



# WASHOE COUNTY

## 2016-18 STRATEGIC PLAN

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

VALUES



### INTEGRITY

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



### EFFECTIVE COMMUNICATION

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



### QUALITY PUBLIC SERVICE

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

VALUES

## STRATEGIC DIRECTION

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

### STRATEGIC OBJECTIVES

### FY18 GOALS



STEWARDSHIP OF OUR COMMUNITY

- STRONG PUBLIC INFRASTRUCTURE: SEE GOAL UNDER SAFE, SECURE AND HEALTHY COMMUNITIES



PROACTIVE ECONOMIC DEVELOPMENT AND DIVERSIFICATION

- BE RESPONSIVE AND PROACTIVE TO ECONOMIC IMPACTS



SAFE, SECURE AND HEALTHY COMMUNITIES

- KEEP SERVICES ON PACE WITH VULNERABLE POPULATIONS
- ENHANCE COMMUNITY SAFETY THROUGH INVESTING IN CRITICAL INFRASTRUCTURE FOR CURRENT AND FUTURE NEEDS
- PREPARE FOR THE IMPACT OF MARIJUANA ON THE COUNTY



REGIONAL AND COMMUNITY LEADERSHIP

- WORKING AS A PROFESSIONAL, UNIFIED TEAM



VALUED, ENGAGED EMPLOYEE WORKFORCE

- SIMPLIFY WORKFLOWS TO IMPROVE SERVICE DELIVERY AND CUSTOMER OUTCOMES

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

# Regional Priorities Infographic

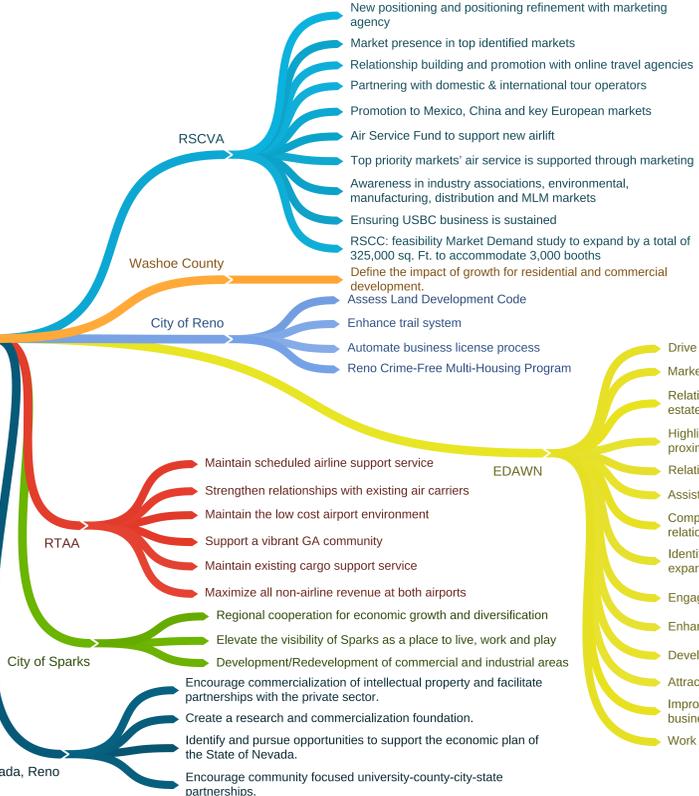
The purpose of this infographic is to highlight shared Regional Priorities. Strategic Goals listed here are pulled only from governmental/quasi-governmental agencies in the Reno-Sparks region with available strategic plans. Where needed, some goals have been simplified or shortened. All agencies have employee engagement-type goals which have not been included.

Sponsored by Washoe County. Produced by OnStrategy, January 2019



## Regional Priorities

### Economic Development & Tourism



### Workforce Development & Education



### Smart Growth



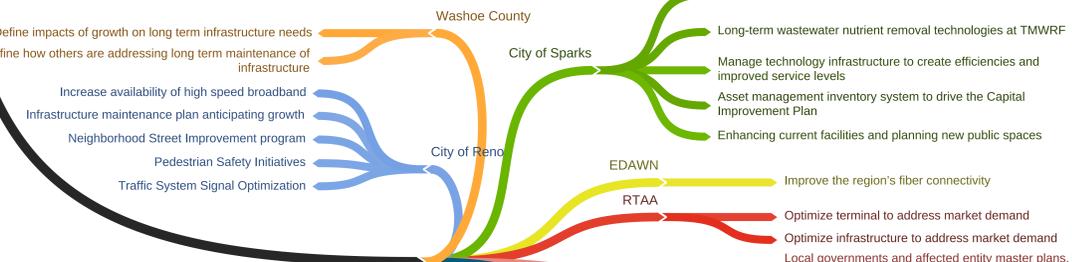
### Public Safety



### Marijuana



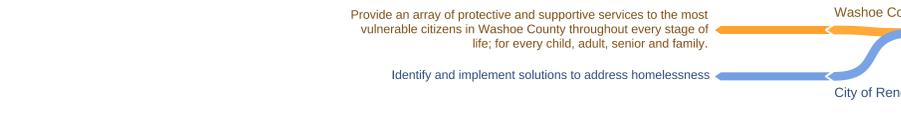
### Infrastructure



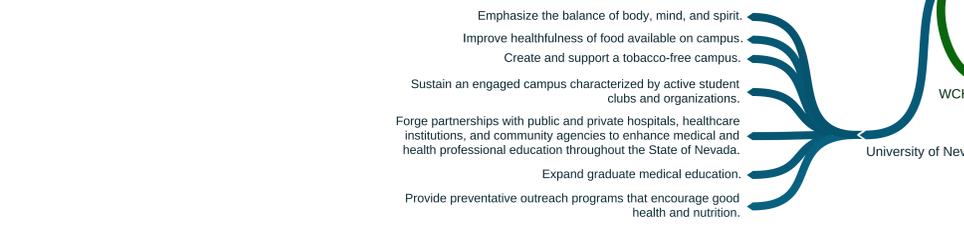
### Arts and Culture



### Vulnerable Populations



### Public Health



### Key





# Washoe County

## County-wide:

Services provided to all Washoe County residents by Washoe County.

### Cost Funded By:

Fund	Service Type	Washoe County Major Funding Sources	FY 2017 Total Cost <sup>[1]</sup>	Washoe County Taxes	Grants & Program Revenue	Mandated Service	Authority	Description
100	Assessor	General Fund Taxes, service Charges	\$ 6,672,389	\$ 6,672,364	\$ 25	Yes	NRS 250	Locates and appraises all real property within the County; uses values to create the property tax rolls. Creates and maintains property records for assessment and abatement status.
228	Child Protective Services	Ad valorem tax, State and Federal Grants, General Fund transfer in, Service Charges	\$ 54,480,136	\$ 17,284,902	\$ 37,195,234	Yes	NRS 432B, County Code Chapter 45	Protect children from abuse and neglect. 1986 voter approved 4 cents ad valorem tax on each \$100 of assessed value.
100	China Spring Youth Camp	General Fund Taxes	\$ 1,166,377	\$ 1,166,377	\$ -	Yes	NRS 62B.150	.0075 legislative over-ride plus general fund contribution to make up the balance of the cost.
100	Clerk	General Fund Taxes, service Charges	\$ 1,399,455	\$ 1,086,732	\$ 312,723	Yes	NRS 246	Creates, maintains and preserves accurate records of the actions of the Board of County Commissioners and related bodies. Issues marriage licenses, and files fictitious name certificates and notary bonds.
100	District and Justice Courts	General Fund Taxes, service charges, fines/forfeitures	\$ 29,692,361	\$ 24,444,333	\$ 5,248,028	Yes	NRS 3; 4; 64-74	Adjudicate criminal and civil matters in accordance with State statutes.
100	District Attorney - Family Support Services	General Fund Taxes	\$ 1,276,701	\$ 1,276,701			NRS 31A.300; 125B.095; 126; 201; 423 & 425	Program finds parents who are not paying child support and enforces payment through the Courts.
100	District Attorney - Criminal Prosecutions	General Fund Taxes, service Charges	\$ 15,089,767	\$ 15,089,347	\$ 420	Yes	NRS 252; 172-176; 178; 202; 62, 432B, 179 & 205	Prosecution of all felonies and gross misdemeanors within the county. Investigations, juvenile cases, appellate cases, fraud check cases, victims assistance.
100	Elections/Voter Registration	General Fund Taxes, service Charges	\$ 1,866,028	\$ 1,690,568	\$ 175,460	Yes	NRS 293; 294; 295; 298; 304 & 306	Conducts all primary, general and special elections according to state and federal law. Administer voter registration process. Also provides municipal elections services to Cities of Reno and Sparks via interlocal agreement.
100	Indigent Accident Insurance	General Fund Taxes	\$ 2,028,767	\$ 2,028,767	\$ -	Yes	NRS 428.185	Legislative over-ride of .015 cent advalorem per \$100 assessed value.
221	Indigent Services	Ad Valorem Tax, General Fund Transfer In, service charges	\$ 30,952,498	\$ 27,733,579	\$ 3,218,919	Yes	NRS 379	Homeless shelter, Cross Roads, Sober 24, nursing home expense match, and other services. State law requires ad valorem tax rate to be a minimum of \$0.06 of each \$100 of assessed value.
100	Juvenile Services	General Fund Taxes, service charges, fines/forfeitures	\$ 14,709,268	\$ 14,429,486	\$ 279,782	Yes	NRS 62	Provides probation, work and detention programs to Court wards and at-risk-youth under 18 years of age in Washoe County.
100; 204	Library	General Fund Taxes, Library Expansion Fund Ad Valorem Tax, fines	\$ 11,545,274	\$ 11,422,890	\$ 122,384.00	No		General fund, and 1994 voter approved \$.02 override of ad valorem tax for library expansion which will sunset end of fiscal year 2025.
100	Medical Examiner	General Fund Taxes, Charges for Services	\$ 3,011,052	\$ 2,056,716	\$ 954,336	Yes	NRS 259.010; 244.163	Investigates cases of sudden natural and suspicious death. Every county in the State of Nevada constitutes a coroner's district, except where a coroner is appointed by an ordinance of the Board of County Commissioners. In addition to Washoe County, the Medical Examiner's Office currently provides services to 13 other counties in northern Nevada, and 5 counties in California.
100	Public Administrator	General Fund Taxes	\$ 1,256,560	\$ 1,256,560	\$ -	Yes	NRS 253	Administers the estates of residents where there is no one willing or able to act. Upon request of the medical examiner or district court, secures the property of decedents and assists in seeking out heirs or personal representatives for the disposition of decedents' estates.
100	Public Defense	General Fund Taxes	\$ 13,027,751	\$ 13,027,751	\$ -	Yes	NRS 260	Represents clients in District and Justice Court cases who, as determined by the courts, do not have the financial means to secure representation on their own.



