



County Manager Initial Assessment - 2020



Presentation Description

“County Manager at six months from commencement of this contract will provide an update, expectations, and assessment of the County for presentation at a Board of County Commissioners’ meeting.”





Presentation Agenda

1. Update

2. Assessment

3. The Road Ahead



Update





The first six months

NOV 2019
Started as
Washoe
County
Manager

JAN 2020
Implemented
Yearly
Performance
Reviews in
OCM

JAN 2020
Positive
Working
Relationships
Established
w/ Regional
Stakeholders

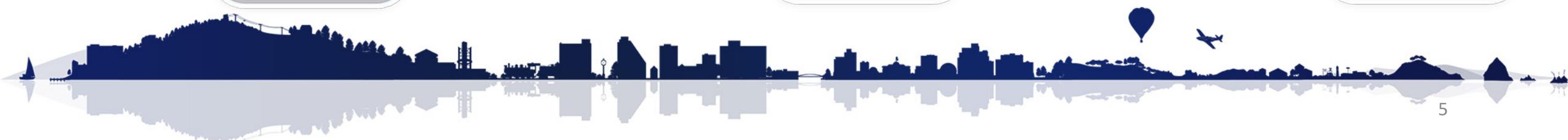
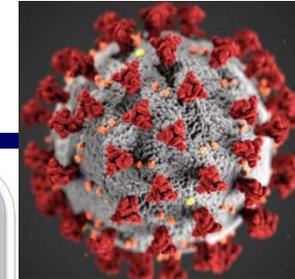
COVID!

MAR 2020
Launched
county-wide
telecommuter
program as a
result of
COVID

DEC 2019
Began
Department
Tours

FEB 2020
Built for Zero
engaged after
review of
regional
homelessness
issues

APR 2020
Upgraded and
diversified
County
Manager
Advisory
Committee





Employee Outreach from Manager's Office



- 25,000 weekly visits to Inside Washoe
- 2,621 monthly Inside Washoe
- 22 direct to employee emails
- Refreshed New Employee Orientation format
- Live town hall event:
 - ✓ 500+ employees attended
 - ✓ Utilized new technology (Teams)
 - ✓ Launch of a new series





COVID Response & Crisis Management

- Took lead with regional (signatory) partners – Health, IMT, Reno, Sparks
- Organizational changes:
 - Moved Washoe County to a telecommuting organization
 - ✓ This progression will remain a permanent cultural shift for the County
 - ✓ Will allow WC to move into the future for environmental sustainability
 - ✓ Fiscally responsible model for the future
 - Digital process innovations throughout the organization



Assessment





Washoe County Entered FY20 Financially Healthy

As of June 30, 2019:

- **General Fund Balance: 20.7%**
- **Stabilization Reserve: \$3 million**
- **General Obligation Debt per Capita \$415.35**
- **Credit Rating:**



- *S&P's Global Ratings raised Washoe County's long-term credit rating to AA+ in July 2019*
- *"In S&P's view, the County's creditworthiness is enhanced by the maintenance of a strong financial position, supported by what we consider strong financial management policies and practices."*

