



# Washoe County

## Strategic Plan Progress Report

As of October 25, 2021

### OUR MISSION

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

### OUR STRATEGIC DIRECTION

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

### OUR CORE VALUES



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



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



**Quality Public Service** – The County exists to serve the public. We put the needs and expectations of citizens at the center of everything we do and take pride in delivering services of the highest quality.

### OUR STRATEGIC OBJECTIVES

#### #1 Fiscal Sustainability

Washoe County recognizes the importance of sustainable fiscal planning, accountability and transparency in the management of public funds, assets, programs and services.

On Target

#### #2 Economic Impacts

Be responsive and proactive to economic impacts.

Off Target

#### #3 Vulnerable Populations

Identify and triage the most vulnerable population as identified by community need and work together cross-departmentally and regionally to provide adequate resources and support.

On Target

#### #4 Innovative Services

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

Off Target

**Fiscal Sustainability**

Washoe County recognizes the importance of sustainable fiscal planning, accountability and transparency in the management of public funds, assets, programs and services.

On Target

**Restore Fiscal Stability from Impacts of Covid-19 Pandemic**

**FEDERAL FUNDING & COST REIMBURSEMENT: Secure reimbursement from available funding sources.**

|  | July-Sept. | Oct.-Dec. | Jan.-March | April-June |
|--|------------|-----------|------------|------------|
| Applying for additional funding (such as grants, etc.) as it becomes available and eligible. | ON TARGET  |           |            |            |
| Establish and manage federal funding management process.                                     | ON TARGET  |           |            |            |

**Long-Term Sustainability**

**LONG-TERM FINANCIAL PLAN: Explore/analyze sustainability of long-range existing and potential revenues and expenditure plans including homelessness initiatives.**

|  | July-Sept.  | Oct.-Dec. | Jan.-March | April-June |
|--|-------------|-----------|------------|------------|
| BCC direction on continuance of the 2024 Library Tax.  | NOT STARTED |           |            |            |
| Develop and present the Five-Year Financial Plan for major funds including the general fund. | ON TARGET   |           |            |            |
| Explore and select new budget management system.   |             |           |            |            |

**NORTH VALLEYS SEWER: Explore sewer delivery in the North Valleys and possibly merging with City of Reno's sewer utilities. #CSD**

|   | July-Sept. | Oct.-Dec. | Jan.-March | April-June |
|---|------------|-----------|------------|------------|
| Reno and Washoe County staff define a framework for sewer delivery that is based on best value to the customer. | OFF TARGET |           |            |            |
| Options for the elected officials are presented.  |            |           |            |            |
| Implementation of identified and approved framework.  |            |           |            |            |

**FACILITIES PLANNING: Review and analyze costs related to the revised Facilities Master Plan based on shifts from COVID and remote working, including looking at a North Valleys Complex. #CSD & Finance**

|   | July-Sept. | Oct.-Dec. | Jan.-March | April-June |
|---|------------|-----------|------------|------------|
| Identify funding need to update Countywide Facility Master plan with lessons learned. | CRITICAL   |           |            |            |
| Create example office of today and beyond working concept (CSD or Recorder).          |            |           |            |            |
| Finalize Countywide Master Plan and implement into CIP funding track.                 |            |           |            |            |

# Efficient Delivery of Regional Services

## P25 RADIO SYSTEM: Deployment of the P25 Radio system. #TECH SERVICES + FINANCE

July-Sept.

Oct.-Dec.

Jan.-March

April-June

Complete Detailed Design of County portion of Nevada Shared Radio System.

OFF TARGET

Begin construction and installation of Radio System Equipment related to the microwave backhaul and radio site power.

Factory staging and acceptance of P25 Radio System Equipment.

Delivery of P25 Radio system Equipment to Washoe County.

## REGIONAL COLLABORATION: Work with the City specifically in high leverage areas such as Public Safety, Human Services and Public Health to find opportunities to streamline service delivery. #County Manager, Sheriff

July-Sept.

Oct.-Dec.

Jan.-March

April-June

DISPATCH & CRIME LAB: Continue MOU negotiations w/ local user agencies.

ACHIEVED

DISPATCH & CRIME LAB: Bring new, re-negotiated MOU for Crime Lab to BCC for approval.

DISPATCH & CRIME LAB: Expand Dispatch Center capacity by seeking first responder entities to contract with Dispatch Service.