# Washoe County

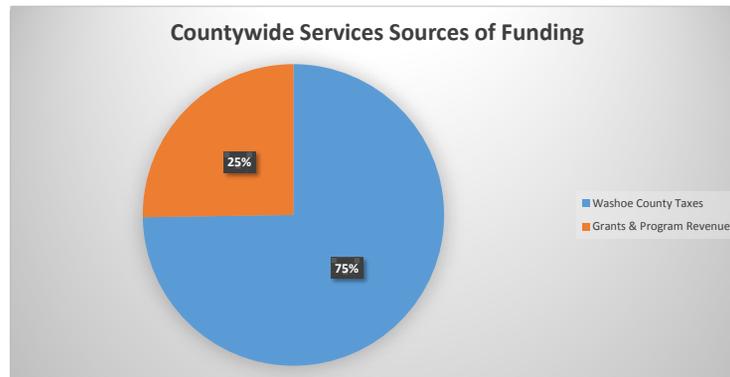
## County-wide:

Services provided to all Washoe County residents by Washoe County.

### Cost Funded By:

Fund	Service Type	Washoe County Major Funding Sources	FY 2017 Total Cost [1]	Washoe County Taxes	Grants & Program Revenue	Mandated Service	Authority	Description
100	Public Guardian	General Fund Taxes, fees awarded	\$ 1,843,918	\$ 1,705,380	\$ 138,538	Yes	NRS 253	Serves as guardian for persons determined by the court to be incapable of managing their own affairs. Manages the affairs of an individual when there are no relatives or friends willing or able to serve in this capacity.
100	Recorder	Service charges, fines/forfeitures	\$ 2,055,995	\$ -	\$ 2,055,995	Yes	NRS 247	Records documents, providing public access to those documents and collecting real property transfer tax.
100	Regional Parks and Open Space	General Fund Taxes, Service Charges	\$ 5,704,883	\$ 4,699,788	\$ 1,005,095	No		Responsible for developing, maintain and preserving park lands and facilities, preserving accessible and natural open space sustaining an environment that contributes to a high quality of life in Washoe County.
225	Senior Services	Ad valorem tax, Grants, General Fund Transfer In, Service Charges	\$ 4,883,607	\$ 3,186,901	\$ 1,696,706	Yes	Older Americans Act 1965, NRS 427A, County Code 45	Operation of county Senior Centers, congregate and home delivered meals, case management, caregiver support, mental health counseling, adult day care, homemaker & medication mgmt. 1985 voters approved 1 cent voter approved ad valorem tax on each \$100 of assessed value (in perpetuity).
100	Treasurer	General Fund Taxes	\$ 2,210,165	\$ 2,210,165	\$ -	Yes	NRS 249	Bills, collects and apportions real and personal property taxes on behalf of all municipalities in Washoe County. Receive, disburse and invest all County revenue. Treasurer is designated investment officer and manages all banking and investment agreements.
270	UNR Cooperative Extension	Ad valorem tax	\$ 1,354,313	\$ 1,354,313	\$ -	Yes	NRS 549.020	0.01 cent per \$100 of assessed value to fund community educational programs.
100	Welfare Function	General Fund Taxes	\$ 1,346,865	\$ 1,346,865	\$ -	Yes	See Child Protection, Indigent & Senior Services	Administrative costs for providing Child Protective, Indigent and Senior services.
	<b>Total County-wide Services</b>		<b>\$ 207,574,129</b>	<b>\$ 155,170,485</b>	<b>\$ 52,403,645</b>			

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





# Washoe County

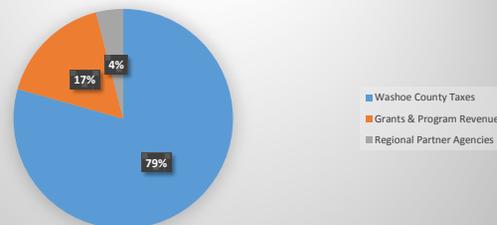
## Regional:

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

### Cost Funded By:

Fund	Service Type	Washoe County Major Funding Sources	Fiscal Year 2017 Total Cost	Washoe County Taxes	Grants & Program Revenue	Regional Partner Agencies	Mandated Service	Authority	Description
204	Animal Services	Ad valorem tax, animal licenses, service charges	\$ 4,660,124	\$ 4,660,124	\$ -	\$ -	Yes	Washoe County Code Chapter 55	2003 agreement established Washoe County as the single organization providing for animal control services previously provided by County, and Cities of Reno and Sparks. The cities decreased 1 cent each on assessed value of \$100. Sunset in sin 2033.
100	Consolidated Jail - Detention Center	General Fund Taxes, and Grants	\$ 59,485,994	\$ 55,428,469	\$ 4,057,525	\$ -	Yes	NRS 211.010-030; NRS 248.050	County must maintain a county jail and may enter into an agreement with any other county or city in the State, for the construction, operation or maintenance of a jail for the detention of the prisoners of the county. The Sheriff shall have the custody of the jail and the prisoners in the county. 2005 fiscal equity agreement allowed Cities of Reno and Sparks to stop contributing for detention services. Primary grant sources are US Marshalls and Bureau of Indian Affairs. 1993 AB395 0.0774 cents per \$ 100 of assessed value (in perpetuity).
100	CARES & SART	General Fund Taxes, Charges for Services	\$ 497,129	\$ 465,563	\$ -	\$ 31,566.00	Yes	NRS 217.280-217.350	Child Abuse Response & Evaluations (CARES) and Sexual Assault Response & Evaluation programs conduct forensic examinations of sexually abused children and sexually assaulted adults by specially trained medical providers.
208	Enhanced 911 Dispatch (Equipment)	E 911 surcharge fees	\$ 1,669,713	\$ 1,669,713	\$ -	\$ -	Yes	NRS 244A	1995 legislative action for collection of surcharge 25 cent surcharge on telephone lines to be used for reporting emergencies (911 system). 2017 Legislature: increase in the surcharge up to \$1.00 per line, and for use to fund mandated body worn cameras for law enforcement. Joint governance of the surcharge fees.
202	Health District	General Fund Taxes Transferred In, State and Federal Grants, Licenses & Permits, Charges for Services	\$ 21,157,367	\$ 10,002,381	\$ 11,154,986	\$ -	Yes	NRS 439	Services provided include air quality and environmental health, community and clinical health, communicable diseases, epidemiology, emergency preparedness, and EMS oversight. District Board of Health is comprised of representatives appointed by Washoe County and the Cities of Reno and Sparks. Health District was formally established through an interlocal agreement between Washoe County, Reno, and Sparks in 1972 as amended in 1986, and that an informal financial equity agreement which provided for a tax rate swap from the cities to the County was established in 1962 for Washoe County to provide financial support to the Health District.
210	Regional Communications System	General Fund Taxes, local agencies' contributions	\$ 1,684,086	\$ 335,009	\$ 1,349,076	\$ -	Yes	NRS 244A	1999 Inter-Local Agreement establishes governance & operational model for ownership and operation for the WC Regional Communications System between WC, WCSO, NDOT, City of Reno, City of Sparks, and the TMEPD
100	Search & Rescue	General Fund Taxes, Service Charges	\$ 584,322	\$ 584,322	\$ -	\$ -	Yes	NRS 248.092 (SAR)	Search & rescue services.
100	Raven Flight Operations	General Fund Taxes, Service Charges	\$ 461,320	\$ 436,695	\$ 24,625	\$ -	No		Arial support for law enforcement.
100	Crime Lab	General Fund Taxes, Service Charges	\$ 5,347,669	\$ 3,229,495	\$ -	\$ 2,118,175	No	NRS 176.0913	Crime Lab provides comprehensive scientific support and crime scene investigation services to Sheriff's Office and 66 other law enforcement agencies in Northern Nevada. Contractual obligation with City of Reno to provide services in exchange for dispatch services provided by Reno. Fee based service agreements with the other jurisdictions.
100	911 Dispatch (Operations)	General Fund Taxes, local agencies' service charges	\$ 3,147,333	\$ 1,869,708	\$ -	\$ 1,277,625	No	NRS 248.090	Provides emergency and medical dispatch services to unincorporated Washoe County for the Washoe County Sheriff's Office, Truckee Meadows Fire Protection District, N. Lake Tahoe Fire Protection District, Reno Sparks Indian Colony and the Pyramid Lake Tribe.
105 (IO20384)	Regional Emergency Operation Center (Facility Only)	General Fund Taxes, local agencies' contributions	\$ 151,461	\$ 66,643	\$ -	\$ 84,818.34	No		2003 with First Amended 2012 Inter-Local and Occupancy Agreement between Washoe County and the Cities of Reno and Sparks. Agreement is for governance and operations of the REOC and co-location of WC Sheriff's Office and City of Reno's emergency communications (911) in the REOC building. Cost shared: WC - 44%; Reno - 47%, Sparks - 9%
209	Regional Public Safety Training Center	General Fund Taxes, local agencies' contributions	\$ 776,807	\$ 306,935	\$ -	\$ 469,872	No		Funded by 1/8 cent sales tax for public safety projects implemented in 1998 (currently no sales tax being used to fund projects), and funding from General Fund for WCSO, and local partner agencies - Cities of Reno and Sparks, Truckee Meadows Fire Protection District..
<b>Total Regional Services</b>			<b>\$ 99,623,325</b>	<b>\$ 79,055,056</b>	<b>\$ 16,586,213</b>	<b>\$ 3,982,056</b>			