- **Labor Relations: 3-Year contracts in place with all Employee Associations.**





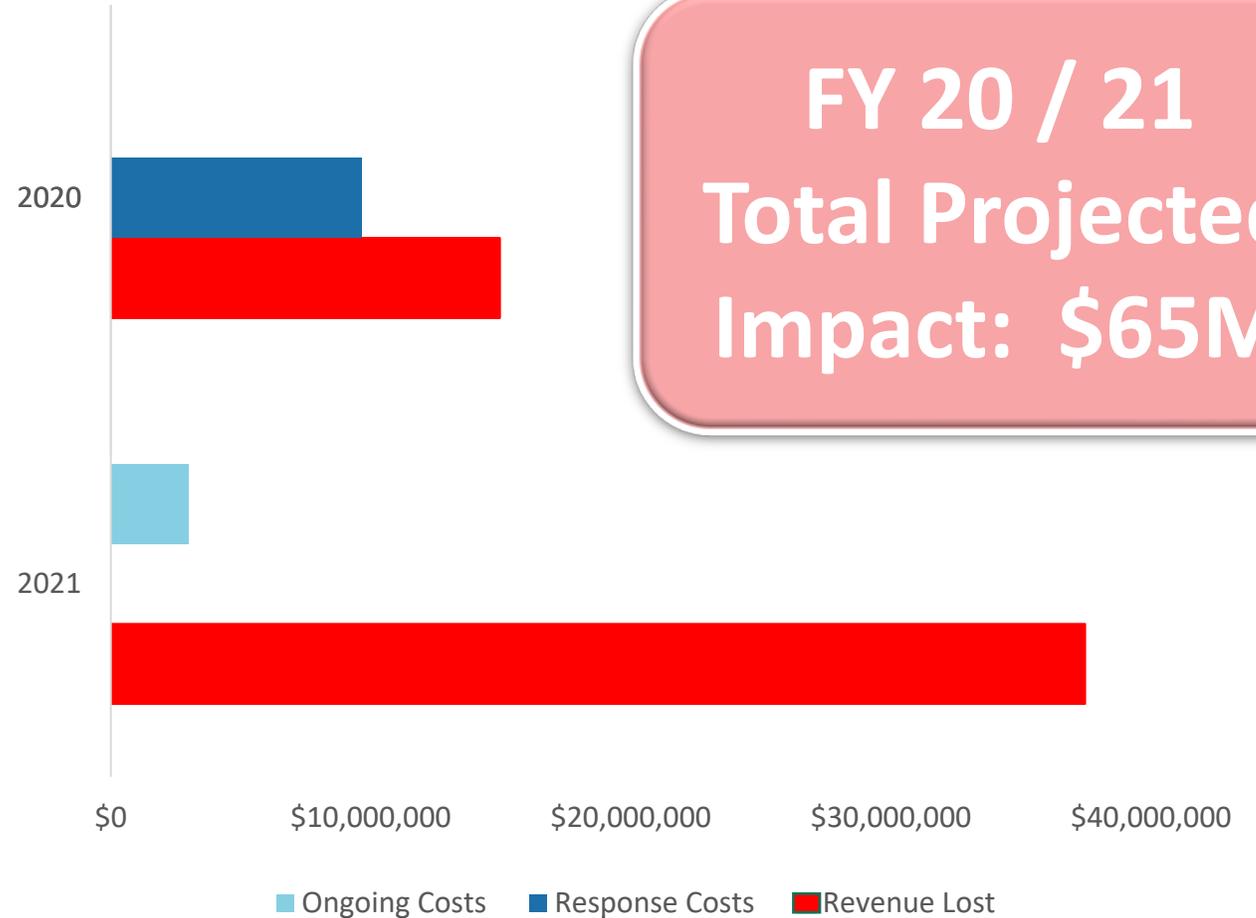
General Fund – COVID-19 Financial Impact is *Real*

FY 2020 Estimated:

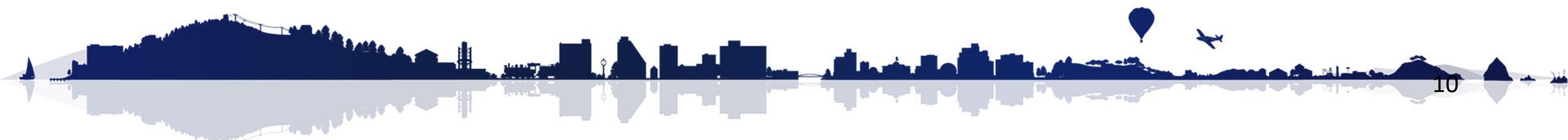
- Revenue Loss: **\$14,949,770**
 - Response Costs: **\$9,661,000**
- Total: \$24,610,770**

FY 2021 Projected:

- Revenue Loss: **\$37,461,676**
 - Ongoing Costs: **\$3,000,000**
- Total: \$40,461,676**



**FY 20 / 21
Total Projected
Impact: \$65M**





Assessment – Program Auditing

Conduct a cost analysis and apply learnings for services provided to other agencies and interlocal agreements:



