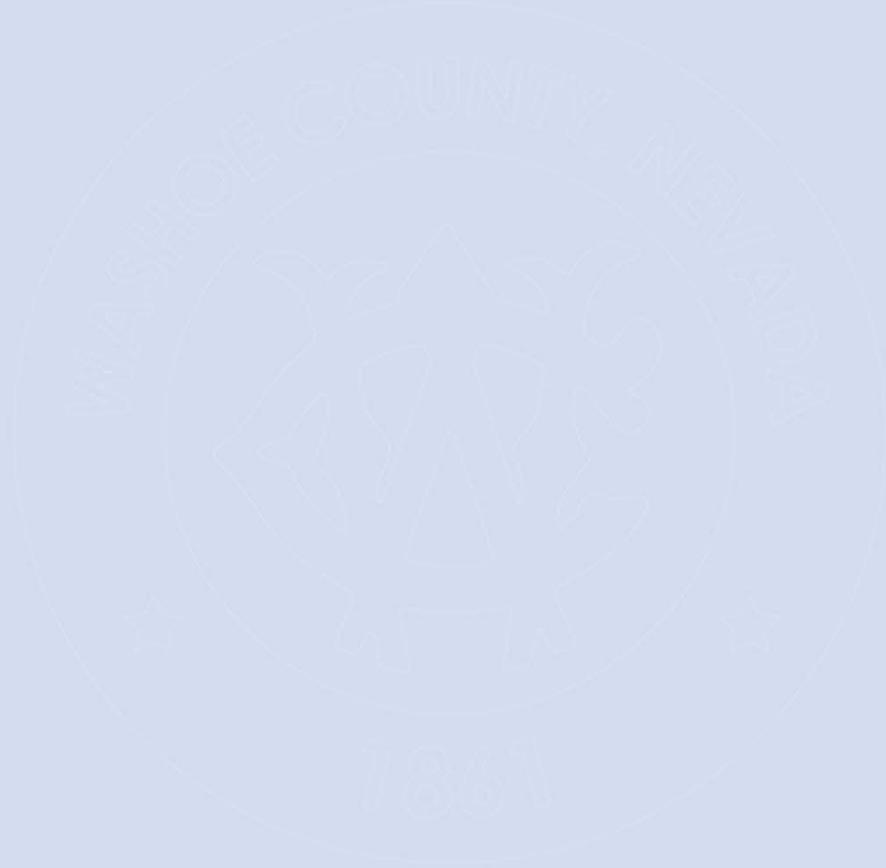
FY18-19 Strategic Priorities

1. Enhance customer service to meet the requirements and expectations of Self-Represented Litigants (SRL's), including improvements to access RJC court services. *(Regional Leadership)*

2. Continued emphasis on specialty courts with the introduction of DUI Court in collaboration with Sober 24 and the growth of Domestic Violence Compliance Court. *(Safe and Healthy Communities)*

3. Increased collaboration with criminal justice partners to improve regional criminal justice information sharing, services, and technology. Create partnership on an integrated technology solution for case management of pre-trial, post-conviction, and specialty court supervision. *(Regional Leadership)*





Library





Library

Now open 36
more hours a
week, more
Mondays!



83,000 Program
Attendance

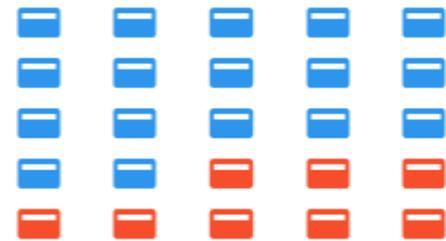


1.6 Million Check-outs
513,396 Books



267,000 Computer Uses

E-books,
magazines, and
more available
online 24/7



61% own a
library card





LIBRARY

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

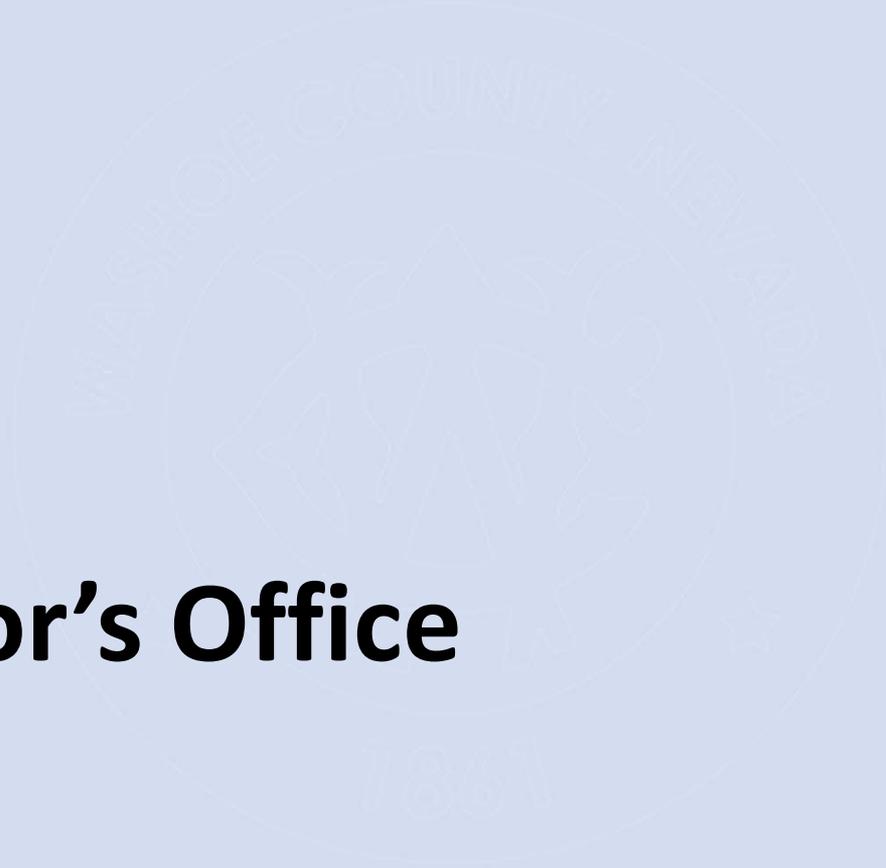
- 1. 1,000 Books before Kindergarten**
- 2. 36 more weekly hours**
- 3. Start-up School**

FY18-19 Priorities

Strategic. Game changing. Regional.

- 1. Children Fine Free accounts**
- 2. School Enrollment Program
Get every student a library card**
- 3. RFID Security for automation
Books check-in automatically**
- 4. Chromebook Labs After
School coding camps and
afterschool help**