Regional Services Sources of Funding



# Washoe County

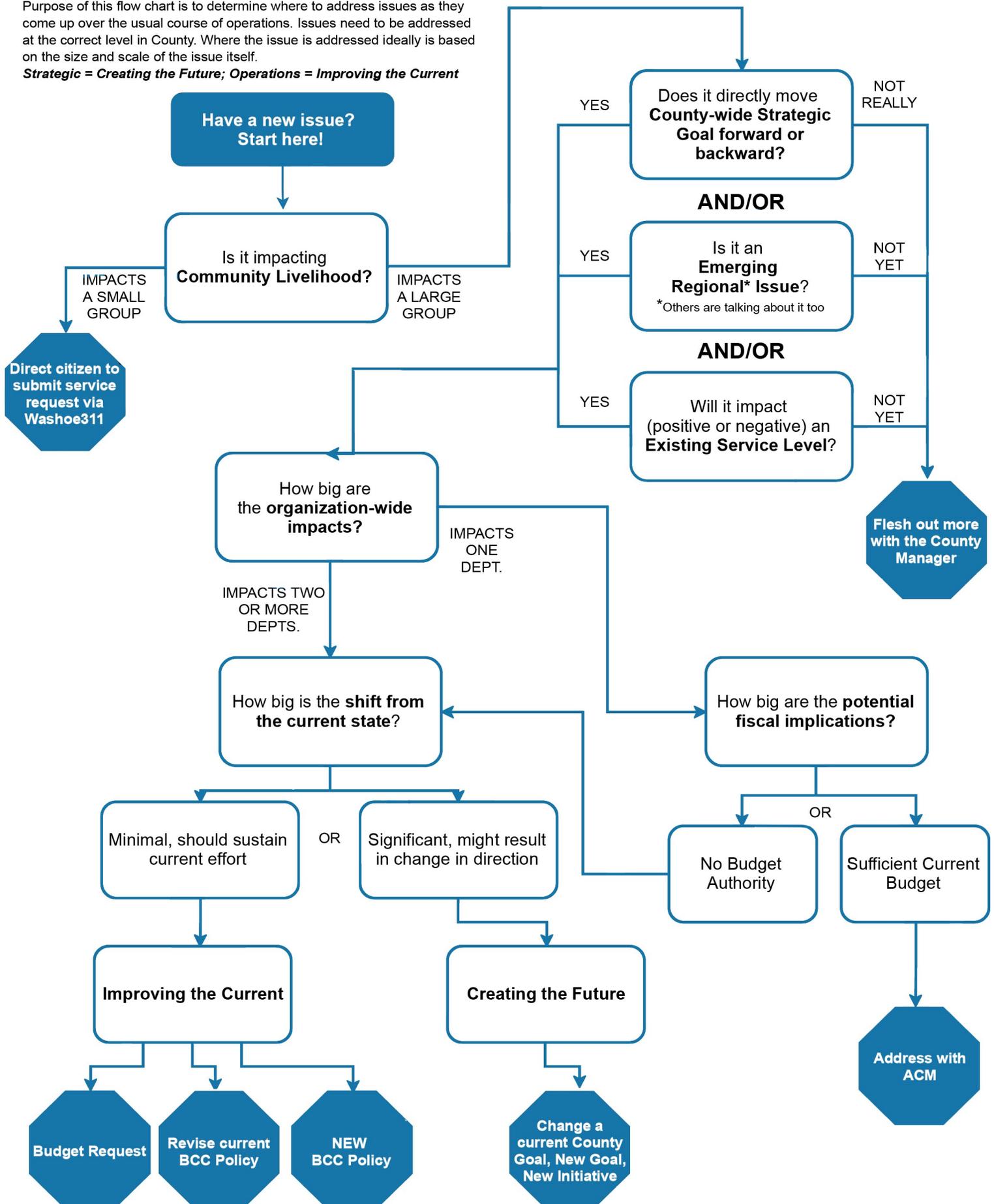
## Strategic Flow Chart



### 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**





# Washoe County Board of County Commissioners 2018 Jan Retreat

Jan 26, 2018



# Setting the Stage

## Outcomes:

*Identify regional emerging issues. Set FY19 priorities. Connect with Budget current state and FY19 direction*

## Discussion Flow:

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

## Materials:

Powerpoint Slides\* 1-Page Plan Summary\*Regional Services Matrix\*Commissioner Requests Summary



# Discussion Flow

Regional Leadership

Regional Priorities Areas

Emerging Issues

FY18-19  
Countywide Strategic Goals

Possible Countywide Priorities

FY19+ Budget Overview

Strategic or Not Exercise

Direction on FY19+ Countywide Strategic Goals



# Discussion Guidelines

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



# STRATEGIC DIRECTION

- What are the expectations of the County being regional leaders?
- Where are some areas we are excelling and where can we do more?



# Strategic Direction

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

We will accomplish this by:

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



# REGIONAL PRIORITIES

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



# Major Regional Partners

**City of Reno**  
**City of Sparks**  
**EDAWN**

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

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

***Bold indicates priorities included in themes.***



# Themes

## SHARED THEMES

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

## WASHOE COUNTY SPECIFIC

- Marijuana
- Unified Team\*
- Employee Engagement\*

## OTHER JURISDICTIONS' THEMES

- Arts and Culture
- Education and Workforce Development



# EMERGING ISSUES

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

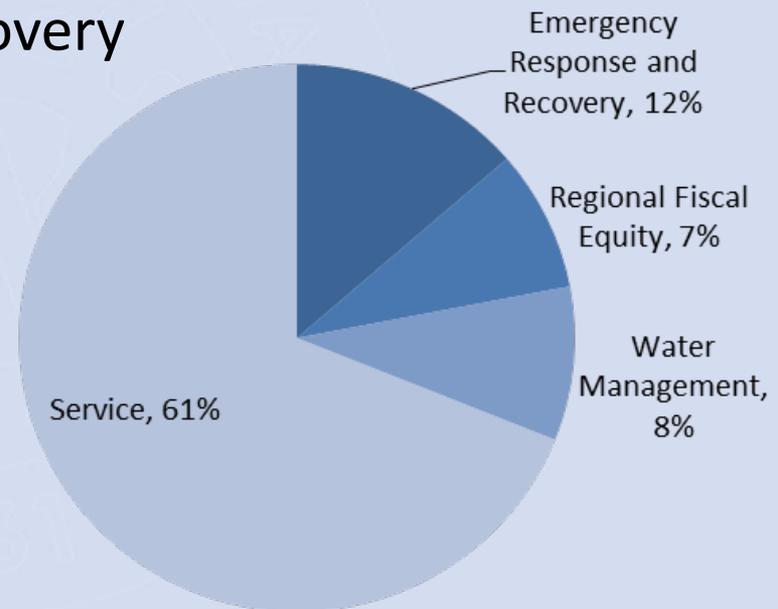


# Emerging Issues

## Three Key Themes – Commissioner Requests

January 2017 – January 2018

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





# Regional Services Definitions

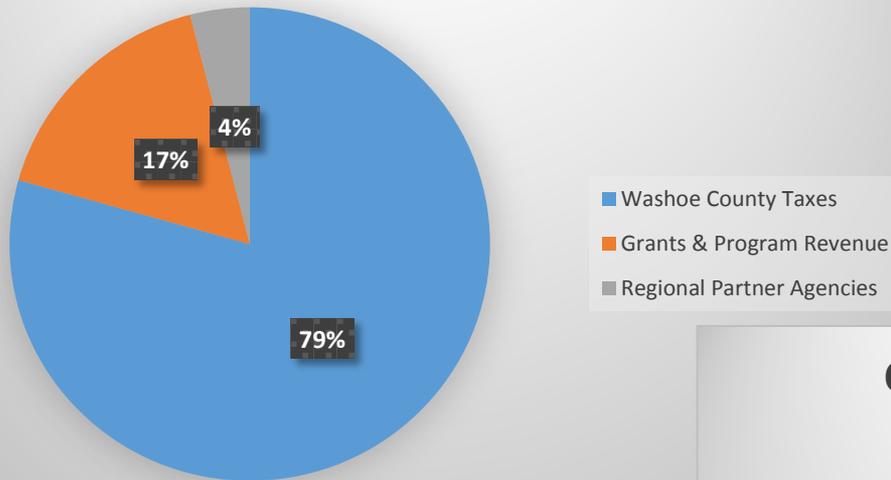
**County-Wide Service:** Service provided to all Washoe County residents by Washoe County.