Crime Lab



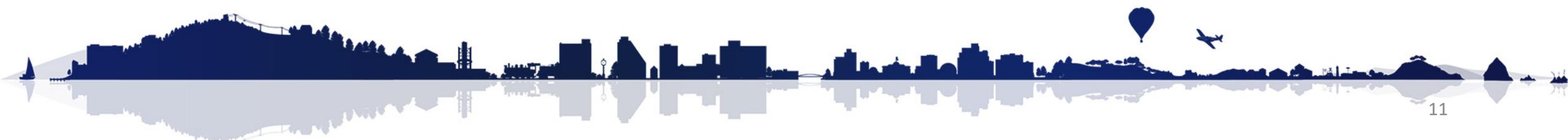
Dispatch



TRFMA Interlocal Agreement



Digital Communications Printshop





Assessment – Strategic Plan

Strategic Plan:

- ❖ Solid *existing* framework and priorities.
- ❖ Strengthen relationships with Regional stakeholders.
- ❖ Consider *embracing* environmental sustainability.
- ❖ Expand use of technology to improve service delivery, create efficiencies, and reduce operating costs.





Strategic Plan – Existing

Strategic Direction/Vision:

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

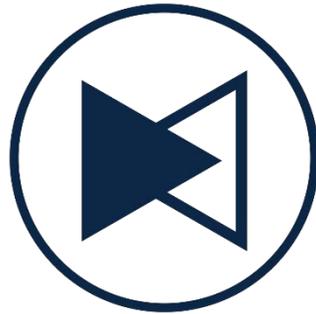
Mission:

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

Values:



Integrity



**Effective
Communication**



**Quality Public
Service**





Strategic Objectives – Existing

Be responsive & proactive to pending economic impacts.

Economic Impacts

Vulnerable Populations

Work together cross-departmentally and regionally to provide adequate resources and support.

Sustainable fiscal planning, accountability and transparency in the management of public funds, assets, programs and services.

Fiscal Sustainability

Employee Engagement

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





Strategic Plan – Recommendations to Revamp and Refocus

- ✓ **Focus on cross-functional initiatives/goals.**
- ✓ **Include a multi-year roadmap for emerging priorities.**
- ✓ **Emphasize technology advancements.**
- ✓ **Take into account Department KPI project & Department specific initiatives.**
- ✓ **Expand Employee Engagement to include Professional Development**
- ✓ **Consider launching an environmental sustainability initiative.**





Assessment - Technology

Technology

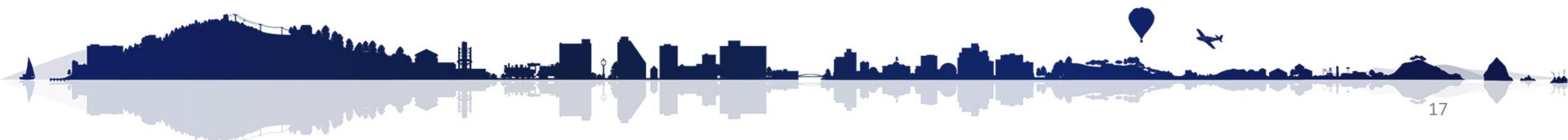
- ❖ Prudent technology investments can help make our workforce more agile, productive, and engaged.
- ❖ Washoe County has many software and hardware platforms at the end of their useful life.
- ❖ Future technology spending needs to be prioritized similar to maintenance and capital spending.





EOL Technology - Software

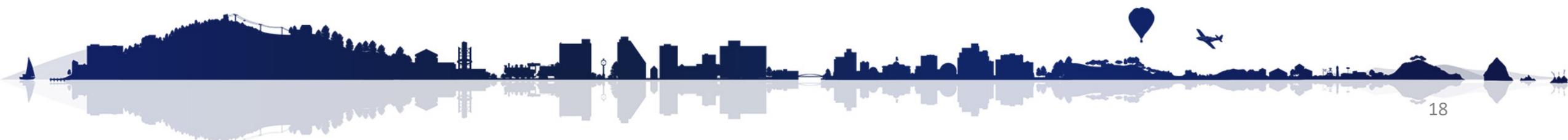
Department	Application	EOL Date	Live Date	Utilization
District Attorney, Alt Public Defender, Public Defender	Justware	June 2021	April 2013	Web-based Legal Case Management software.
Sheriff's Office	Tiburon DMS/JMS	2022	Unknown	Computer aided dispatch.
Sheriff's Office	Jail Security System (Prism)	2025	October 2003	Web-based Prison Management system software.
WC Enterprise	SAP	2025	October 2003	Enterprise wide software for accounting, budgeting, HR, payroll functions.
WC Enterprise	Lenel Door Controllers	2018	Unknown	Enterprise wide software to manage door/badge entry.
WC Enterprise	IP Plan	2020	Unknown	
WC Enterprise	Spectate	2020	Unknown	Outreach marketing/email tool. New provider identified – Wiztopic.