SHARED RMS & CMS: Move forward to buy the same Records Management System (RMS) and Corrections Management System (CMS) as other law enforcement agencies in the region. Meet...

ACHIEVED

SHARED RMS & CMS: Have consultant draft RFR for systems.

SHARED RSM & CSM: Develop committee to identify appropriate vendor from RFP proposals.

SHARED RSM & CSM: Identify funding to purchase RMS/JMS systems for WCSO.

SHARED RSM & CSM: Once a system is purchased, hire a Program Coordinator to manage the overall CAD implementation process.

## KPIs

### Variance Gen. Fund Rev-Actual vs. Budget (Target 0-5%)

FY 22 Actual: 0.90%



YTD Target: 5.00%

FY 22 Target: 5.00%

FY21 Actual: 11.22%

FY20 Actual: 2.56%

### Variance Gen. Fund Exp. Actual vs. Budget (Target 0-5%)

FY 22 Actual: -2.70%



YTD Target: 5.00%

FY 22 Target: 5.00%

FY21 Actual: -4.12%

FY20 Actual: -3.52%

### Structurally Balanced Budget

FY 22 Actual: \$N/A



YTD Target: -\$35,700,000.00

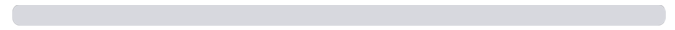
FY 22 Target: -\$35,700,000.00

FY21 Actual: N/A

FY20 Actual: N/A

### Change in Unrestricted Fund Balance Y-o-Y

FY 22 Actual: \$N/A



YTD Target: -\$11,900,000.00

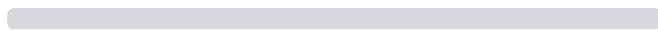
FY 22 Target: \$0.00

FY21 Actual: N/A

FY20 Actual: \$547,000.00

### General Fund Fund Balance - % Unrestricted

FY 22 Actual: N/A%



YTD Target: 16.40%

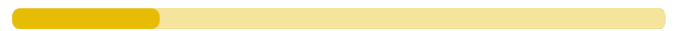
FY 22 Target: 16.40%

FY21 Actual: N/A

FY20 Actual: 14.60%

### % of Gen. Fund Cap. Projects Funding Meeting Needs

FY 22 Actual: 17.00%

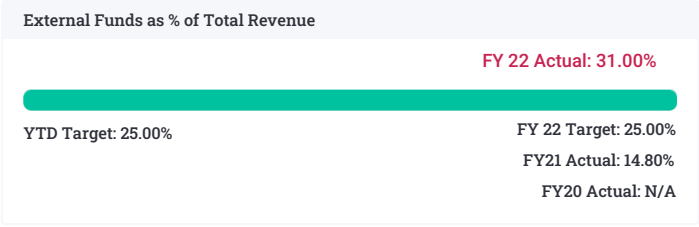
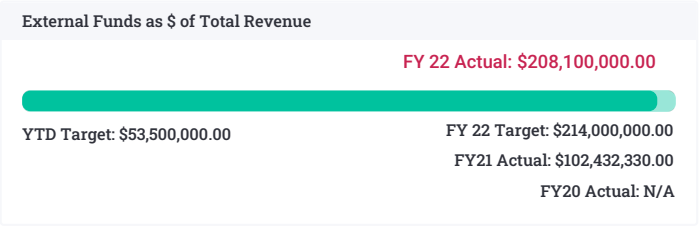
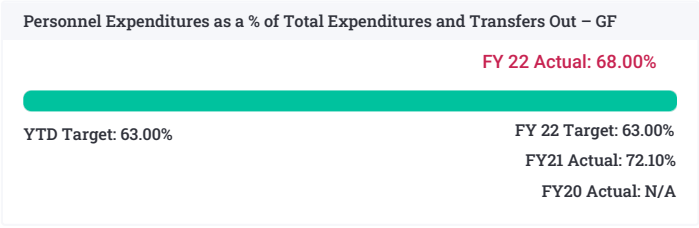
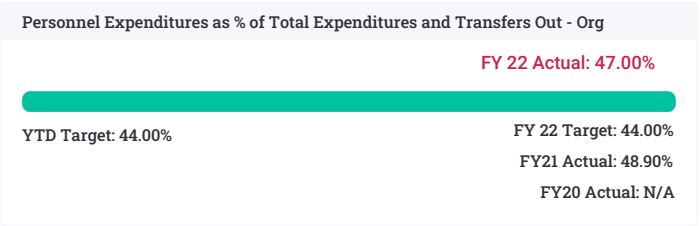
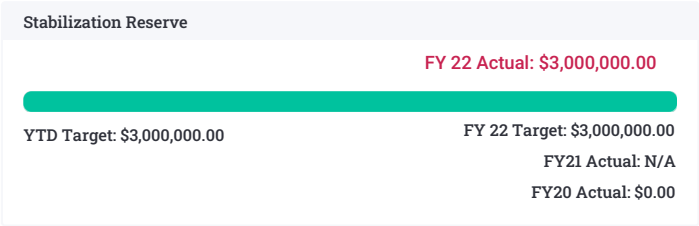


