

## COMMUNITY PROFILE

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### About Washoe County

Washoe County, a political subdivision of the State of Nevada, is a growing area located along the eastern slopes of the Sierra Nevada Mountains in western Nevada. A five-member elected Board of County Commissioners governs the County. The County covers an area of 6,600 square miles in the northwest section of the state, bordering California and Oregon, and has a population of 416,632. The county seat is the City of Reno, the third largest city in Nevada. Other communities in Washoe County are the City of Sparks and Incline Village, at Lake Tahoe. Recreational activities abound, including skiing, snowboarding, camping, hunting and fishing, lake sports, biking and hiking, all within minutes of the metropolitan area. Citizens enjoy cultural events, quality public schools and excellent public services. Opportunities for economic growth are present with Nevada's favorable tax policy, housing is plentiful and the cost of living is moderate. Washoe County's climate is mild, with low humidity and rainfall, and the residents enjoy the full range of all four seasons.

The Washoe County government employs about 2,700 people in permanent positions and fills a large number of seasonal positions during the year. The County fulfills major service provider roles, as an administrative arm-of-the-state, as a regional and community services provider, as well as providing governmental administrative and support service functions to the community. A brief review of these roles includes the following:

#### State-Mandated Services

- Property appraisal and assessment (Assessor's Office)
- Tax collection (Treasurer's Office)
- Record, index and archive real estate transactions and marriages (Recorder's Office)
- Issue marriage licenses; take public meeting minutes; (County Clerk)
- Voter registration and elections (Registrar of Voters)
- Prosecution of criminals (District Attorney)
- Death Investigation (Coroner)
- Preside over all civil, criminal and probate cases and domestic, family and juvenile matters (District and Justice Courts)
- Intervention, guidance and control programs for children under 18 (Juvenile Services)
- Criminal defense for the needy (Public Defender and Alternate Public Defender)

- Communicable disease surveillance and control; ambulance franchise oversight; environmental health compliance; recording and issuance of birth and death certificates (District Health)
- Temporary financial assistance, health care assistance, indigent burials (Social Services)
- Child protection and placement (Child Protective Services Division, Social Services Dept.)
- Safeguard and protect assets of deceased citizens (Public Administrator)
- Court appointed guardian for vulnerable persons unable to manage personal and financial affairs (Public Guardian)

#### Regional Services

- |                     |                                   |
|---------------------|-----------------------------------|
| ▪ Animal Services   | ▪ District Court                  |
| ▪ Justice Courts    | ▪ District Attorney               |
| ▪ Public Defense    | ▪ Public Health                   |
| ▪ Jail              | ▪ Forensic and Toxicology Servs.  |
| ▪ Juvenile Services | ▪ Alternative Sentencing          |
| ▪ Assessor          | ▪ County Recorder                 |
| ▪ County Treasurer  | ▪ Public Administrator            |
| ▪ Public Guardian   | ▪ Registrar of Voters             |
| ▪ Libraries         | ▪ Regional Parks                  |
| ▪ Social Services   | ▪ Child Protective Services       |
| ▪ Senior Services   | ▪ Flood Control                   |
| ▪ Coroner           | ▪ Regional Public Safety Training |
| ▪ Law Library       | ▪ Emergency Operation Center      |

#### Community Services

- Sheriff- patrol and criminal investigation
- Fire Protection
- Roads (snow removal, street repair)
- Business Licensing
- Land use planning, building permits, building safety inspection, engineering
- Water and Sewer

#### Administrative & Internal Services

- County Manager's Office
- Finance
- Human Resources
- Information Technology
- General Services and Facility Management
- Internal Audit
- Fleet Operations

## VISION, VALUES AND STRATEGIC PRIORITIES

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### Strategic Plan Structure

The Washoe County Strategic Plan consists of the following components, beginning with the broadest, long-term elements to the more specific, short-range and tactical activities:

**Vision Statement:** A short, concise, vivid statement of the County's future, answering the question: *what will the County look like in 10-20 years?*

**Mission Statement:** An overarching, timeless expression of the County's purpose and aspiration, addressing both what the County seeks to accomplish and the manner in which the County seeks to accomplish it; a declaration of an organization's core purpose. A mission statement answers the question, "*why do we exist?*"

**Values:** Shared attributes and behaviors that inform and guide our actions in delivering services. Enduring, passionate and distinctive core beliefs; guiding principles that explain why the organization does what it does, and what the organization stands for. Values guide the organization in its daily business.