Assessor's Office





Assessor's Office

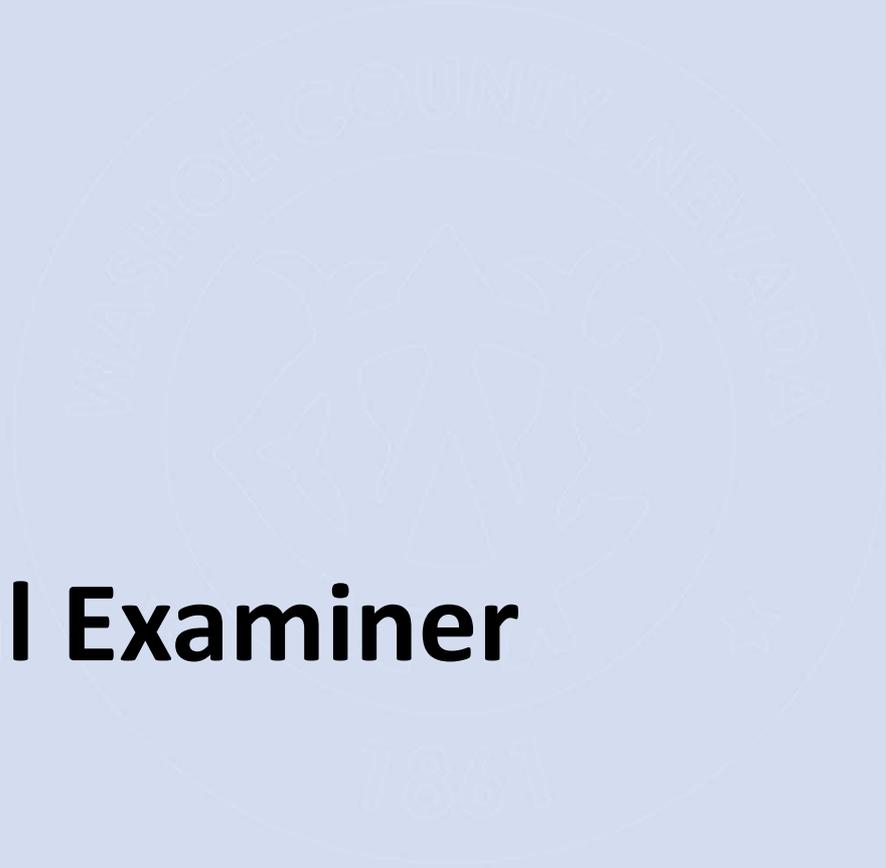
FY16-17 Accomplishments

1. Persevered through unprecedented turnover in staffing. (Engaged Workforce)
2. Timely reappraisal completed with minimal appeals. (Proactive Economic Development)
3. Significant progress in information available to the public. (Proactive Economic Development)

FY18-19 Priorities

1. Meet all assessment related statutory requirements including valuing ALL taxable Real and Personal Property within Washoe County.
2. Prepare 12 State mandated reports.
3. Continue to provide the highest quality public service.





Medical Examiner





Medical Examiner's Office

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

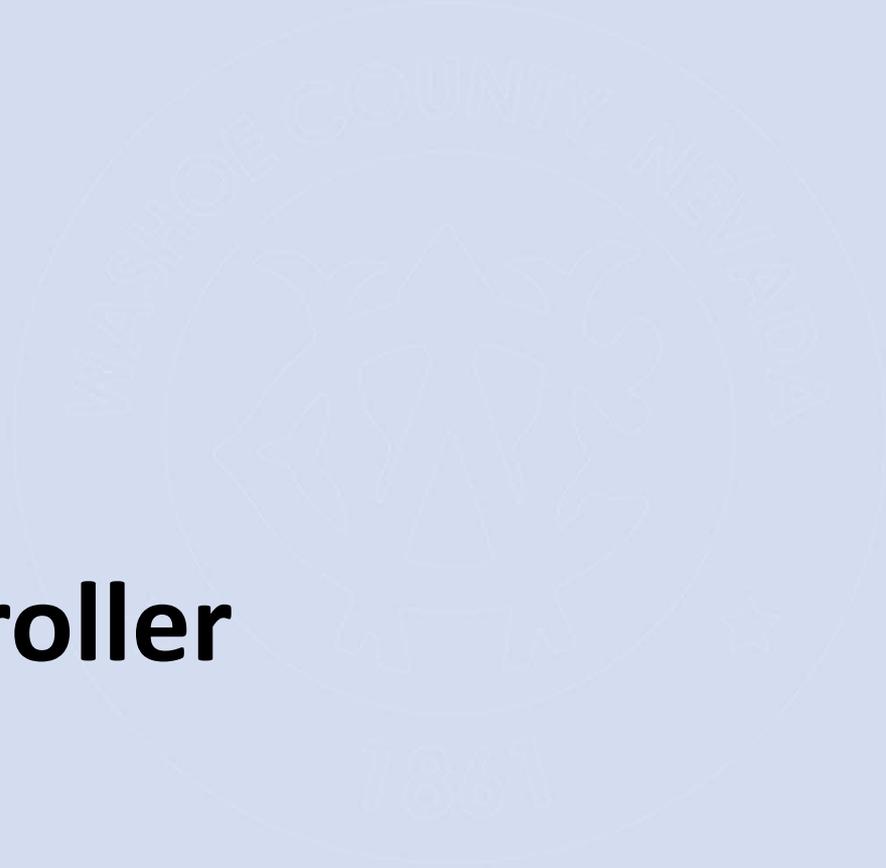
- 1. Successful move-in to newly completed ME facility.** *(Regional Leadership)*
- 2. Seamless transition in leadership.**
- 3. 2016 Regional Training Conference.** *(Regional Leadership)*

FY18-19 Priorities

Strategic. Game changing. Regional.

- 1. Achieve national accreditation.** *(Regional Leadership)*
- 2. Increase staffing to meet caseload demands.** *(Regional Leadership, Senior Services, Community Safety)*
- 3. Partner with TPO for an MEO tissue donation program.** *(Regional Leadership)*





Comptroller





COMPTROLLER

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

Risk

- Appraisal of fine arts and antiques as Bowers Mansion
- Work with WCRAS for coverage to increase vet volunteers
- Safety online training

Purchasing

- Excellence in Procurement Award
- Expanded departmental training
- Update Procard manual

Accounting

- Expanded SAP training
- Office support/training for departments
- Tour of Washoe County Departments

Collections

- Increase collections from \$1.94 to \$3.06 per dollar spent
- Strengthening relationships with Washoe County Departments
- Increase ability to acquire contact information

FY18-19 Priorities

Strategic. Game changing. Regional.

Risk

- Market County's insurance for best coverage
- Expedite investigations, response times and payment of all claims
- Continue department visits for safety and insurance needs

Purchasing

- Expand "ghost card" program – increase rebate
- Supplier evaluation program
- Continue stream lining ICA process

Accounting

- Reduce CAFR time
- Cross training (internal)
- Continue departmental training

Collections

- Complete stipulations to reduce court time
- Reduce write off amounts
- Conference attendance for up to date collection information





Public Administrator





Public Administrator

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

1. Improvement of our caseload flow with the hiring of a new OSS. The number of completed and closed cases increased 9% over the same time period from the prior year. *(Valued Engaged Employee Workforce)*

2. Cleaned up multiple estate properties determined to be hazardous. *(Stewardship of our Community)*

FY18-19 Priorities

Strategic. Game changing. Regional.