YTD Target: 19.00%

FY 22 Target: 75.00%

FY21 Actual: N/A

FY20 Actual: N/A



**Economic Impacts**

Be responsive and proactive to economic impacts.

Off Target

**Meet the Needs of a Growing Community**

**SERVICE LEVELS: Co-create the Washoe County Master Plan update, with our regional partners to grow our tax base and quality of life with Service Levels aligned with County Fiscal Solvency and incorporate what "building back" looks like. #GoalTeam**

|  | July-Sept. | Oct.-Dec. | Jan.-March | April-June |
|--|------------|-----------|------------|------------|
| Complete the fiscal feasibility analysis on developments that trigger certain impact thresholds.                       | ACHIEVED   |           |            |            |
| Change planning code & policies to require fiscal feasibility studies prior to, and as part of, project approvals.     |            |           |            |            |
| Acknowledge the service delivery levels and expectations based on current budget to inform the FY23 budgeting process. |            |           |            |            |

**Support a Thriving Community**

**COMMUNITY PUBLIC HEALTH & RECOVERY: Continue to reopen our community and manage COVID-19 economic impacts to ensure our citizens have confidence in the overall recovery of our community. #GoalTeam**

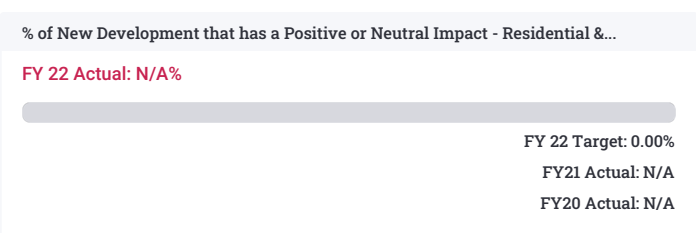
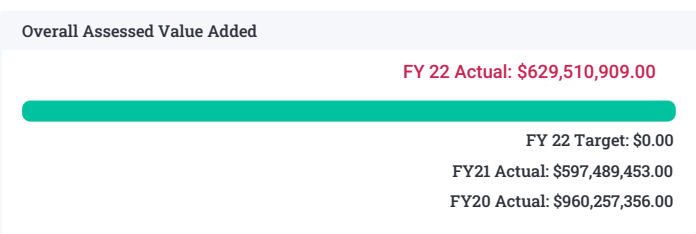
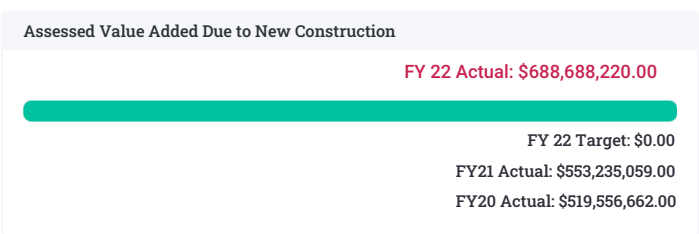
|   | July-Sept. | Oct.-Dec. | Jan.-March | April-June |
|---|------------|-----------|------------|------------|
| Work with regional partners to identify any hard-hit business sector and their needs. | ACHIEVED   |           |            |            |
| Address/propose solutions to hard-hit business sectors to address identified needs.   |            |           |            |            |

**Plan for Expanded Wastewater & Storm Water**

**STORMWATER MODEL: Develop a fiscally sustainable model to manage all stormwater Countywide. #CSD**

|   | July-Sept. | Oct.-Dec. | Jan.-March | April-June |
|---|------------|-----------|------------|------------|
| Greater Truckee Meadows stormwater management strategy is developed           | DEFERRED   |           |            |            |
| Identify CIP projects to be included in the Washoe County Master Plan Update. | DEFERRED   |           |            |            |
| Update Washoe County and regional design and development standards.           |            |           |            |            |
| Develop closed-basin surface and groundwater balance model.                   |            |           |            |            |
| Complete Steamboat Irrigation Ditch evaluation and recommendations.           |            |           |            |            |