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

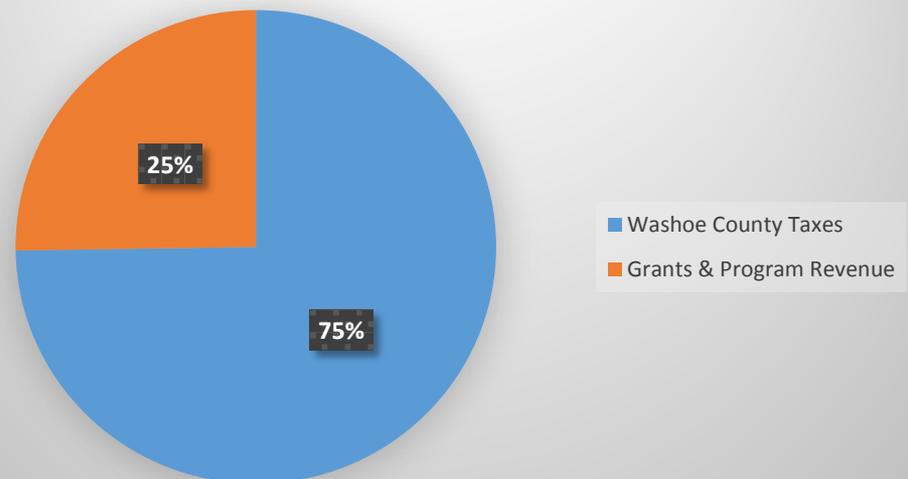


# Funding Summary

## Regional Services Sources of Funding



## Countywide Services Sources of Funding





# FY18 STRATEGIC GOAL UPDATE

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



# FY18 County Goals

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





# Unified Team

*Strategic Objective – Regional & Community Leadership*

*Working as a professional, unified team.*

*Commissioner Sponsor: Comm. Lucey*

*Executive Champion: Nancy Leuenhagen*

*Project Lead: Chris Ciarlo*



# FY18-19 Focus

**Goal Statement:** Working together as a professional, unified team to enhance the effectiveness and reputation of the County by working collaboratively to solve problems and address issues that are larger than any single department.

## ***FY18 Cross-Functional Initiatives:***

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

***Changes, Additions, Emerging Ideas for FY19:*** Group is developing a Countywide graphic/one sheet metric, based on dept. fact sheets submitted by committee members. Two working groups have been established for NEO and Ambassador program, meetings begin in Feb.



# Ask of the BCC

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

- Have each Commissioner (in addition to our Commissioner sponsor) attend one of our monthly committee meetings.





# Vulnerable Populations

***Strategic Objective – Safe, Secure, Healthy Communities***

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

***Commissioner Sponsor: Jeanne Herman***

***Executive Champion: Kate Thomas***

***Project Lead: Amber Howell***



# FY18 Focus: What is important right now?

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

## ***FY18 Cross-Functional Initiatives:***

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

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

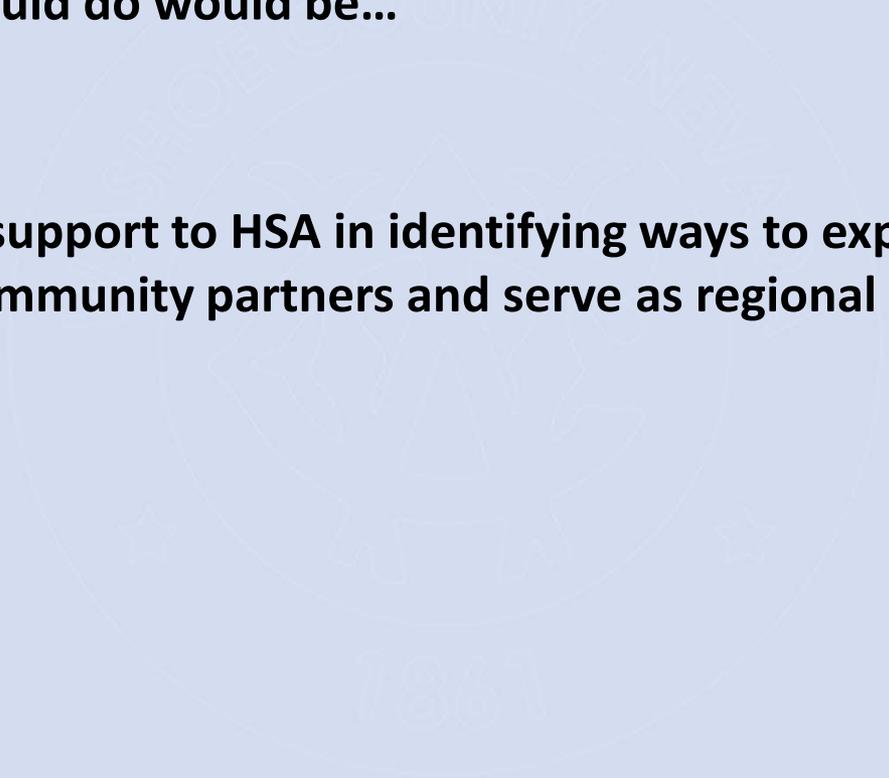
- Focusing on regional homeless initiatives
- Maintain and continue momentum on the above goals
- Secure private funding for expansion of the Family Engagement Center
- Continued expansion of senior programming



# Ask of the BCC

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

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





# Economic Impacts

*Strategic Objective – Proactive Economic Development & Diversification*

***Be responsive & proactive to pending economic impacts.***

*Commissioner Sponsor: Comm. Berkbigler*

*Executive Champion: David Solaro*

*Project Lead: Mojra Hauenstein*



# FY18-19 Focus

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

***FY18 Cross-Functional Initiatives:***

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

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

1) *Gerlach Economic Development Plan (grant):*

a) Asset Inventory b) Strategy c) Action Plan

2) Conduct A Fiscal Analysis of Projects to inform future approvals.

3) Merge with Goal #3- Infrastructure.



# Ask of the BCC

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

**Ask:**

**Support a Consistent Decision-Making  
Environment that is not Reactive**



# Infrastructure

*Strategic Objective – Safe, Secure and Healthy Communities*

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

*Commissioner Sponsor: Comm. Hartung*

*Executive Champion: Dave Solaro*

*Project Lead: Dwayne Smith*



# FY18-19 Focus

**Goal Statement:** Enhance community safety through investing in critical infrastructure for current and future needs.

***FY18 Cross-Functional Initiatives:***

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

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

Propose merging this goal with Economic Impacts Goal.





# Ask of the BCC

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

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



# Marijuana

*Strategic Objective – Safe, Secure and Healthy Communities*

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

*Commissioner Sponsor: Kitty Jung*

*Executive Champion: Dave Solaro*

*Project Lead: Sarah M. Tone*



# FY18-19 Focus

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

## ***FY18 Cross-Functional Initiatives:***

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

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

Focus on tracking, reviewing and responding to changing environment for new local industry.

- **National Policy and Regulatory Changes**
- **Legislative Session**
- State and Local Implementation



# Ask of the BCC

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

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



# Employee Engagement

*Strategic Objective – Valued and Engaged Employee Workforce*

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

*Sponsor: County Manager*

*Executive Champion: Christine Vuletich*

*Project Lead: Gabrielle Enfield*



# FY18-19 Focus

**Goal Statement:** Washoe County employees continuously take initiative to simplify workflows, improve service delivery; and strive to provide positive customer outcomes.

## ***FY18 Cross-Functional Initiatives:***

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

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

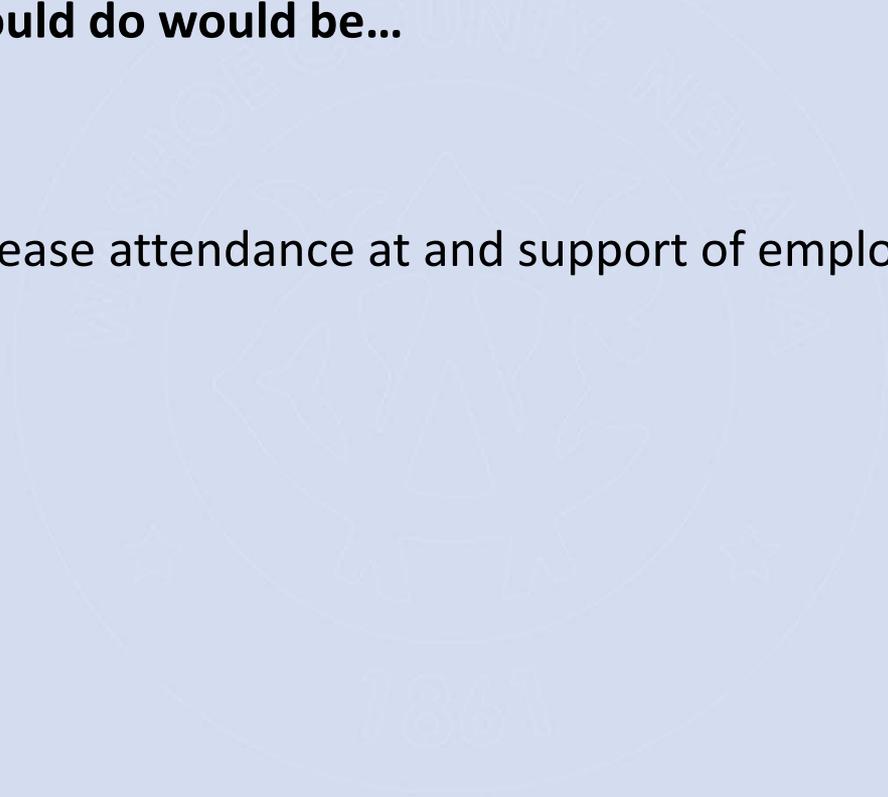
- Improving communication of the strategic plan, and identifying individual employees' contributions to the success of the strategic plan.
- Creation of a Customer Service Committee for the Washoe Leadership Program.