1. Continue to improve caseload flow with further training of our new staff members. *(Valued Engaged Employee Workforce)*

2. Continue training and development of procedures regarding digital assets. *(Proactive Economic Development)*

3. Continue development and implementation of our new data base program. *(Valued Engaged Employee Workforce)*





Public Administrator





Animal Services





Regional Animal Services

FY16-17 Accomplishments

- 1. Seniors and Pets**
- 2. Microchips**
- 3. Live Release –Proof in the Numbers!**

FY18-19 Priorities

- 1. Chapter 55 Code Revision Completion**
- 2. Animal Services Advisory Board**
- 3. Community Outreach**

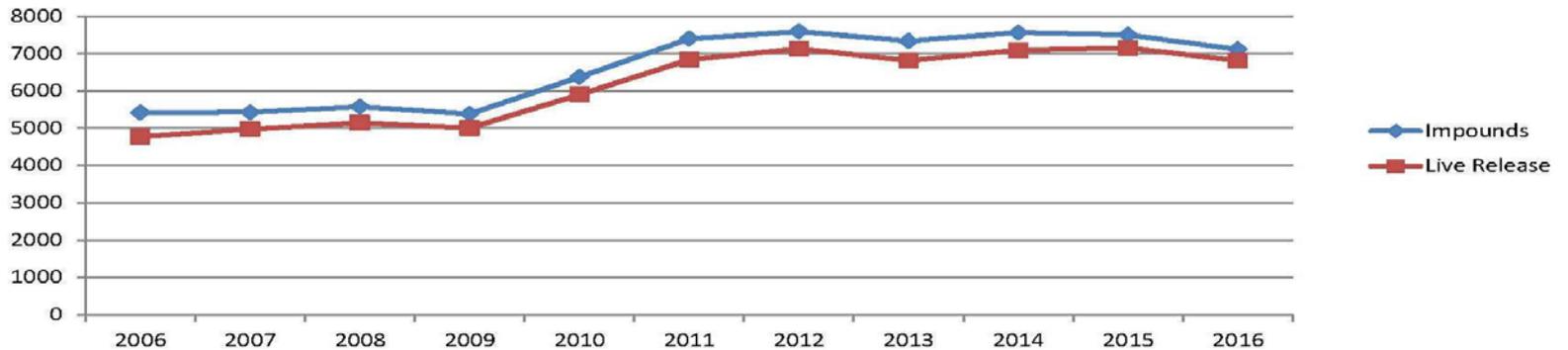




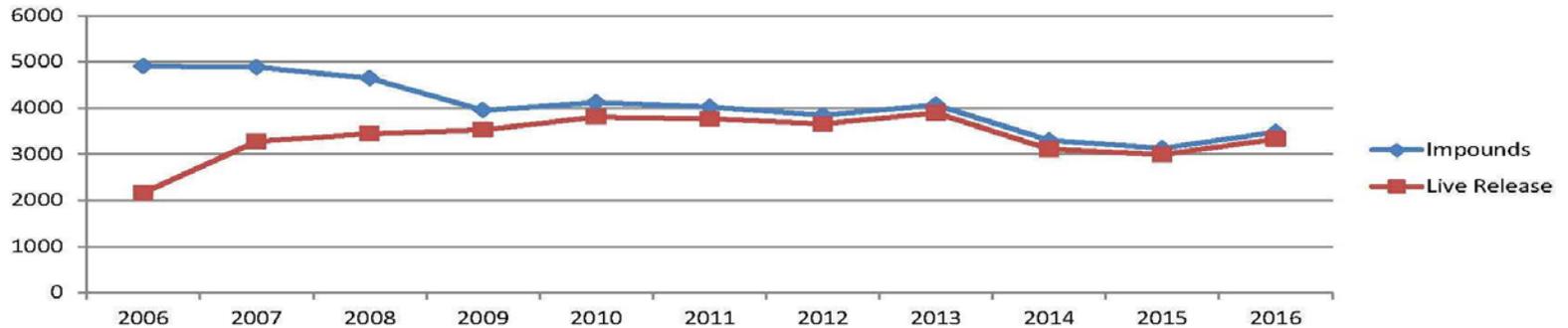
Intake and Release Numbers

Impounds and Live Release Rates

Dogs



Cats





Technology Services





Technology Services

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

- 1. Successful launch of Accela.** *(Regional Leadership)*
- 2. PaymentCard Industry Assessment** *(Safe & Secure Community)*
- 3. Voting Technology for 2016 Elections** *(Unified Team)*

FY18-19 Priorities

Strategic. Game changing. Regional.

- 1. Cybersecurity Programs** *(Safe & Secure Community)*
- 2. P25 Radio System** *(Safe & Secure Community)*
- 3. Employee Succession Planning** *(Unified Team)*





Public Guardian





Public Guardian

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

1. Family Guardianship Training

(Regional and Community Leadership)

2. Partnership With Sierra Regional Center Developing Community Interdisciplinary Team Identifying Supported Decision Making Plans Focusing On Less Restrictive Alternatives To Guardianship

(Safe, Secure and Healthy Communities)

3. Thanks To Donation Of Fundraising Time And Volunteer Gift Wrapping Efforts By Various Partner Organizations And Individuals, All Protected Persons Of The Washoe County Public Guardian Received One Or More Gifts This Christmas Season

(Safe, Secure and Healthy Communities)

FY18-19 Priorities

Strategic. Game changing. Regional.

1. Partner With 2nd Judicial District Court On Development Of Guardianship Training Video To Be Available Online.

(Regional and Community Leadership)

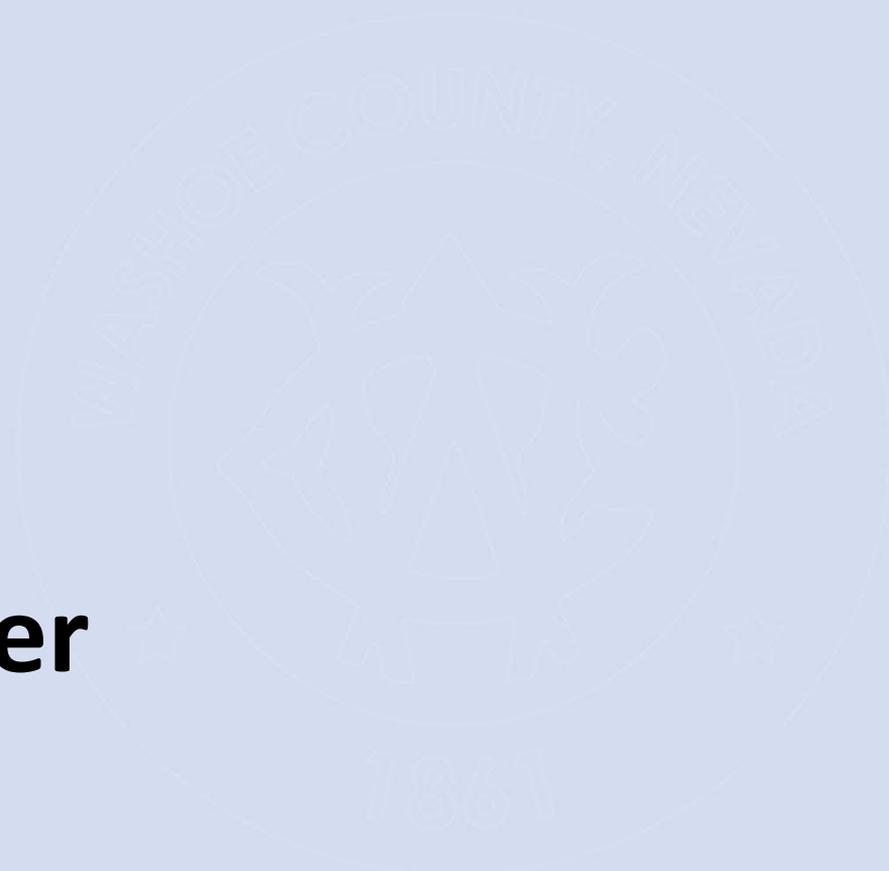
2. Partner With 2nd Judicial District Court On Supported Decision Making Grant

(Safe, Secure and Healthy Communities)

3. Strategize And Develop A Plan To Meet The Recommendations Of The Nevada Supreme Court Guardianship Commission

(Regional and Community Leadership)





Recorder





County Recorder

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

- 1. Redesign of credit card processing.**
- 2. One-stop shop for walk-in and call-in customers.**
- 3. Successful launch of Marriage Call Center.**

FY17-18 Priorities

Strategic. Game changing. Regional.