**KPIs**



**Infrastructure Health Score**

**FY 22 Actual: N/A**



FY 22 Target: 0.00

FY21 Actual: 90.00

FY20 Actual: N/A

**CTAX Revenue**

**FY 22 Actual: \$12,963,897.00**



YTD Target: \$10,857,686.00

FY 22 Target: \$131,687,450.00

FY21 Actual: \$126,016,700.00

FY20 Actual: \$106,900,000.00

**Vulnerable Populations**

Identify and triage the most vulnerable population as identified by community need and work together cross-departmentally and regionally to provide adequate resources and support.

On Target

**Address Homelessness with a Regional Approach**

**REGIONAL DATA SYSTEM: Establish a regional system to collect and manage quality data so it is easy for service providers and individuals experiencing homelessness to work together. #BuiltForZero**

|   | July-Sept. | Oct.-Dec. | Jan.-March | April-June |
|---|------------|-----------|------------|------------|
| Monthly case conferencing is occurring, and provider participation is increasing to fully utilize the system. | ON TARGET  |           |            |            |
| Policies and procedures are complete.   |            |           |            |            |
| Metrics are developed and actively being reported on.   |            |           |            |            |

**REGIONAL HOMELESS SERVICES: Transition lead role of providing homeless services and the Continuum of Care to Washoe County, unifying the many different teams working to address homelessness.**

|  | July-Sept. | Oct.-Dec. | Jan.-March | April-June |
|--|------------|-----------|------------|------------|
| Complete for Board approval, Interlocal Agreement transferring authority and outlining regional tasks. | ACHIEVED   |           |            |            |
| Transfer Nevada Cares Campus Operations.   | ON TARGET  |           |            |            |
| HUD approval of Continuum of Care transfer.  |            |           |            |            |
| Finalize annual operating budget for regional homeless services for future planning.                   |            |           |            |            |

**Expand Appropriate Housing Options Across the Community**

**HOUSING CAPACITY: Expand the capacity for homeless services housing programs in Washoe County.**

|  | July-Sept. | Oct.-Dec. | Jan.-March | April-June |
|--|------------|-----------|------------|------------|
| Analyze housing program needs in Washoe County.  |            |           |            |            |
| Develop a community plan to address housing needs across the continuum from emergency shelter to affordable housing. |            |           |            |            |

**PREVENTATIVE HOUSING LOSS: Focus on expanding efforts to keep people in their homes, after the COVID eviction moratorium ends in July.**

|   | July-Sept. | Oct.-Dec. | Jan.-March | April-June |
|---|------------|-----------|------------|------------|
| Coordinate and promote Emergency Rental Assistance Funds with Reno Housing Authority. | ON TARGET  |           |            |            |
| Develop programs focused on at-risk households/zip codes.                             | ON TARGET  |           |            |            |

**Strengthen Coordination Between Agencies and the Communication of the Available Programs to...**

**OUTREACH EFFORTS: Develop coordinated and proactive structures for outreach services across the community. #BuiltForZero**

|  | July-Sept.  | Oct.-Dec. | Jan.-March | April-June |
|--|-------------|-----------|------------|------------|
| The geographic area of outreach services has been defined. A map of encampments exists and is updated regularly. | OFF TARGET  |           |            |            |
| Outreach policies are developed and we have a plan and community roles defined to sustain the effort.            | NOT STARTED |           |            |            |

# of Drug Related Deaths in Washoe County

FY 22 Actual: N/A



FY 22 Target: 171.00

FY21 Actual: 75.00

FY20 Actual: N/A

# of Crossroads Graduates (Male)

FY 22 Actual: N/A



YTD Target: 12.00

FY 22 Target: 48.00

FY21 Actual: 49.00

FY20 Actual: 80.00

# of Crossroads Graduates (Female)

FY 22 Actual: 12.00



YTD Target: 1.50

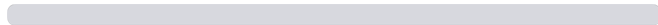
FY 22 Target: 6.00

FY21 Actual: 24.00

FY20 Actual: 11.00

Drug Related Deaths as a % of Total Deaths Reported to the Medical Examiner

FY 22 Actual: N/A%



FY 22 Target: 4.40%

FY21 Actual: 6.00%

FY20 Actual: 4.90%

Sober 24 Number of Tests Conducted

FY 22 Actual: 43,728.00



YTD Target: 15,000.00

FY 22 Target: 60,000.00

FY21 Actual: 45,270.00

FY20 Actual: 42,018.00

Number of People on Our Community By-Name List (People Actively Homeless)