EOL Technology - Hardware

Department	Application	EOL Date	Utilization
Washoe County	Entrasys Switches	2019	Switches connect every PC at the Ninth Street complex to the Servers.
Washoe County	Entrasys Access Points	2017	Wireless connections to WiFi through County buildings.
Washoe County	800 Mhz Radio	Beyond EOL	Replacement P25 radio system launching in 2020.
Washoe County	Core Routers & VDI/NVR Servers	2019-2020	<p>VDI – allows PC applications to run on a server vs local PC for departments (Treasurer, Recorder, Clerk, Voters, CSD) that have counter PC's / staff to service the Public.</p> <p>NVR – the servers that record and store all video from cameras around the Ninth Street complex.</p>
Jan Evans, RJC, SJC, Sheriff's Office	Telephones VOIP and TDM	2020	Upgrade phone systems to VOIP.





Assessment – Use Technology More Wisely

Case in point – Accela – Automation of COVID-19 assessments and testing

- ✓ Website established
- ✓ Automation of:
 - Assessment intake questions
 - Registration
 - Test schedule
 - Email notifications
- ✓ Reporting
 - Batch lab slips & patient labels
 - Roster for POST test schedule
 - Negative result letters
 - Assessment statistics





Assessment – Workforce & HR

Overall, Washoe County's employee workforce IS a *strong asset*.

- ❖ Experienced, committed, and engaged.
- ❖ Open to *change* and *innovation*.
- ❖ Legacy reward system focused on tenure and technical expertise.
- ❖ Enhance professional development to improve leadership & managerial skills:

Document
Performance
Reviews

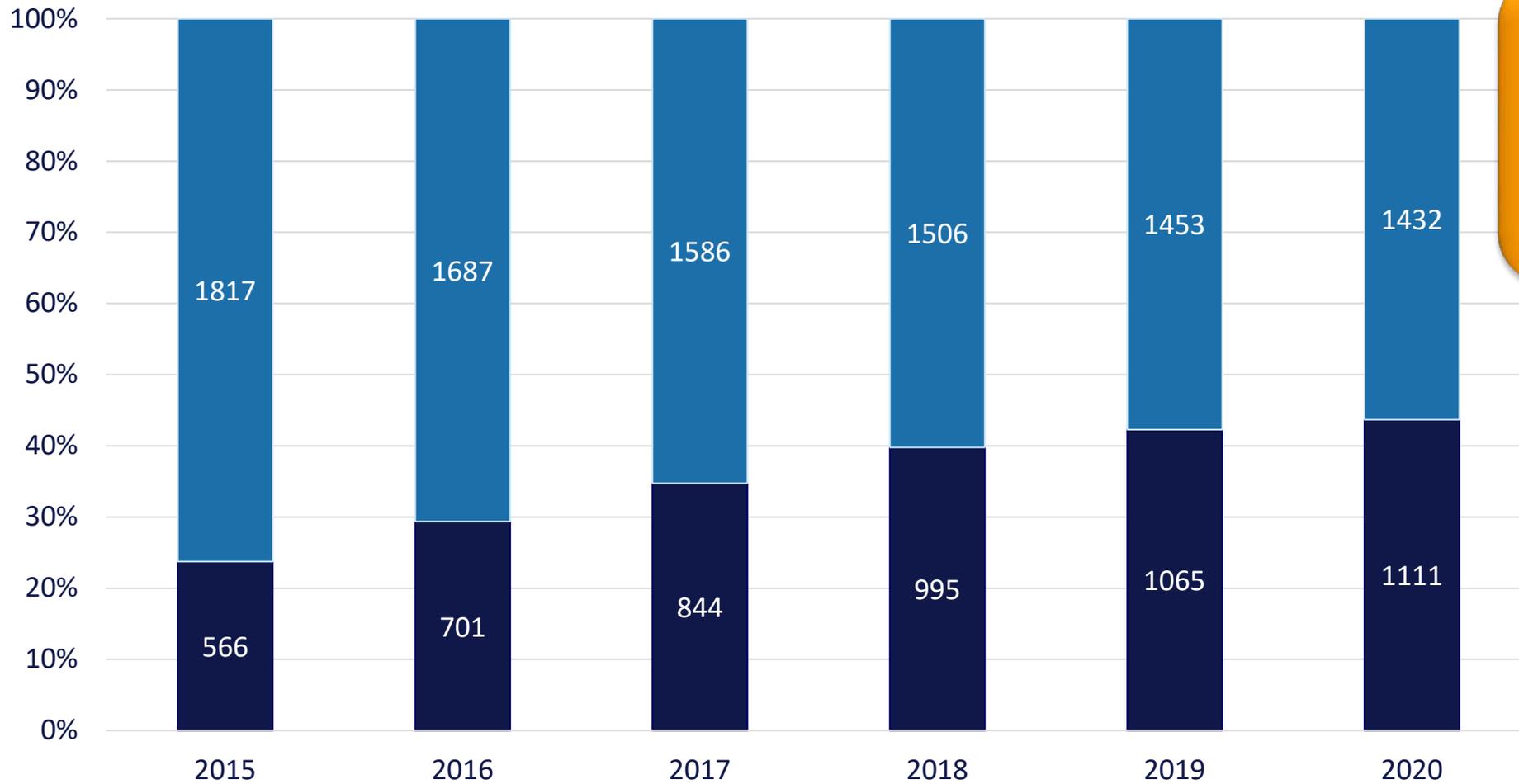
Establish
Professional
Development
Tracks