**Strategic Objectives:** The long-term, continuous strategic focus areas that move the organization closer to achieving the vision. Strategic Objectives are seen as having a five-year or more time horizon.

**Strategic Outcomes:** Statements of intended results related to Strategic Objectives. Strategic Outcomes should be a narrow list of the highest priority outcomes that make the most difference in the organization, answering the question: *what are the highest priority results desired for each Strategic Objective?*

**BCC Annual Goals:** The Board of County Commissioner's Short-term (or annual) goals that convert the strategic objectives into specific performance targets during the next year.

**Key Performance Measures:** Quantifiable measures that show evidence of movement toward the County's Strategic Objectives, and ultimately to achieving the Vision. Key Performance Measures are viewed as the most important performance measure for a strategic objective/outcome (based on a strategy or major initiative).

**Individual Department Strategic Plans:** Strategic plans at the departmental level detail that specific department's role and activities in support of the County Strategic Plan: the Vision, Values, Strategic Objectives and Strategic Outcomes. Departments with responsibility for the BCC Annual Goals should include specific action items for those BCC Annual Goals in the Department Strategic Plan. Department Strategic Plans also include department-specific goals and objectives that are not specifically addressed within the County Strategic Plan, but are part of the Department's overall mission and objectives.

**Strategic Alignment:** Strategic Alignment is the linkage of planning that cascades from the Vision and Mission of the County, through the Board's Strategic Objectives and Outcomes, to the Departmental Objectives and Annual Goals, and then to the level of an employee's Individual Development Plan. Alignment is the line of site that tells us that the organization is moving in a unified direction towards fulfilling the organizational Vision and Mission.

## Washoe County Vision and Mission Statements

Washoe County is home to Lake Tahoe, one of the most beautiful places on earth; to the majestic Sierra Nevada Mountains; to the life-giving Truckee River; to vast open ranges and blue sky; to pastoral ranches and to friendly, vibrant communities including the cities of Reno and Sparks.

### **Vision Statement**

Our vision is that Washoe County is the best place in the country to live, work, recreate, visit and invest.

### **Mission Statement**

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

## Washoe County Organizational Values

### We value...

#### **MANY COMMUNITIES – ONE COUNTY:**

We take pride in our region, our neighborhoods, and our people, and we are dedicated to building a healthy, prosperous region with a strong sense of community.

**QUALITY PUBLIC SERVICE:** We believe quality service is the fundamental reason that Washoe County exists.

**TEAMWORK:** We believe in the value of teamwork and a spirit of cooperative effort within our organization and our community.

**PEOPLE:** We strive to treat all people with equity, dignity, respect, and fairness. We believe that our employees are our most valuable resource. Each person's public contribution is essential to our success.

**COMMUNICATION:** We believe in simplicity, accuracy, and clarity in communications with the public and each other. We encourage the open exchange of ideas and information.

**ACCOUNTABILITY:** We are dedicated to high ethical and moral standards and uncompromising honesty in our dealings with the public and each other in conformance with our code of conduct.

**TRANSPARENCY:** We are committed to providing the highest level of transparency in government. Transparency is the basis for accountability, increases public confidence, provides for informed participation of citizens, and facilitates an understanding of the decision making process in government.

**PROFESSIONALISM:** We believe in high professional standards and performance that results in an objective analysis of issues, free of our personal biases.

**PROGRESSIVE THOUGHT:** We value innovation and creativity, and support an orientation for change and intelligent decision making.