# Ask of the BCC

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

Continue and increase attendance at and support of employee events.





# General Fund Financial Overview & Preliminary FY 2019 Budget Outlook

- FY 2017 Financial Results
- FY 2018 Mid-Year Budget Review
- FY 2019 Preliminary Budget Outlook



## Financial Overview and Preliminary FY 19 Budget Outlook

January 26, 2018



# Agenda

- **General Fund Financial Overview:**
  - FY 2017 Financial Results
  - FY 2018 Mid-Year Budget Review
  - FY 2019 Preliminary Budget Outlook



# Washoe County

## FY 2017 Financial Results



# General Fund FY 2017 Financial Results

General Fund FY Ended 6/30/2017	Actual
Operating Revenue <sup>[1]</sup>	\$ 314,520,013
Operating Expenditures	276,386,042
Excess/(Deficiency)	38,133,971
Transfers In & Other Sources	287,227
Transfers Out	42,441,630
Change in Fund Balance	<b>\$ (4,020,432)</b>
Beginning Fund Balance 7/1/2016	56,076,731
Ending Fund Balance 6/30/2017	<b>\$ 52,056,299</b>
[1] Revenue adjusted for unrealized investment activity	

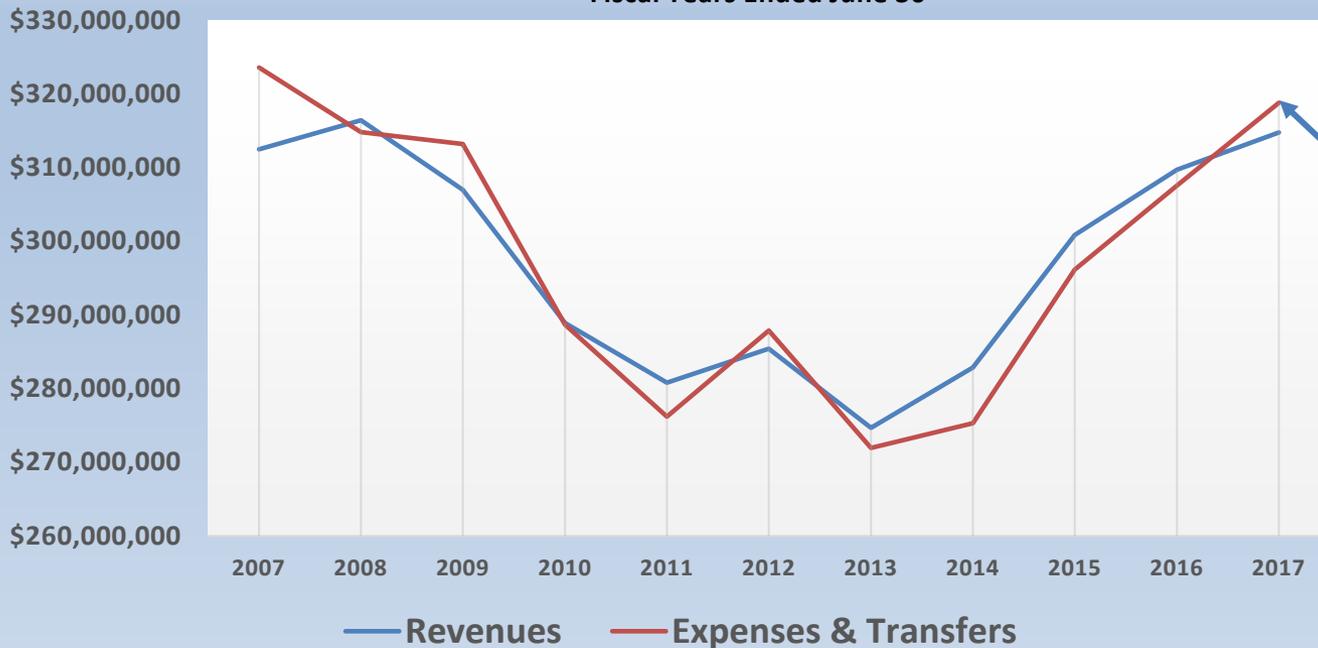
Expenditures and Transfer Out higher than Revenues, resulted in \$4 million reduction in Fund Balance



# General Fund History

## General Fund History

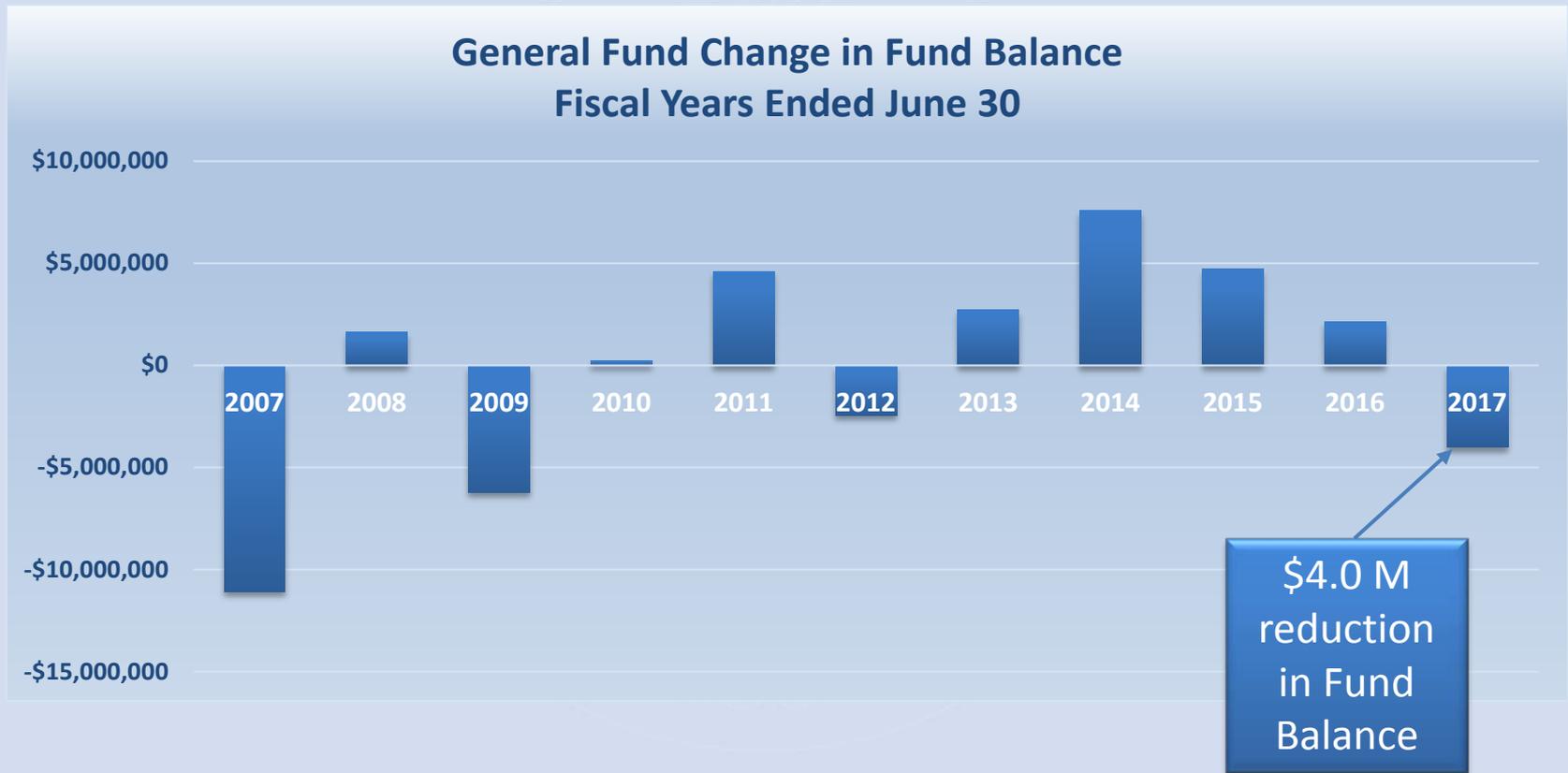
Fiscal Years Ended June 30



FY 2017 was the first year since 2012 where expenditures & transfers were higher than revenues