Mandatory
Supervisor &
Management
Training





Employee Years of Service



44% of employees at < 5 years of tenure

■ 5+ Yrs
■ 0-5 Yrs





Assessment – Washoe County Outreach

Improve Communications and Community Outreach:

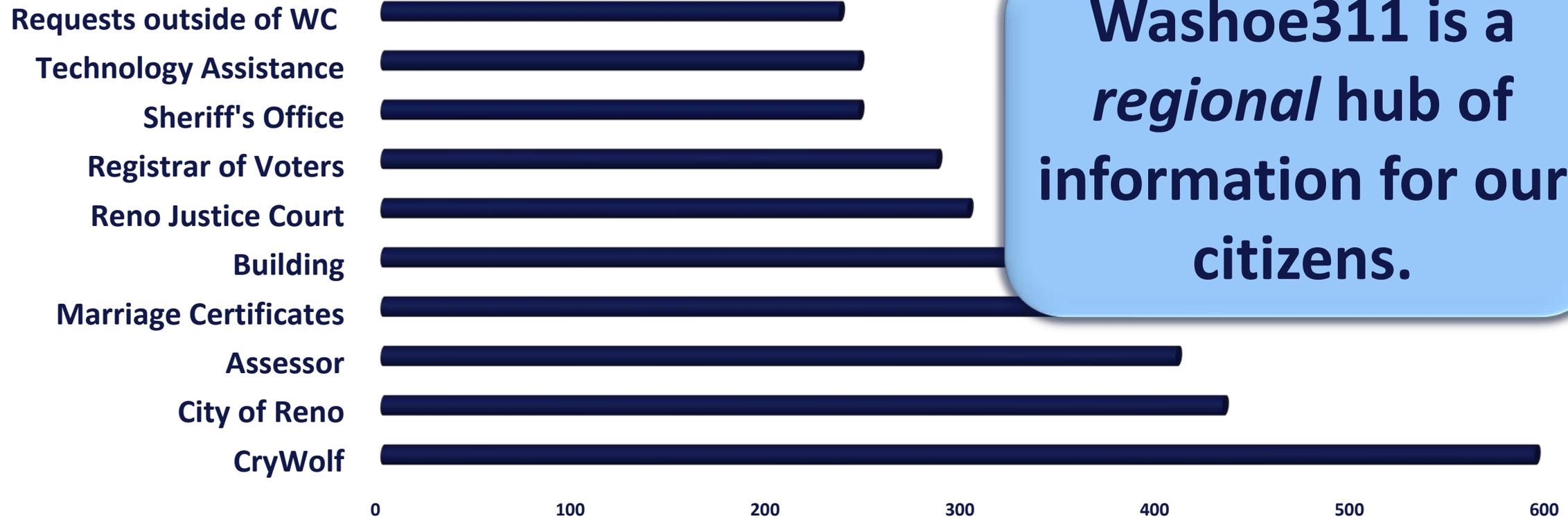
- ❖ Update the Community Advisory Board (CAB) program.
- ❖ Continue to improve and feature Washoe 311 as a *primary information source* for the Public.
- ❖ Increase Washoe County community outreach in the North Valleys and Incline Village.