- 1. Completion of eCommerce implementation.**





Alternative Public Defender





Alternate Public Defender

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

- 1. Assumed representation of more than 1,200 Specialty Court clients.**
- 2. Changed the practice of courts ordering indigent clients pay cost of care when children are in CPS custody.**
- 3. Competed in a food drive with the PDs and DAs that provided 5,000 cans of food to families in need.**

FY18-19 Priorities

Strategic. Game changing. Regional.

- 1. Managing the significant changes to current practice due to the District Court modification in the crime log/bind over system.**
- 2. Continue to support best practices in Washoe County Specialty Courts.**
- 3. Succession planning for the APD position.**





Registrar of Voters





FY16-17 Accomplishments

- **2016 was a good year! Why?**
- **Successful implementation of first stage of voting equipment upgrade-absent ballot counters**
- **Highest number of registered voters in history**
- **Implemented Wi-Fi connectivity at all election day polling places**
- **Additional points of note:**
 - Over 210,000 voters were able to cast ballots
 - Numerous challenges faced were met head-on, dealt with and learned from to assist with future planning
 - Implemented voting in Nixon in short time-frame
 - Overcame voting equipment difficulties on election night
 - Successfully completed recount in AD 31





FY 18-19 Priorities

FY18-19 Priorities

- **Continuing upgrade to new voting system**
 - Implementation of new equipment would have numerous ramifications
 - Public education
 - All training for all election workers would have to be modified
 - Printed materials and on-line training system
 - Explore possibility of moving warehouse location as square footage needed could be reduced
- **At least two duplicate and address correction projects**
- **Legislative Session**
 - Actively monitor and participate





Sheriff's Office





SHERIFF'S OFFICE

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

- 1. Regional Forensic Lab awarded \$345,536 in grant funding**
- 2. Collaboration on mental health wait list**
- 3. 32 VIPP Visits**

FY18-19 Priorities

Strategic. Game changing. Regional.

- 1. Staffing**
- 2. Training**
- 3. Equipment**





Social Services





Social and Senior Services

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

1. Successfully opening of the Temporary Assistance to Displaced Seniors (TADS) program which gives Social Services an additional 14 beds for Crossroad expansion. Social Services has placed 10 TADS clients thus far.

Safe, Secure and Healthy Communities

2. Kids Kottage Census has seen a 59% decrease of children placed, which means they are diverting placement in congregate care and going straight to relatives or foster homes which lessens the number of placements and new environments for kids!

Safe, Secure and Healthy Communities

3. 171 clients graduated from the Crossroads LEARN program, and 82 clients completed the Crossroads program successfully

Safe, Secure and Healthy Communities

FY18-19 Priorities

Strategic. Game changing. Regional.

1. There are 100 clients on the wait list to enter the Crossroads Program. Goal is to increase bed capacity and locations in 2017.

Safe, Secure and Healthy Communities

2. Expand Senior Services throughout the community adding Incline as a priority community. In addition increase Daybreak census, Community Programs, Clinical Services, Mobile response, in home support, Kitchen upgrades and increase in home delivers meals throughout Washoe County.

Safe, Secure and Healthy Communities

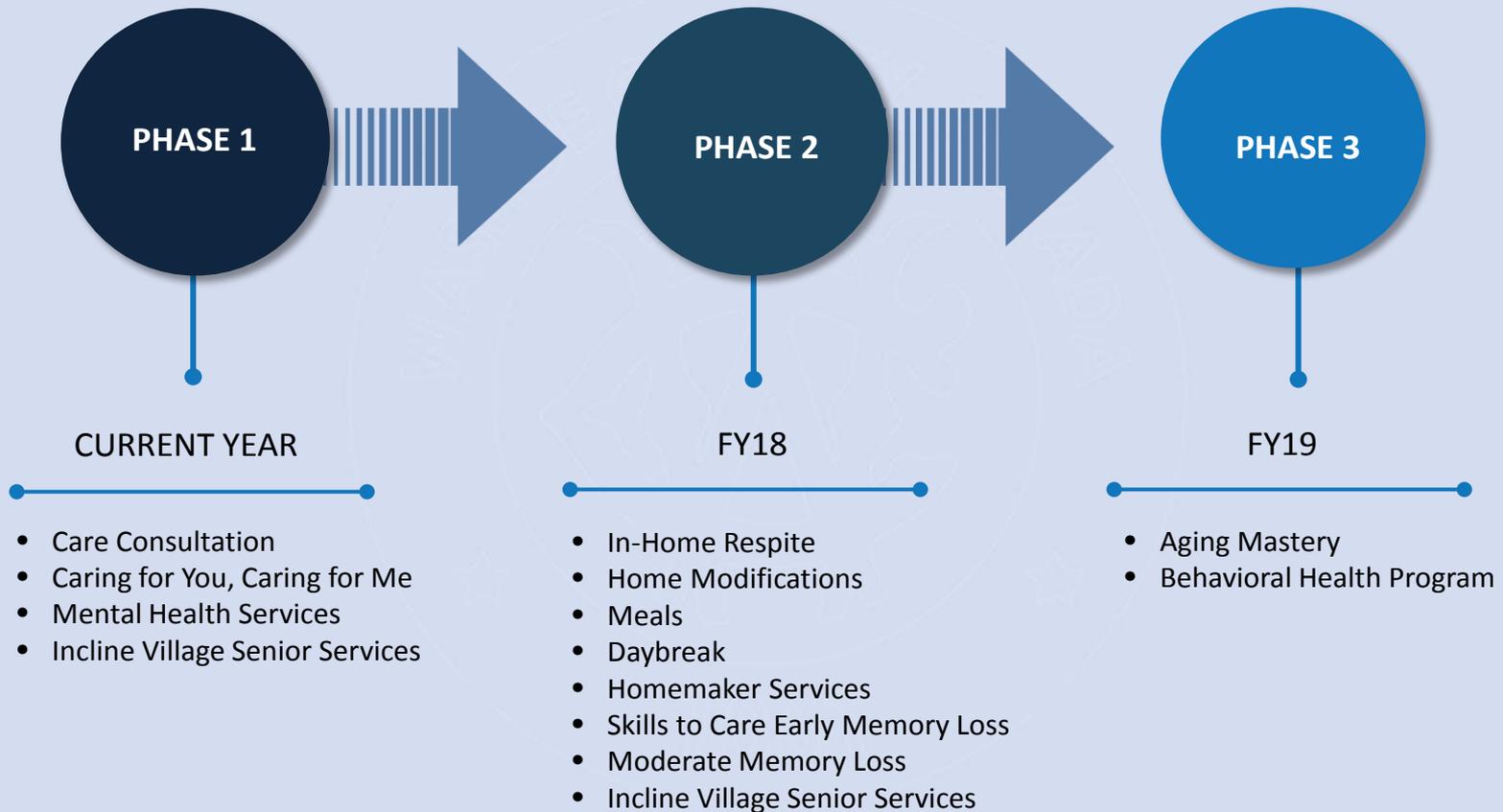
3. Infuse the Crossroads model with child welfare cases to provide immediate intervention to provide services and housing while mitigating the need to remove children from parents in order to get the necessary treatment.

Safe, Secure and Healthy Communities





A 3-Phased Approach





Human Resources





Human Resources/Labor Relations

Health Benefits

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

- 1. Labor Agreements – Multi Year**
- 2. Updated Workforce Analysis-Planning for future WC employee**
- 3. Health Benefit Plans Restructure**

FY17-18 Priorities

Strategic. Game changing. Regional.