FY 22 Actual: 1,510.00



FY 22 Target: 0.00

FY21 Actual: 1,657.00

FY20 Actual: 1,362.00

TADS (Temp Asst for Displaced Seniors)

FY 22 Actual: 60.00%



YTD Target: 70.00%

FY 22 Target: 70.00%

FY21 Actual: 62.00%

FY20 Actual: N/A



**Innovative Services**

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

Off Target

**Leverage Technology to Streamline & Automate**

| <b>LONG-RANGE TECH PLAN: Develop/update the long-range technology/system replacement plan to 2025. #TECHSERVICES</b>   | July-Sept.     | Oct.-Dec. | Jan.-March | April-June |
|--|----------------|-----------|------------|------------|
| Establish goals, identify projects, and define key objectives for the following initiatives: Cyber and Information Security, Regional Technology Leadership, Enhanced Service... | ACHIEVED       |           |            |            |
| Define and describe initiatives for employee mobility, technology education, unified communications, data governance/business intelligence/open data, and sustainability.        | ACHIEVED       |           |            |            |
| Complete Final Technology Services Strategic Plan.   | OFF TARGET     |           |            |            |
| Rollout to the whole organization.   | [Progress Bar] |           |            |            |

| <b>DIGITAL DELIVERY OF SERVICES: Make the county website the one-stop shop for everything citizens need from our organization with online forms for all services, apps where appropriate, payment and possibly voting, paying attention to those that are underserved. #Depts</b> | July-Sept. | Oct.-Dec. | Jan.-March | April-June |
|---|------------|-----------|------------|------------|
|   |            |           |            |            |

**Strengthen Our Culture of Service**

| <b>COMMUNITY ENGAGEMENT: Continue to engage citizens across the community through diverse channels such as CABs, special public meetings, social, etc. #COMMS</b> | July-Sept.     | Oct.-Dec. | Jan.-March | April-June |
|---|----------------|-----------|------------|------------|
| Building the team, staffing the roles.  | [Progress Bar] |           |            |            |
| Complete redistricting.   | ON TARGET      |           |            |            |

| <b>EMPLOYEE DEVELOPMENT: Expand professional training and emphasize leadership development. #DEPTS + HR</b>  | July-Sept.     | Oct.-Dec. | Jan.-March | April-June |
|--|----------------|-----------|------------|------------|
| Re-Assessment of status – percentage of completion of EMD for the organization.  | [Progress Bar] |           |            |            |
| Completion of the update to all EMD component classes (Convert from Live Training to Blended Learning model) and have capability to offer all classes 2X per year.               | [Progress Bar] |           |            |            |
| Department Staff Meeting agendas to regularly include Leadership and Employee Development topics for discussion (from newly created Department Head Monthly Leadership website). | ON TARGET      |           |            |            |

**Promote Experimentation & Innovation**

| <b>ENVIRONMENTAL SUSTAINABILITY: Expand the County's environmental sustainability efforts by measuring the county's greenhouse gas emissions, creating a master climate action plan, and working with regional partners to enhance regional sustainability. #GreenTeam</b> | July-Sept.     | Oct.-Dec. | Jan.-March | April-June |
|--|----------------|-----------|------------|------------|
| Incorporate environmental sustainability into Washoe County's strategic priorities.  | ACHIEVED       |           |            |            |
| Partner with Ledger8760 to conduct a GHG inventory of Washoe County's operations.  | [Progress Bar] |           |            |            |
| Create an environmental sustainability webpage to include Washoe County's commitment to sustainability, internal goals, and real-time GHG emission data.   | [Progress Bar] |           |            |            |
| Submit RFP and budget request to create a master climate action plan for FY23.   | [Progress Bar] |           |            |            |

Number of 311 Requests

FY 22 Actual: 5,693.00



FY 22 Target: 0.00

FY21 Actual: 28,980.00

FY20 Actual: 27,205.00

# of Public Records Requests Countywide (tracked thru 311)

FY 22 Actual: 336.00



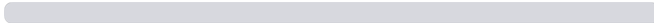
FY 22 Target: 0.00

FY21 Actual: 1,063.00

FY20 Actual: 539.00

Percentage of Staff that are Utilizing Remote Work Tools (VPN, Office 365,...