Top Resident Requests

Washoe311 Top Service Requests - 2019



Washoe311 is a regional hub of information for our citizens.

■ Washoe311 Top Service Requests - 2019

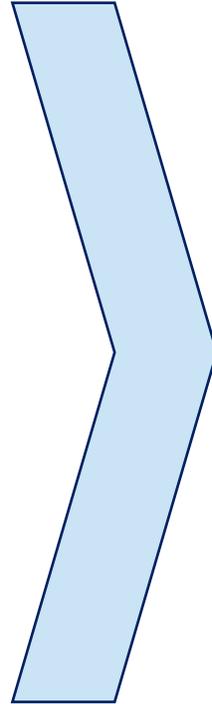




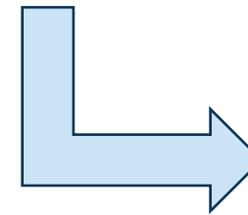
Washoe311 2020 Service Requests

Washoe 311 Growth:

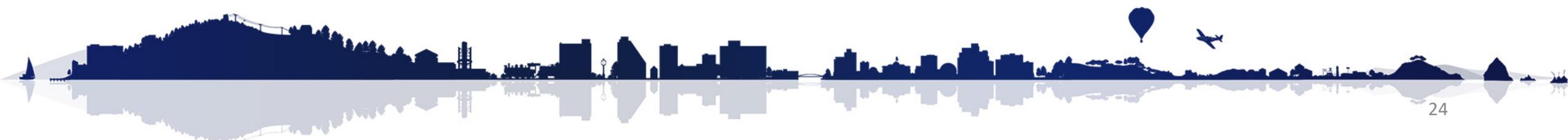
2020 YTD:	+219%
2019:	+83%
2018:	+13%



2020 has made it clear that Washoe 311 is the place our citizens come when seeking assistance with crisis or the regional issue of the day.



YTD Calls:
30% COVID related
13% are Election/Voter





Assessment – Washoe County Social Media

Refocus the County's social media engagement:



**Communications
Division**



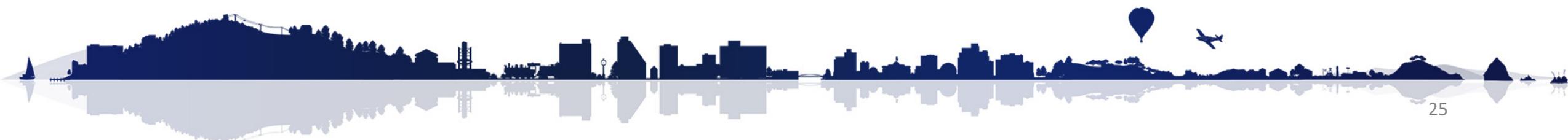
**Social Media
Responsiveness**



**Don't Feed
The Trolls!**



**Commissioner
Determined
Strategies**





Assessment – Policy Development vs Execution

Define BCC versus staff roles and responsibilities:

- ❖ **BCC establishes policy**
- ❖ **WC staff provides execution**
- ❖ **Focus BCC constituent and tactical requests through CM**
 - **Provides for better OCM staff focus on County priorities as established by BCC.**
 - **Minimizes regional confusion over coordination issues.**





Assessment – Regional Teamwork

Tough Regional problems best addressed by Regional teams:

- ❖ **Individual initiatives may be well intentioned, but often fail to fully consider jurisdictional issues.**
- ❖ **Reno, Sparks, Washoe County all capable of capsizing a good idea if we do not all have buy-in.**
- ❖ **Departmental and staff disagreements often created by mandates that cannot be accepted by other jurisdictions/stakeholders.**