- 1. Hay Compensation/ Classification Project**
- 2. Enhancing Strategic HR/ Operating Departments Partnerships**
- 3. Health Benefit Plans sustainability continues as a priority**





Office of the County Manager





Office of the County Manager

FY16-17 Accomplishments

Significant. Noteworthy. Citizen impacting.

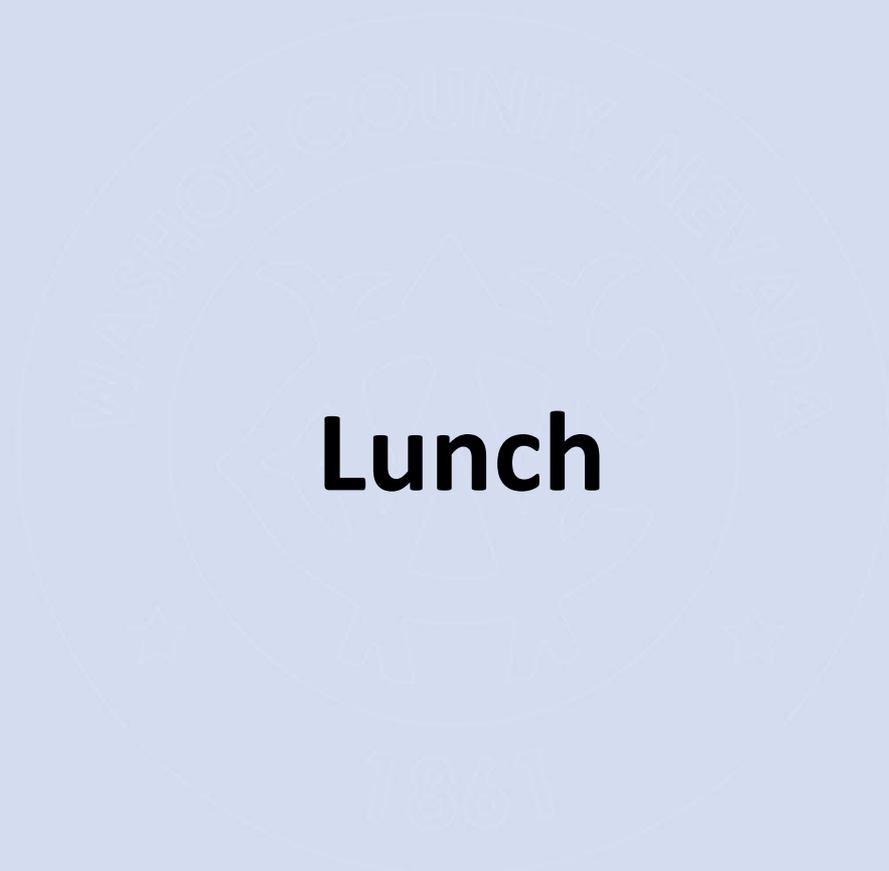
- 1. Communications:**
 - ✓ 87% of news releases/media advisories covered
 - ✓ 674 media requests (record)
 - ✓ +1,789 Twitter followers (record)
- 2. Improved open, involved budget process & tie to Strategic Plan Goals**
 - 1. Launch of County wide Leadership program**

FY18-19 Priorities

Strategic. Game changing. Regional.

- 1. Focus on/and inform citizens and those that we impact**
- 2. Support effective, open decision making**
- 3. Supporting Washoe County employees**





Lunch





FY18 Goal Setting & Deep Dive

Goal Leads





Q2 PROGRESS SUMMARY

FY17 County Goals	Number of Initiatives...			
	 On Target	 Off Target	 Critical	 Not Started
Goal #1: Proactive to Pending Economic Impacts 82% of Initiatives On Track	27	7	2	1
Goal #2: Senior Services on Pace with Population 70% of Initiatives On Track	11	6	1	2
Goal #3: Enhancing Critical Infrastructure 66% of Initiatives On Track	21	3	7	3
Goal #4: Prepared for the Impact of Medical Marijuana 60% of Initiatives On Track	11	3	4	3
Goal #5: Professional, Unified Team 66% of Initiatives On Track	19	11	4	4
Goal#6: Simplified Workflows 85% of Initiatives On Track	38	6	1	5





FY18 Focus: Feedback from Nov

- **Goal #1: Pending economic impacts, update language and re-frame to include infrastructure**
 - Land Use
- **Goal #2: Seniors – expand to vulnerable pops**
- **Goal #3 – Infrastructure**
 - Includes schools, traffic, wastewater, parks
- **Goal #4 – MME – extend based on 11/8 or consider completed**
- **Goal #5 – Unified Team – Modify to next evolution**
- **Goal #6 – Valued, Engaged Workforce - Keep**





Discussion Flow

- **Goal #1: Economic Impact & Growth**
- **Goal #2: Seniors + Vulnerable Population**
- **Goal #3 – Infrastructure**
- **Goal #6 – Valued, Engaged Workforce**
- **Goal #5 – Unified Team**
- **Goal #4 – MME**





Take a leadership role in facilitating smart growth and a duty to proactively prepare for the increased demand on County services expected as a result.

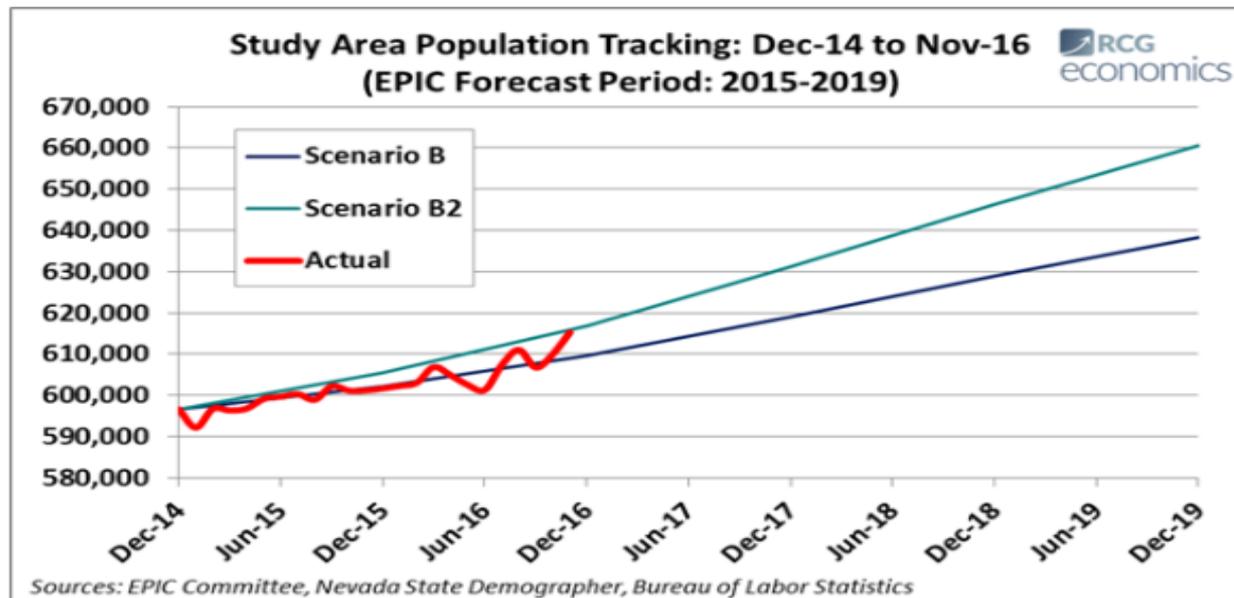
Goal #1: Economic Growth





Goal 1

Now that Development is here...