FY 22 Actual: N/A%



FY 22 Target: 0.00%

FY21 Actual: N/A

FY20 Actual: N/A

Number of Digital & Web-Based Forms (Public & Internal)

FY 22 Actual: 196.00



FY 22 Target: 0.00

FY21 Actual: 166.00

FY20 Actual: 64.00

Use of Digital & Web-Based Forms (Public & Internal)

FY 22 Actual: 169,729.00



FY 22 Target: 0.00

FY21 Actual: 169,581.00

FY20 Actual: 7,103.00

## Washoe County recognizes the importance of sustainable fiscal planning, accountability and transparency in the management of public funds, assets, programs and services. Goal

**FEDERAL FUNDING & COST REIMBURSEMENT:** Secure reimbursement from available funding sources.

- Applying for additional funding (such as grants, etc.) as it becomes available and eligible.
  - Received \$45,793,519, half of the anticipated \$91,587,038 in American Rescue Plan Act (ARPA) - State and Local Fiscal Recovery Funds (SLFRF). (Oct 15, 2021)
- Establish and manage federal funding management process.
  - Internal process created to manage/track ARPA-SLFRF Funding and ensure compliance. (Oct 15, 2021)

**LONG-TERM FINANCIAL PLAN:** Explore/analyze sustainability of long-range existing and potential revenues and expenditure plans including homelessness initiatives.

- Develop and present the Five-Year Financial Plan for major funds including the general fund.
  - An updated General Fund 5-year financial forecast was completed and included in the publicly available FY22 Budget Book. Separate presentation to the BCC still pending. (Oct 15, 2021)

**NORTH VALLEYS SEWER:** Explore sewer delivery in the North Valleys and possibly merging with City of Reno's sewer utilities. #CSD

- Reno and Washoe County staff define a framework for sewer delivery that is based on best value to the customer.
  - 5% complete. WC Management working with the City of Reno on identifying next steps. (Oct 15, 2021)

**FACILITIES PLANNING:** Review and analyze costs related to the revised Facilities Master Plan based on shifts from COVID and remote working, including looking at a North Valleys Complex. #CSD & Finance

- Identify funding need to update Countywide Facility Master plan with lessons learned.
  - 5% complete. Working in conjunction with the Innovative services Goal 1: Modernize the workplace, this is in the process of defining the scope of work and budget necessary to create the Workplace of the Future for Washoe County operations. (Oct 15, 2021)

**REGIONAL COLLABORATION:** Work with the City specifically in high leverage areas such as Public Safety, Human Services and Public Health to find opportunities to streamline service delivery. #County Manager, Sheriff

- DISPATCH & CRIME LAB: Continue MOU negotiations w/ local user agencies.
  - 2021 contract has been approved and signed by both Washoe County Commissioners & Reno City Council. (Oct 15, 2021)
- SHARED RMS & CMS: Move forward to buy the same Records Management System (RMS) and Corrections Management System (CMS) as other law enforcement agencies in the region. Meet with consultant to identify RMS, CAD, JMS needs.
  - The RFQ is complete, resulting in four vendors that submitted applications. The regional committee is currently scoring all vendors. (Oct 15, 2021)

## Be responsive and proactive to economic impacts. Goal

**SERVICE LEVELS:** Co-create the Washoe County Master Plan update, with our regional partners to grow our tax base and quality of life with Service Levels aligned with County Fiscal Solvency and incorporate what "building back" looks like. #GoalTeam

- Complete the fiscal feasibility analysis on developments that trigger certain impact thresholds.
  - The Economic Goal Team has done some research and reviewed the City of Sparks' and the City of Reno's fiscal impact study requirement. The Team is currently working on a PowerPoint to present the concept and various ideas to Dave Solaro for further direction. (Jan 5, 2021)

**COMMUNITY PUBLIC HEALTH & RECOVERY:** Continue to reopen our community and manage COVID-19 economic impacts to ensure our citizens have confidence in the overall recovery of our community. #GoalTeam