# General Fund Changes in Fund Balance





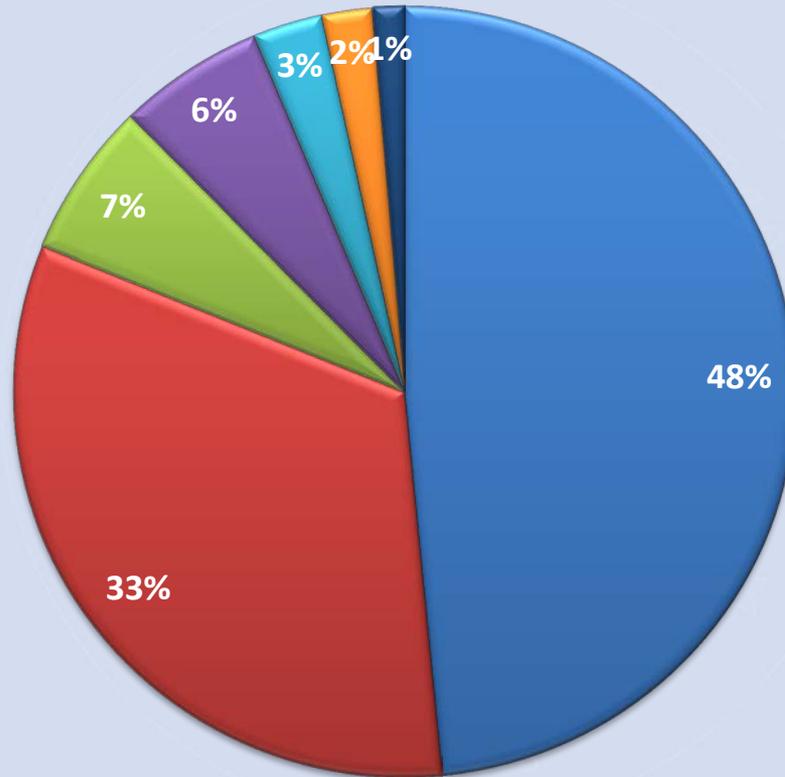
# Washoe County

## FY 2018 Mid-Year Budget Review



# General Fund FY 18 Budget

## General Fund Revenues by Type



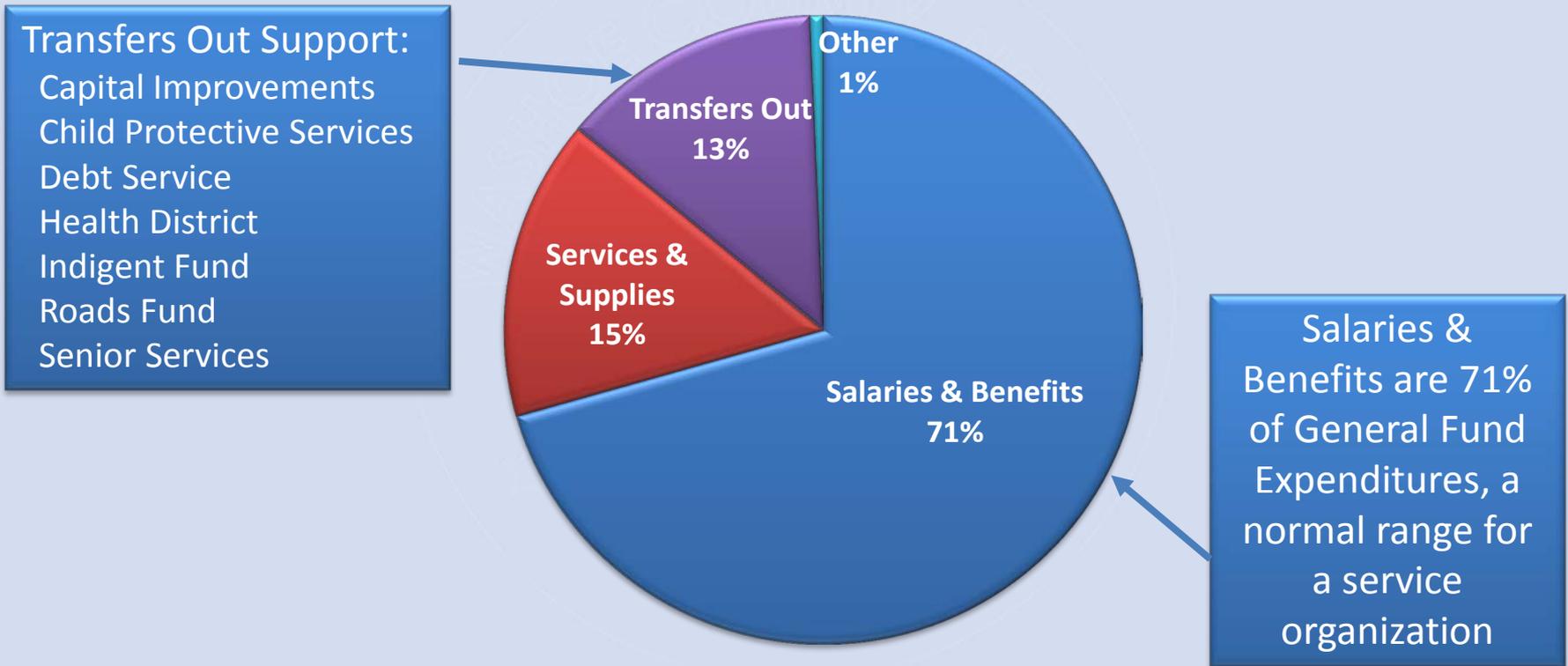
Property Tax & C-Tax are 81% of General Fund Revenue

- Property Tax
- C-Tax
- Intergovernmental
- Charges for Services
- Licenses & Permits
- Fines & Forfeitures
- Other



# General Fund FY 18 Budget

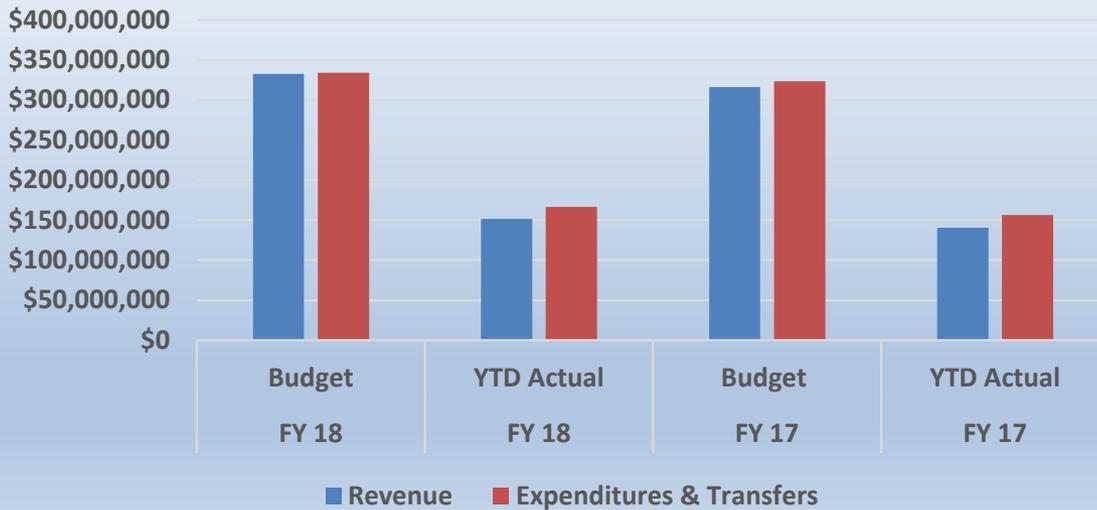
## General Fund Expenditures by Type





# General Fund Mid-Year FY 2018

General Fund  
Mid-Year Revenue vs. Expenditures



YTD Actuals vs. Budget tracking as expected

FY 18 Revenue increase primarily in C-Tax

FY18 Expenditure increase primarily due to \$3M transfer to Roads for flood expenses - Stabilization Reserve now \$0

General Fund FY 18	FY 18	FY 18	% of	FY 17	FY 17	% of
Year-to-Date July-December	Budget	YTD Actual	Budget	Budget	YTD Actual	Budget
Revenue	\$ 332,609,005	\$ 151,781,830	46%	\$ 316,482,820	\$ 140,612,516	44%
Expenditures & Transfers	334,351,228	166,809,759	50%	323,617,902	156,326,660	48%