Population	Dec-14	Nov-16	# Change	% Change
EPIC (B)	596,637	609,012	12,375	2.1%
EPIC (B2)	596,637	615,904	19,267	3.2%
Actual	596,637	615,246	18,610	3.1%

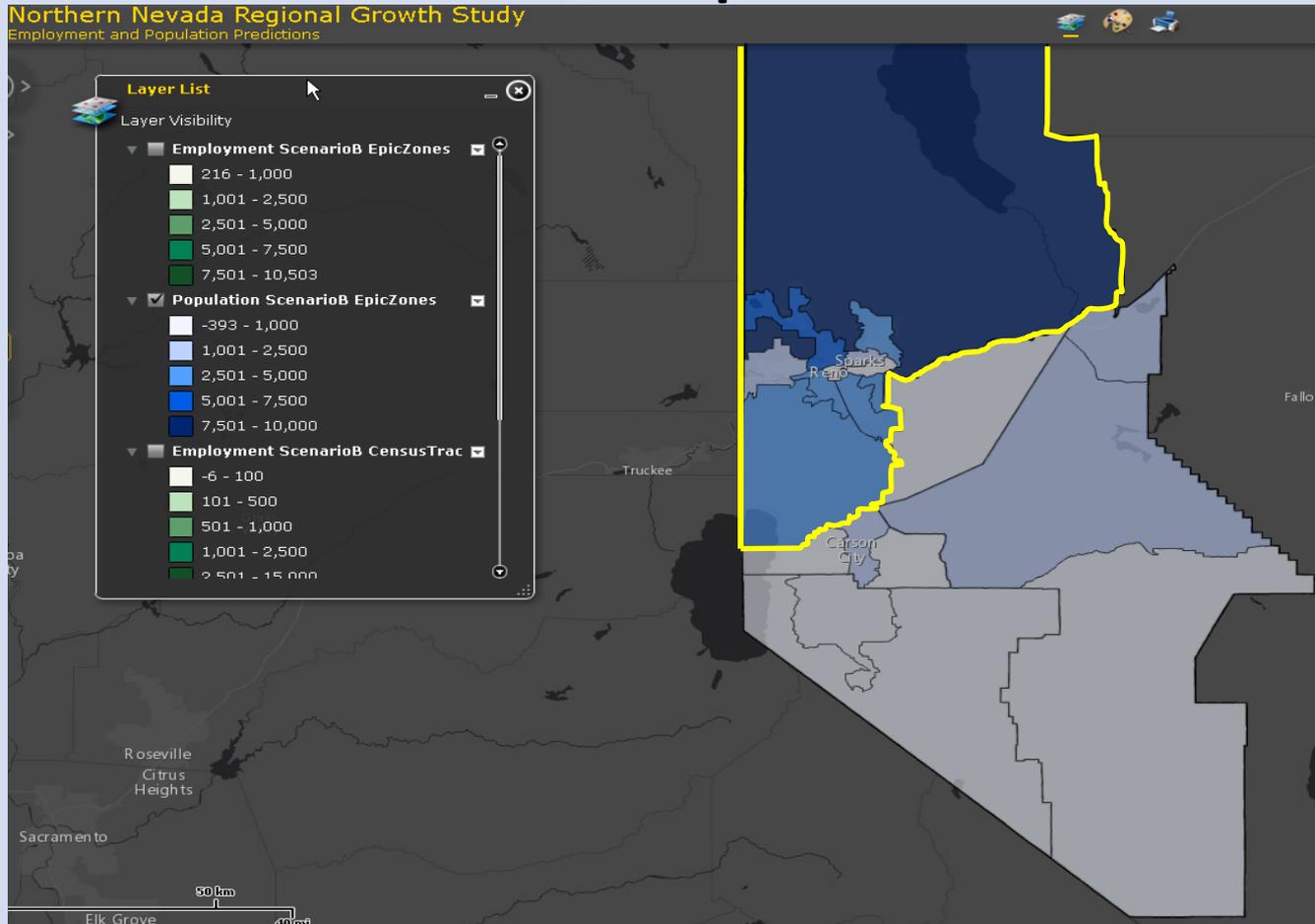
Note: Scenario B of the EPIC Forecast projects an increase of 42,400 new residents to the Study Area between December 2014 and December 2019, while Scenario B2 forecasts 64,700 new residents.





Goal 1

Now that Development is here...





Goal 1

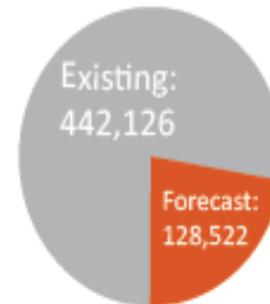
The Truckee Meadows Has About 175,000 Housing Units

Housing Types	Description	Housing Stock	Examples
 Low-Density Single-Family	-Single-family detached unit on a lot of 20,000 square feet and larger	9% of housing stock 15,000 housing units	
 Moderate-Density Single-Family	-Single-family detached unit on a lot between 6,000 and 20,000 square feet	45% of housing stock 80,000 housing units	
 High-Density; Single-Family/Low-Density Multi-Family	-Single-family detached unit on a 4,500 square foot lot -Townhouse or Tri-plex on a 4,000 square foot lot	18% of housing stock 31,000 housing units	
 Moderate-Density Multi-Family	-Two or three story garden apartment building with about 15 to 30 dwelling units per acre	19% of housing stock 34,000 housing units	
 High-Density Multi-Family	-Multi-story apartment or condominium building with more than 30 dwelling units per acre	9% of housing stock 15,000 housing units	



THE TRUCKEE MEADOWS IS GROWING!

For this study we used a population forecast of **570,648 people*** in Washoe County by the year 2035. We expect 99% of that growth to occur within the Truckee Meadows Services Area (TMSA).



*Source: 2014 Washoe County Consensus Forecast. Any forecast of the future represents a point in time understanding. Check out www.tmrpa.org for the most up to date population forecast information.

We expect roughly **120,000 New Residents** in the next **20 years.** That could mean as many as **50,000 New Housing Units**

Growth Rate of 1.5%





BCC Discussion Topics

- **Success looks like...by end of FY18**
- **Produce a Development Impact Cost Map to include cost of *infrastructure and services***
- **Identify all fees charged/could be charged for development with possible incentives**

What does Washoe County want to be when we grow up?

- **Planned Growth: not just growth to grow, and;**
- **Smart Growth: Maintain our ability to be agile and responsible to the needs of the citizens.**
- **Growth within the ability to serve.**





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, the County must make improvements in its ability to meet the unique needs of the senior population.