- Work with regional partners to identify any hard-hit business sector and their needs.
  - Dave Solaro had conversations with the Cities of Reno and Sparks as well as Chamber of Commerce in which it was expressed that restaurants and hotel industries were struggling to fill entry level jobs such as culinary and housekeeping positions. Motivators such as bonuses and wage raises did not have an impact on obtaining/retaining employees. (Sep 29, 2021)
- Address/propose solutions to hard-hit business sectors to address identified needs.
  - Will continue to identify strategies to assist businesses with workforce development and employment by reaching out to communities with an interest in job training and permanent employment. Specifically, participants at the Cares Campus. (Sep 29, 2021)

**STORMWATER MODEL: Develop a fiscally sustainable model to manage all stormwater Countywide. #CSD**

- Identify CIP projects to be included in the Washoe County Master Plan Update.
  - A small team working with the 5-year list to identify those projects specific to the Master Plan update would likely be the right approach. It's worth our time to identify master plans, regional plans, facility plans, as strategic goal elements to schedule, update, and measure. Work on this is not yet underway. (Jan 11, 2021)

**Identify and triage the most vulnerable population as identified by community need and work together cross-departmentally and regionally to provide adequate resources and support. Goal**

**REGIONAL DATA SYSTEM: Establish a regional system to collect and manage quality data so it is easy for service providers and individuals experiencing homelessness to work together. #BuiltForZero**

- Monthly case conferencing is occurring, and provider participation is increasing to fully utilize the system.
  - End of FY 22 Q1: Monthly case conferencing occurring for Tay and Chronic Homeless. Also, HHS Division has hired a dedicated staff member for matchmaker role (Oct 8, 2021)
- Policies and procedures are complete.
  - No update beyond the comment below. (Jul 15, 2021)

**HOUSING CAPACITY: Expand the capacity for homeless services housing programs in Washoe County.**

- Analyze housing program needs in Washoe County.
  - The community bed inventory results have been analyzed and gaps/opportunities for improvement are included in the report posted on the Washoe County BFZ website. (Apr 16, 2021)

**PREVENTATIVE HOUSING LOSS: Focus on expanding efforts to keep people in their homes, after the COVID eviction moratorium ends in July.**

- Coordinate and promote Emergency Rental Assistance Funds with Reno Housing Authority.
  - 57% of ERA1 funds have been distributed to community. We missed 65% obligation by Sept 30th threshold and will need to submit program improvement plan to Treasury. However, fund distribution is trending upwards and we are confident that we will distribute the majority of remaining funds by the end of FY 22 Q2 (Oct 8, 2021)
- Develop programs focused on at-risk households/zip codes.
  - ERA2 Program Policy Manual has been created. Waiting on contract with RHA and hiring process for housing navigators (Oct 13, 2021)

**OUTREACH EFFORTS: Develop coordinated and proactive structures for outreach services across the community. #BuiltForZero**

- The geographic area of outreach services has been defined. A map of encampments exists and is updated regularly.
  - Preliminary conversations have started for this goal, but more focus and energy will have to go into this to get back on target in FY22 Q2 (Oct 14, 2021)

**Washoe County employees working together to innovate public service and improve community outcomes. Goal**

**LONG-RANGE TECH PLAN: Develop/update the long-range technology/system replacement plan to 2025. #TECHSERVICES**

- Complete Final Technology Services Strategic Plan.

- Expected to be completed in Q2 (Oct 7, 2021)

**EMPLOYEE DEVELOPMENT: Expand professional training and emphasize leadership development. #DEPTS + HR**

- Re-Assessment of status – percentage of completion of EMD for the organization.
  - The Learning Center team is still in the process of rebuilding these Management courses. Once they are completed in October, these courses will be offered to the organization as a whole. Therefore, in order to reassess status, the classes need to be completed and offered more frequently (approximately 4 times per year, per class as opposed to once per year in the past). This will allow appropriate reporting with regard to the overall percentage of supervisors within the county that have completed these. Overall, the team has identified this goal as a long term project for the organization, as approximately 250 people will need to go through these classes, which could take about 2 years. However, the previously mentioned 18 employees are still part of the pilot group going through these available updated Management Development classes. (Jul 14, 2021)
- Department Staff Meeting agendas to regularly include Leadership and Employee Development topics for discussion (from newly created Department Head Monthly Leadership website).
  - Elizabeth Update: Framework for an internal SharePoint site has been created for leadership topics; however, this has not been disseminated or incorporated into department meetings. (Oct 7, 2021)