## **Washoe County Strategic Objectives and Strategic Outcomes**

### **1. Safe, Secure and Healthy Communities**

#### *Strategic Outcomes:*

- 1.1 Clean and safe neighborhoods and parks
- 1.2 Healthy communities
- 1.3 Diverse and secure housing opportunities
- 1.4 Community confidence in public/government institutions
- 1.5 Improve Fire Services: implement approved Fire Services Master Plan recommendations by June 30, 2011 (BCC Annual Goal)

### **2. High Quality of Life**

#### *Strategic Outcomes:*

- 2.1 Vibrant cultural, business, and natural environment
- 2.2 Balanced land use and positive community character
- 2.3 Citizen satisfaction with Washoe County Government
- 2.4 Improve land use planning by implementing the “Two-Map Land Use System” (BCC Annual Goal)
- 2.5 Improve management of solid waste and reduce illegal dumping in the County (BCC Annual Goal)
- 2.6 Increase efficient use of water by improving the management of reclaimed water and wastewater used in the region (BCC Annual Goal)

### **3. Regional Collaboration**

#### *Strategic Outcomes:*

- 3.1 Agreement on roles and responsibilities of governmental entities
- 3.2 Increase intergovernmental trust and cooperation
- 3.3 Expand formal and informal partnerships among governmental and non-governmental entities that improve service and/or improve efficiency or reduce cost (BCC Annual Goal)

### **4. Sustainable Economic, Natural, Organizational, and Social Resources**

#### *Strategic Outcomes:*

- 4.1 Sustainable relationship between resources and obligations
- 4.2 Clear public expectation of the purpose and core functions of County government
- 4.3 Sustainable resources linked to the needs of the public (public safety, security, health, cultural, recreational)
- 4.4 Engaged, skilled employees
- 4.5 Implement a sustainable organizational structure (BCC Annual Goal)

### **5. Regional Prosperity**

#### *Strategic Outcomes:*

- 5.1 Improved financial security of citizens, businesses, and the community
- 5.2 Washoe County identified as an easy and desirable place to do business

## **FY2010 – 2011 Board of County Commissioners’ Annual Goals**

1. Improve Fire Services: implement approved Fire Services Master Plan recommendations by June 30, 2011.
2. Improve land use planning: Implement the “Two-Map Land Use System”.
3. Improve management of solid waste and reduce illegal dumping in the County.
4. Increase efficient use of water by improving the management of reclaimed water and wastewater used in the region.
5. Expand formal and informal partnerships among governmental and non-governmental entities that improve service and/or improve efficiency or reduce cost.
6. Implement a sustainable organizational structure.

## **Washoe County FY2010 – 2011 Key Performance Measures**

- a. Percentage of citizens reporting positive perception of community and individual safety
- b. Percentage change in Part II Crimes
- c. Percentage change in measures of community health
- d. Percentage change in community housing security measures
- e. Percentage of citizens reporting positive confidence in public/government institutions
- f. Percentage of Fire Services Master Plan recommendations implemented
- g. Percentage change in inflation adjusted cost per capita of fire services
- h. Level of service for fire services
- i. Percentage change in community profile measures
- j. Percentage of citizens satisfied with Washoe County services
- k. Percentage of citizens rating Washoe County “good to excellent” in land use planning
- l. Two Map Land Use System implemented by December 31, 2010
- m. Percentage change in illegal dumping
- n. Percentage change in reclaimed water and wastewater use in region
- o. Number of existing shared services
- p. Number of new interlocal agreements
- q. Percentage change in reported perception of intergovernmental trust and cooperation
- r. Number of additional service areas reviewed and acted on by BCC
- s. Ratio of revenue and expenses
- t. Ratio of assets and liabilities
- u. Percentage change in infrastructure condition index
- v. Percentage of employees reporting engagement
- w. Percentage change in volunteer service hours
- x. Percentage of departments meeting sustainability targets
- y. Percentage change in measured business activity in Washoe County
- z. Percentage of citizens reporting satisfaction with Washoe County as related to facilitating business activity

### **Individual Washoe County Department Plans**

Strategic plans at the departmental level detail that specific department’s role and activities in support of the County Strategic Plan: the Vision, Values, Strategic Objectives, Strategic Outcomes and Key Performance Measures. Departments with responsibility for BCC Annual Goals will also include specific action items for the BCC Annual Goals. Department Strategic Plans also include Department-specific goals that are not specifically addressed within the County-wide Strategic Plan.