Goal #2: Keeping services on pace with rising senior population



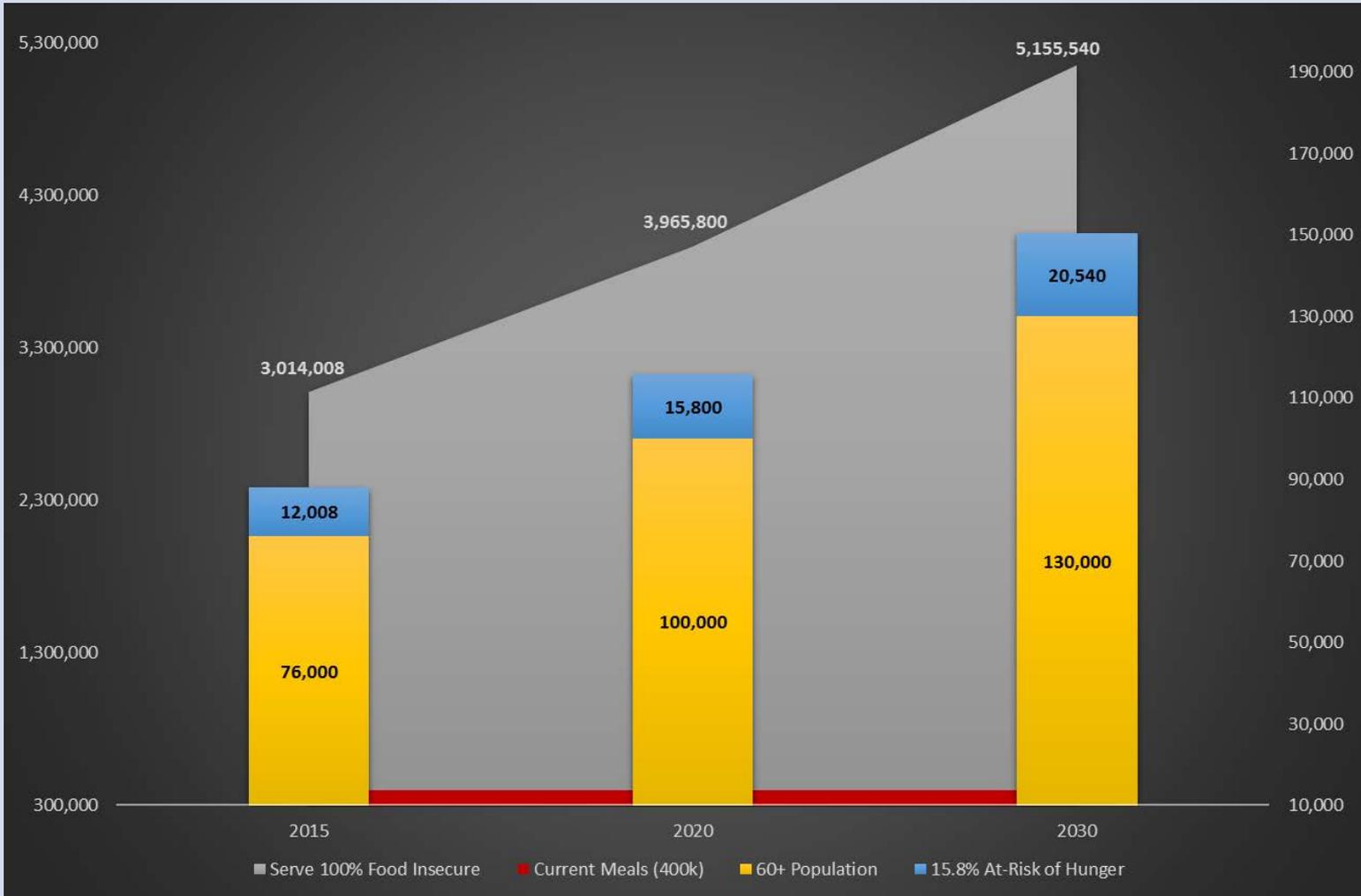


What does our vulnerable population look like?

- Children
- Adults
- Seniors



Serving 11% of need





Goal 2

- **Success moving forward for FY18 and beyond would be to expand both our nutrition and other programs and to maintain vulnerable seniors in their homes.**
- **In order to be successful in the upcoming years, how do we secure the funding to expand these needed services?**





Investing in targeted infrastructure projects the County will shore up weaknesses and rebuild with an eye towards the future needs of the community.

Goal #3: Enhance community safety by investing infrastructure





Goal 3

Enhance Community Safety through Investing in Critical Infrastructure for Current and Future Needs

- **Success looks like...by end of FY18 and beyond**
 - Does it include a stormwater district?
 - Such as...





Support a valued, engaged workforce through employee led projects and programs focused on: events, recognition, giving & volunteering, employee communication, and training-learning-leadership.

Goal #6: Value, Engaged Workforce





WASHOE LEADERSHIP PROGRAM

Develop an employee led engagement program that supports leadership, collaboration, service, communication, and appreciation.

Outcomes:

- Encourage and facilitate professional development;
- Provide opportunity for employees to build relationships and collaboration within and across departments;
- Encourage and facilitate a customer service culture;
- Support leadership opportunities; and
- Committee specific outcomes.





WASHOE LEADERSHIP PROGRAM

Five Committees:

- Events
- Recognition
- Giving & Volunteering
- Communication
- Training/Learning/Leadership





WASHOE LEADERSHIP PROGRAM

January 2017 Launch

Participation: 78 Employees, 19 Depts.

- Four committees met in January, all five meeting in February.
- Committees Identifying & Prioritizing Pjts.
 - FY17 and FY18 projects
- First Quarterly Reports – April 15th





Goal 6

FY18 Goal – Valued Engaged Workforce

– Success looks like...by end of FY18

- Customer services and Process Improvements
- County-wide employee retreat/conference
- Evening of Recognition (recognition of Process Improvement projects)





Goal 6

- **FY18 Goal** – *Support a valued, engaged workforce through employee led projects and programs focused on: events, recognition, giving & volunteering, employee communication, and training-learning-leadership.*





Working together as a professional, unified team to enhance the effectiveness and reputation of the County as a whole by the ability of departments to work collaboratively to solve problems and address issues that are larger than any single department.

Goal #5: Professional, Unified Team

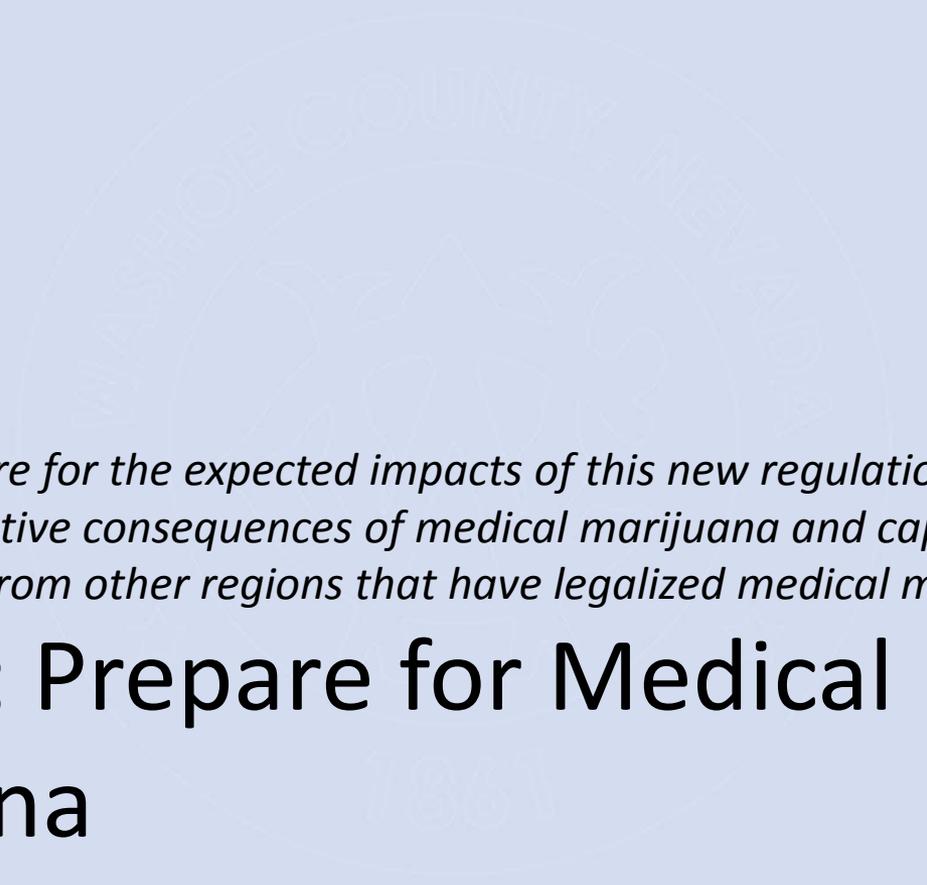




G5: What Does Success Look Like?