# Washoe County

## FY 2019 Preliminary Budget Outlook



# Preliminary Budget Trends for FY 19

## ■ Overall Outlook: Guarded

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



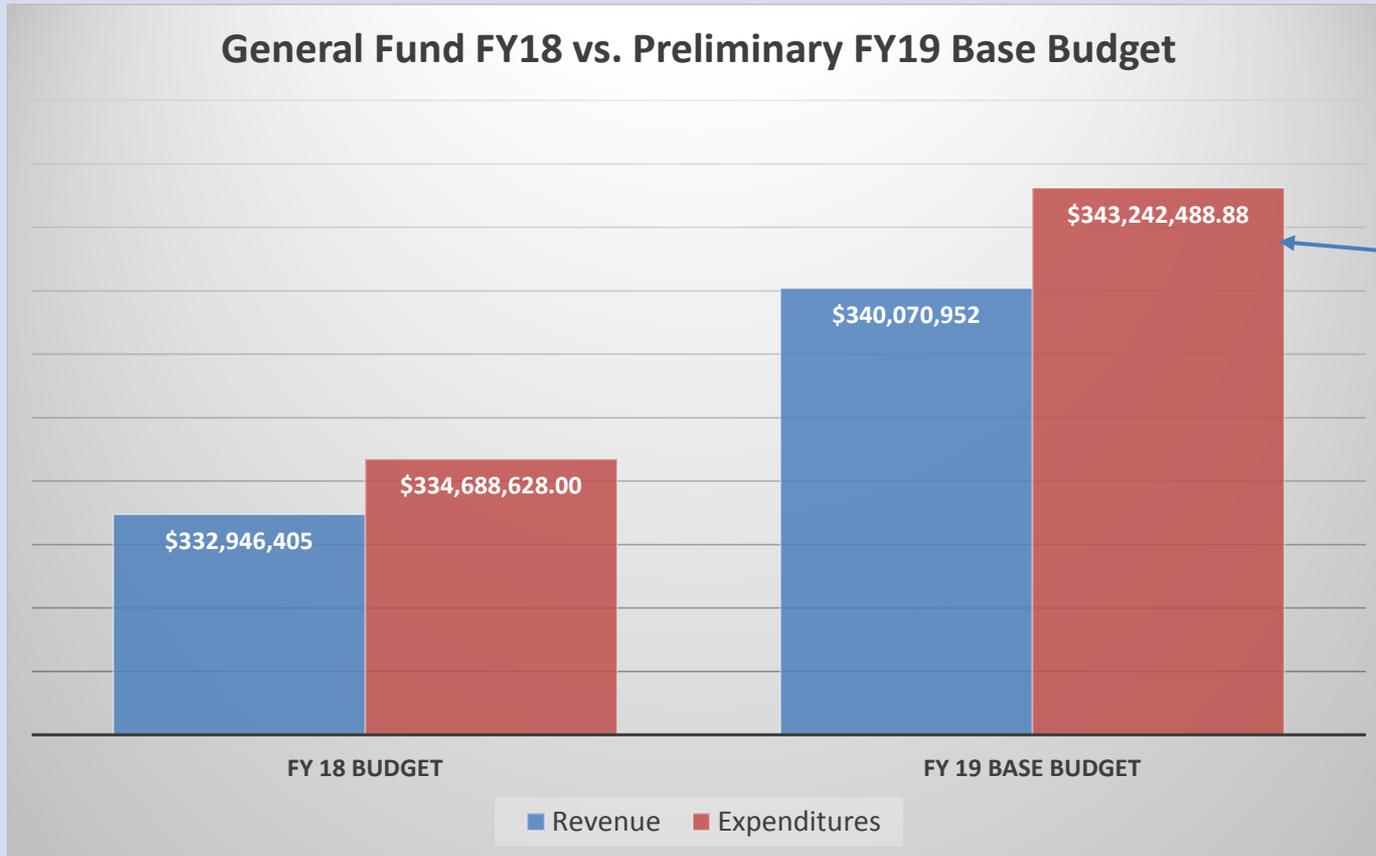
# Recommendations

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



# Preliminary FY 19 Budget

## General Fund FY18 vs. Preliminary FY19 Base Budget

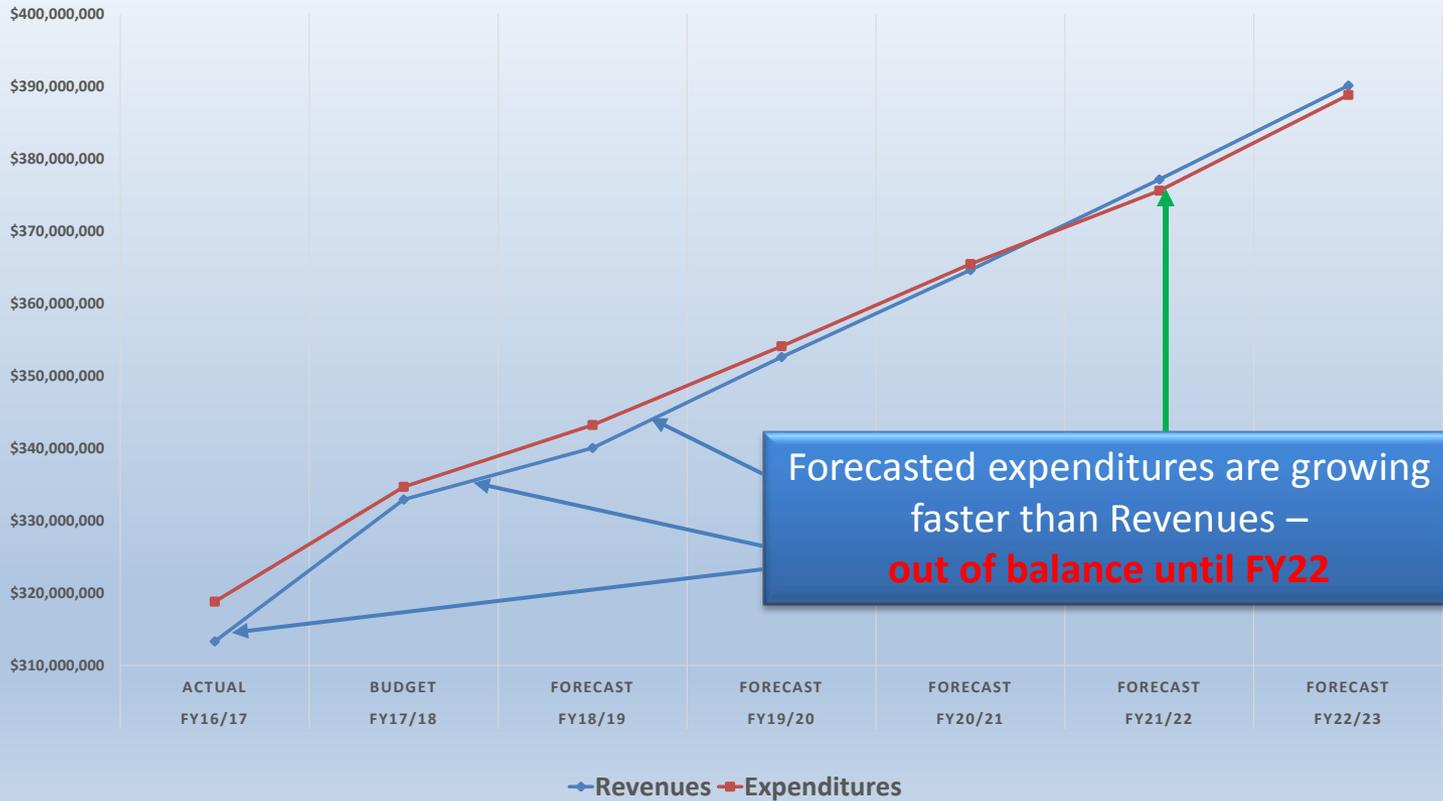


Preliminary projections show budgeted expenditures \$3.2 million more than anticipated revenue



# General Fund Long-term Trend

## GENERAL FUND PRELIMINARY 5-YEAR FORECAST





# Revenue Trends

Item	Status	Notes
Consolidated Tax Revenues	  	<ul style="list-style-type: none"><li>• Rate of growth of C-Tax revenues is moderate, but still isn't growing at FY15 &amp; FY16 rate.</li><li>• With only four months reporting, FY18 revenues are up 9.3% versus 6.0% budgeted. Year-to-date taxable sales are up 7.7% .</li><li>• FY19 C-Tax refund of ~\$4.6 M</li></ul>
Property Tax Revenues		<ul style="list-style-type: none"><li>• FY19 estimated property tax caps ~ 3.0% residential; 4.2% general</li><li>• New development may add ~ 1.5%.</li></ul>
Other General Fund Revenues		<ul style="list-style-type: none"><li>• Other revenues relatively stable but are not keeping up with inflation</li></ul>