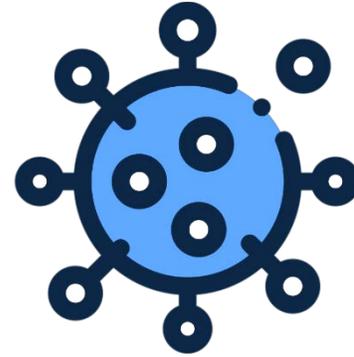
The Road Ahead



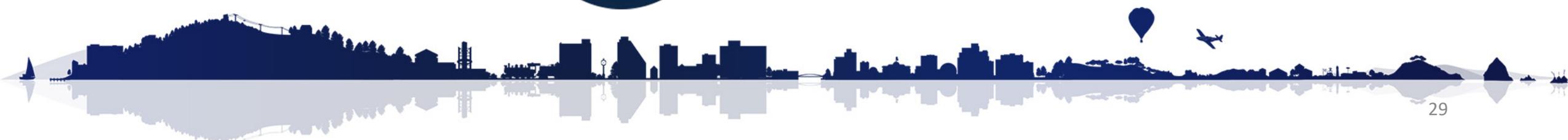


Heading into FY 2021

- **COVID-19 will put unprecedented financial pressure on the County and the Region in the year ahead.**



- **This will be a year of recovery, stabilization, and adjusting to the “new normal.”**





Regional dynamics

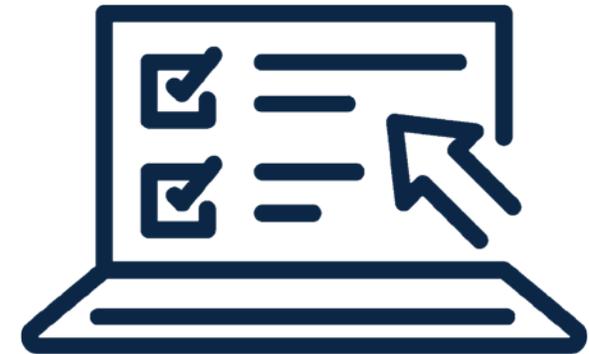
Washoe County will continue to take a lead role in addressing Northern Nevada's challenges and opportunities:



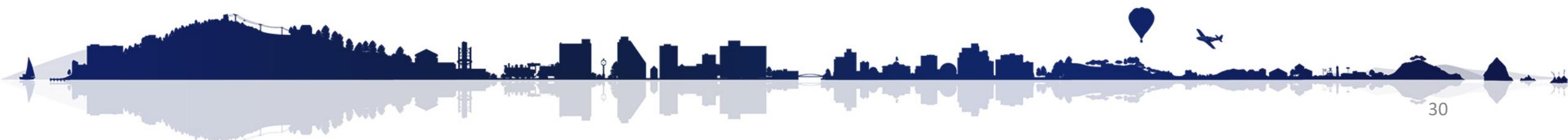
Strategy for Homelessness



Support Economic Diversification



Evaluate Services





Additional priorities

Community Outreach

- ✓ North Valleys
- ✓ Incline Village
- ✓ CAB program
- ✓ Effective social media presence

Technology Enhancement

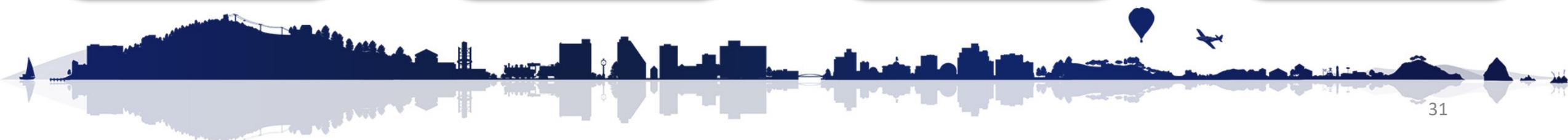
- ✓ Innovative uses
- ✓ Operational efficiencies
- ✓ Improve service delivery
- ✓ Capture fiscal benefits

Employee Development

- ✓ Expand professional training
- ✓ Emphasize leadership development

Process Improvement

- ✓ Organizational approval processes
- ✓ Emphasize accountability
- ✓ Mitigate operational and financial risk





Questions / Comments

Thank You!