- Having a majority of departments participate in Goal #5 committee so we can achieve a true 'unified message'
- Citizens AND employees understanding what the County does on a consistent basis
- Taking knowledge and resources from all departments when delivering our message – allowing the message to be delivered in the best way possible





Proactively prepare for the expected impacts of this new regulation by learning how to mitigate the negative consequences of medical marijuana and capitalize on the positive impacts from other regions that have legalized medical marijuana in the past.

Goal #4: Prepare for Medical Marijuana





Medical Marijuana Goal 4

- **What success looks like...**
- **As regional entity and service provider, Washoe County is a trusted leader in northern Nevada and resource to support local government acclimation to an environment with legal adult-use marijuana.**
- **Washoe County Board of County Commissioners have adequate information in this environment to make policy decisions on marijuana in unincorporated Washoe County.**
- **Washoe County is active stakeholder in the development of statewide regulations governing implementation of legalized marijuana in Washoe County.**

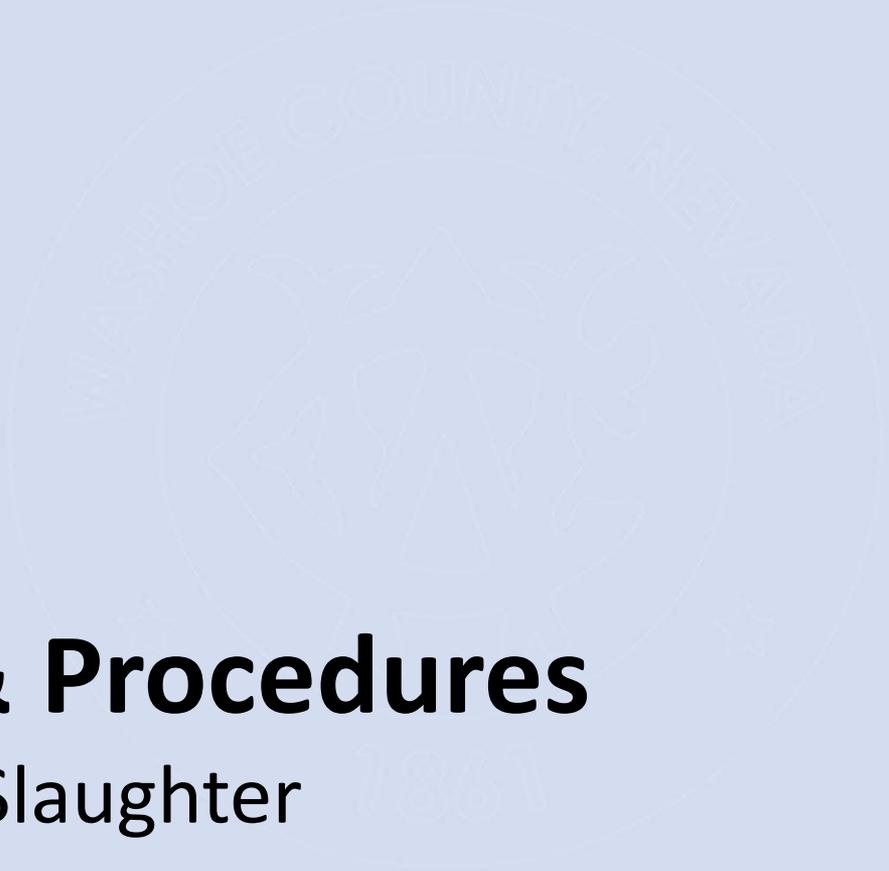




Key Questions

- **Should marijuana continue as a strategic priority (medical and recreational)?**
- **Policy Environment – Next Steps for the BCC (Pending Regulations)**
- **Washoe County's leadership role**





Rules & Procedures

Manager Slaughter





Appendix Slides



FY16	FY17	FY18
Stewardship of our Community		
<p>Healthy Environment: Increase the County’s support of outdoor recreation (parks, trails, open space, etc.)</p> <p>Strong Public Infrastructure: <i>See goal under Safe, Secure and Healthy Communities.</i></p>	<p>Healthy Environment: Invest in ensuring our region has a safe, secure water supply.</p> <p>Strong Public Infrastructure: Support the next generation Sewer/Sewer treatment facilities and roadways to address future needs.</p>	<p>Healthy Environment: Sustain our focus on maintaining clean air and water in our region.</p> <p>Strong Public Infrastructure: Continue to support the next generation Sewer/Sewer treatment facilities and roadways to address future needs.</p>
Proactive Economic Development and Diversification		
<p>Smart Growth: Be responsive and proactive to pending economic impacts.</p>	<p>Smart Growth: Be responsive and proactive to pending economic impacts.</p>	<p>Smart Growth: Maintain our ability to be agile and responsive to the needs of a growing economy.</p>
Safe, Secure and Healthy Communities		
<p>Community Safety: Invest in critical County infrastructure for current and future needs.</p> <p>Protecting the Vulnerable: Keep senior services on pace with rising senior population.</p> <p>Public Health: Prepare for the impact of medical marijuana on the County.</p>	<p>Community Safety: Invest in critical County infrastructure for current and future needs.</p> <p>Protecting the Vulnerable: Keep senior services on pace with rising senior population.</p> <p>Public Health: Prepare for the impact of medical marijuana on the County.</p>	<p>Community Safety: Ensure the criminal justice system is able to meet the needs of our community.</p> <p>Protecting the Vulnerable: Target the root causes of homelessness in our region to decrease the homeless population.</p> <p>Public Health: Sustain our ongoing emphasis on making Washoe County a leader in the promotion of healthy, active lifestyles.</p>
Regional and Community Leadership		
<p>Community Engagement: Maintain current outreach efforts to ensure the County remains accessible and proactively engages our community.</p> <p>Leading by Example: Working as a professional, unified team.</p>	<p>Community Engagement: Leverage highly engaged neighborhood association.</p> <p>Leading by Example: Working as a professional, unified team.</p>	<p>Community Engagement: Gather targeted information for the public to better understand how we can better serve the community.</p> <p>Leading by Example: Continue identifying new ways to improve how the County works together internally and externally.</p>
Valued, Engaged Employee Workforce		
<p>Culture of “Yes”: Simplify workflows to improve service delivery and customer outcomes.</p> <p>Investing in Staff: Maintain our level of investment in ongoing training and professional development.</p>	<p>Culture of “Yes”: Simplify workflows to improve service delivery and customer outcomes.</p> <p>Investing in Staff: Develop succession plans for key staff.</p>	<p>Culture of “Yes”: Continue our focus on improving customer satisfaction with County services.</p> <p>Investing in Staff: Increase investment in training and professional development for County workforce.</p>

Strategic Objectives