# Property Tax

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



Cumulative GF abatement value FY 2005 through FY 2018 is \$163 million



# Consolidated Tax

## C-Tax Revenue History

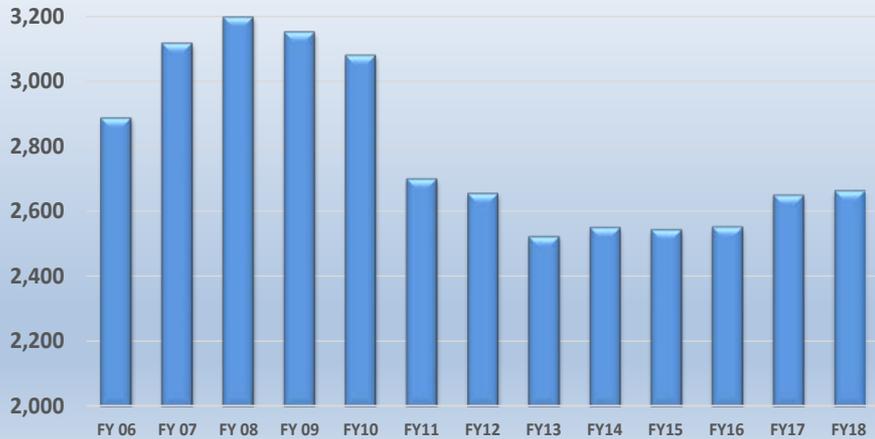


FY19 C-Tax estimated to be flat due to \$4.6 M refund payback

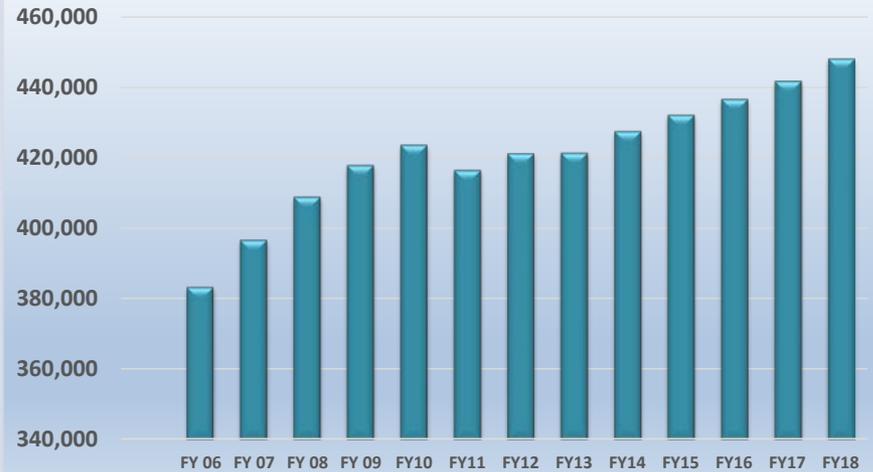


# FTE's vs. Population History

## Washoe County Authorized FTE's



## Washoe County Population



- Since 2006, the County's population has grown 17%, while FTE's are down 8%
- Today, one County FTE supports 168 residents, vs. 133 residents in 2006
- Washoe County has become more efficient in service delivery through technology, contracting services, organizational restructuring and process improvement
- However, service and infrastructure needs continue to increase with rising population



# Known Cost Increases

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

These costs are included in preliminary base Budget





# Legislative Impacts & Emerging Issues

Item	Notes
Detention Center Medical Services	RFP issued in December 2017. Responses due February 2018. Current contract expires May 31, 2018.
Body Cameras Mandate	E911 Ordinance/Fee increase in process. Possible impact to FY18 to purchase equipment prior to receiving fee revenue.
Sexual Assault Kit Testing (AB97)	State providing temporary 2-year funding of initial cost increases, to assist meeting accelerated processing requirements.
Crime Lab & Dispatch	Impacts due to possible consolidation, and/or stand alone operations.
Legalized Marijuana	Implementation of new regulations, and impacts to program services and community education/outreach.

Fiscal impacts currently unknown, and are not included in preliminary base Budget





# Capital Needs

Item	Notes
Annual Capital Improvement Program	<ul style="list-style-type: none"><li>• FY19 requests total \$16 million</li><li>• Funding from General Fund transfer is \$5 - \$6 million annually</li></ul>
Nevada Shared Radio System – P25	<ul style="list-style-type: none"><li>• \$3 – \$5 million for radio replacement, plus \$6 - \$10 million for County’s share of backbone system</li></ul> Costs are estimates, RFP committee currently reviewing proposals
Additional Identified Capital Needs	<ul style="list-style-type: none"><li>• IT Infrastructure (SAP replacement, other systems)</li><li>• North Valleys Library</li><li>• Second Judicial District Court Building</li><li>• Senior Facilities</li><li>• Sheriff’s Infirmary</li><li>• Regional Parks, Trails and Open Space Expansions</li></ul> Estimated total cost is in the range of \$200 million

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





# Summary

## ■ Overall Outlook: Guarded

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

## ■ General Fund Budget must be brought into long-term balance for fiscal sustainability

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



# Budget Timeline & Next Steps

Date/Month	Item
Jan. 26	BCC Strategic Planning Retreat
Jan. 31 & Feb. 1	Departments attend Budget Training Sessions
Jan. 31 – Feb. 23	Departments review budgets and submit requested changes
March 12-16	Departments meet with Manager's Office to review budgets
Mar. 15-25	C-Tax and Property Tax revenue projections finalized
Mar. 26 – Mar. 30	Finalize budget recommendations to County Manager
April 15	State deadline to submit Tentative Budget
April 24	County Manager presents recommendations to BCC
May 15-May 31	BCC Public Hearing and Adoption of Final Budget
June 1	State deadline to submit Final Budget



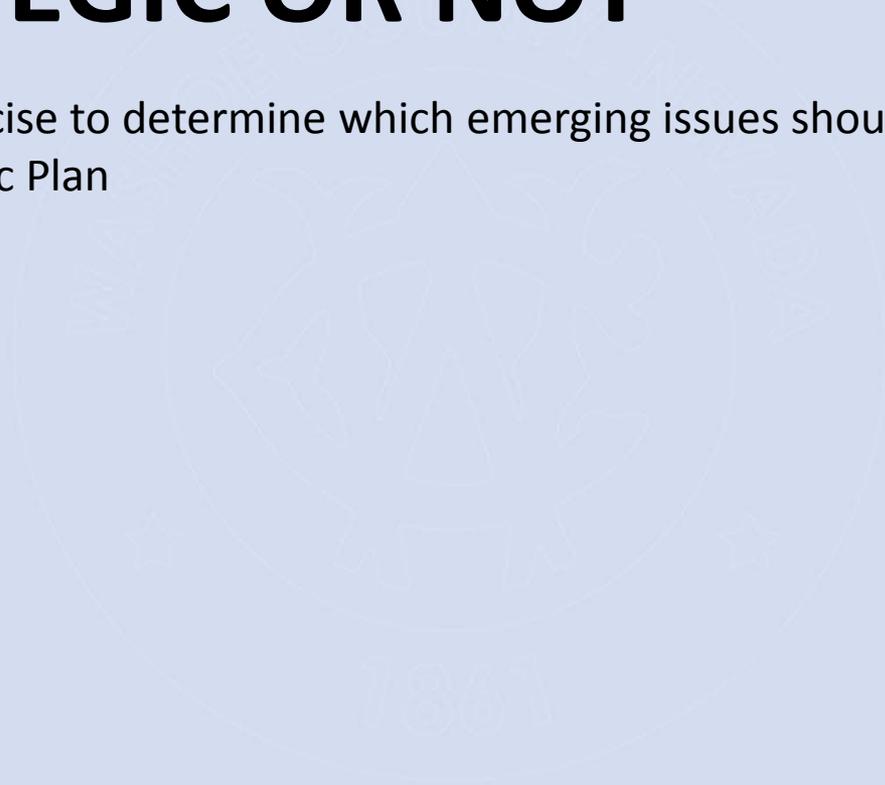
# Questions?





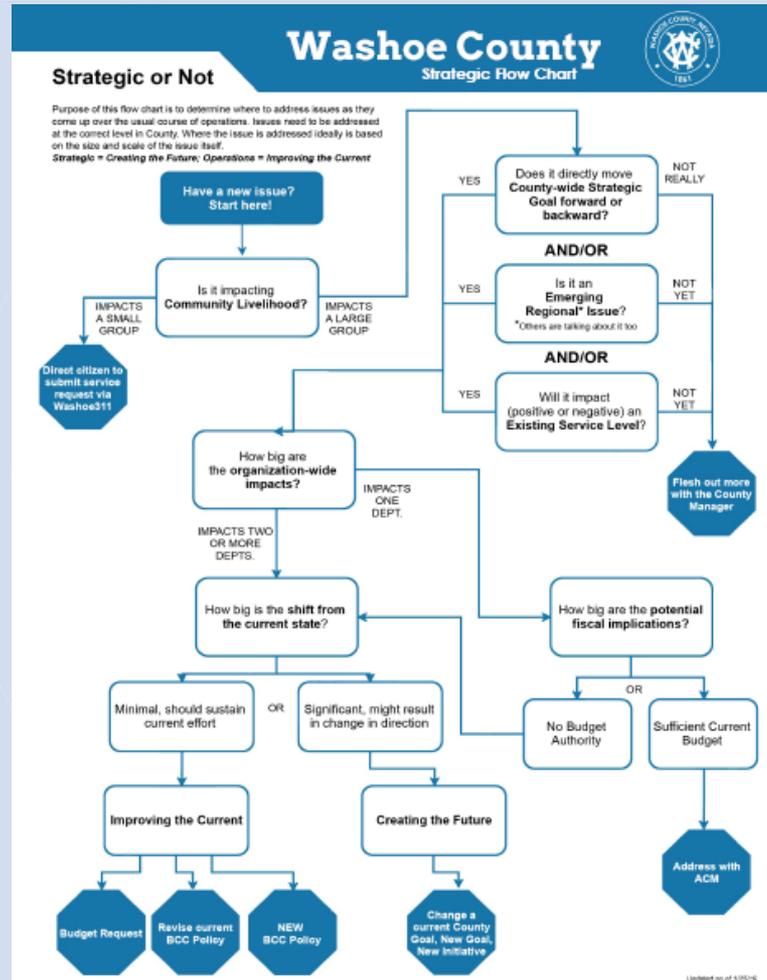
# STRATEGIC OR NOT

- Group exercise to determine which emerging issues should be added to the Strategic Plan





# Strategic or Not Thinking Tool





# Breakout Group Instructions

In groups of 3-4:

- **Pick Possible Priorities:** Select 2 or 3 of the potential priorities on the “list of possibilities”
- **Strategic or Not?** One at a time, process through the flow chart.
- **Future Action:** Determine if priority should be added to the County-wide Strategic Plan and why.



# FY19 County Goals

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

