



Washoe County

Strategic Plan Progress Report

As of October 26, 2023

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

On Target

#2 Economic Impacts

Off Target

#3 Vulnerable Populations

On Target

#4 Innovative Services

On Target

Fiscal Sustainability

On Target

Long-Term Sustainability

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
LONG-TERM FINANCIAL PLAN: Explore/analyze sustainability of long-range existing and potential revenues and expenditure plans.				
Complete 5yr forecast update, including projections and ending fund balance.	ON TARGET			
ALTERNATIVE FUNDING: Expand and enhance service delivery via alternative funding. #CommunityReinvestment				
Submit 10 or more new requests for funding	ON TARGET			
Accept \$1,000,000 or more from new external awards	ON TARGET			
Key increased service delivery				

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 Ashfield radio system.				
Complete Red Peak radio system.	DEFERRED			
Microwave system install complete.				
Complete P25 interlocal amendment.	DEFERRED			
Complete install of P25 radio equipment at all construction sites.	ON TARGET			

INTERLOCAL AGREEMENT/CAD IMPLEMENTATION: Execute ILA for successful completion of CAD implementation.

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Execute interlocal agreement.	ACHIEVED			
Start CAD implementation.				

LIBRARY TAX: Achieve voter approval of proposed tax.

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Get Board Direction on moving forward with ballot initiative to approve extension of Library Expansion Tax (Ad Valorem)				

KPIs

Contract Process (Pre-CAD/Full CAD) – Interlocal Agreement

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Variance Gen. Fund Rev-Actual vs. Budget (Target 0-5%)				
FY 24 Actual: -0.34%				
YTD Target: 5.00%				
FY 24 Target: 5.00%				
FY23 Actual: -0.04%				
FY22 Actual: 2.18%				
Stabilization Reserve				
FY 24 Actual: \$4,000,000.00				
YTD Target: \$4,000,000.00				
FY 24 Target: \$0.00				
FY23 Actual: N/A				
FY22 Actual: \$3,000,000.00				

Standardization of Call Taking

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Variance of General Fund Expenses-Actual vs. Budget (not including...)				
FY 24 Actual: -2.40%				
YTD Target: 5.00%				
FY 24 Target: 5.00%				
FY23 Actual: -4.04%				
FY22 Actual: -14.06%				

Additional Metrics

Structurally Balanced Budget	Change in Unassigned Fund Balance Y-o-Y
FY 24 Actual: \$N/A	FY 24 Actual: \$N/A
FY 24 Target: \$-30.00	FY 24 Target: \$-25.00
FY23 Actual: \$-47,200,000.00	FY23 Actual: \$-39,500,000.00
FY22 Actual: \$-37,500,000.00	FY22 Actual: N/A

General Fund Fund Balance - % Unassigned
FY 24 Actual: N/A%
FY 24 Target: 16.90%
FY23 Actual: 23.10%
FY22 Actual: 27.20%

Capital Projects Funding – meeting needs

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
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% of Gen. Fund Cap. Projects Funding Meeting Needs

FY 24 Actual: 25.00%



Personnel Expenditures as % of Total Expenditures and Transfers Out - Org

FY 24 Actual: 48.50%



Personnel Expenditures as a % of Total Expenditures and Transfers Out - GF

FY 24 Actual: 65.30%



Economic Impacts

Off Target

Meet the Needs of a Growing Community

SERVICE LEVELS: Complete a fundamental review of service needs and programs to provide for the current community.

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Review 2011 Fundamental Review outcomes Determine status of identified outcomes success/failure/need attention	NOT STARTED			
Create roadmap with Board for fundamental review update				

HOUSING SUPPLY/STREAMLINE PROCESSES: Streamline planning and permitting processes and soften standards that create unnecessary barriers.

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Conduct outreach and identify "quick win" opportunities for streamlining processes or softening standards that may pose unnecessary barriers.	NOT STARTED			
Implement series of "quick win" code and process changes.				
Assess and adjust existing standards for accessory dwelling units.				

Support a Thriving Community

NET ZERO: Plan interim steps to net-zero greenhouse gas emissions by 2050.

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Facility GHG reduction plan	NOT STARTED			
Community GHG Inventory	NOT STARTED			
Start community GHG assessment				

FLEET EFFICIENCY: Pursue fleet efficiency, including options beyond EVs (fuel reduction, tech advantage, etc.).

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Complete Fleet Sustainability (Electrification) Plan.				

NET ZERO: Plan interim steps to net-zero greenhouse gas emissions by 2050.

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Facility GHG reduction plan	NOT STARTED			
Community GHG Inventory	NOT STARTED			
Start community GHG assessment	NOT STARTED			

FLEET EFFICIENCY: Pursue fleet efficiency, including options beyond EVs (fuel reduction, tech advantage, etc.).

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Complete Fleet Sustainability (Electrification) Plan.				

KPIs

Funding Opportunities

FY 24 Actual: N/A

FY 24 Target: 0.00
FY23 Actual: N/A
FY22 Actual: N/A

Funding Opportunities

FY 24 Actual: N/A

FY 24 Target: 0.00
FY23 Actual: N/A
FY22 Actual: N/A

Number of Certificates of Occupancy Issued

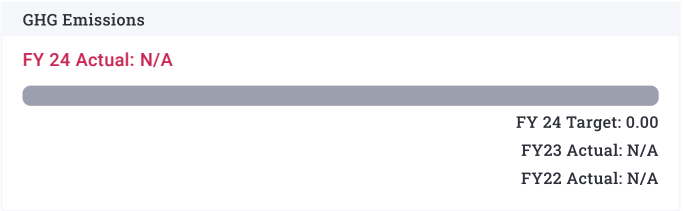
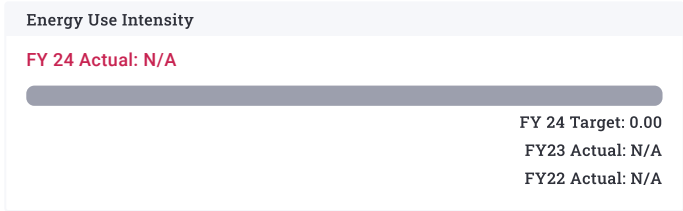
FY 24 Actual: N/A

FY 24 Target: 0.00
FY23 Actual: N/A
FY22 Actual: N/A

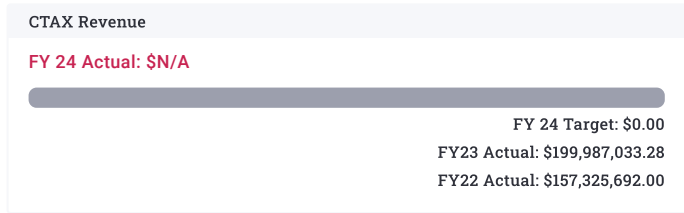
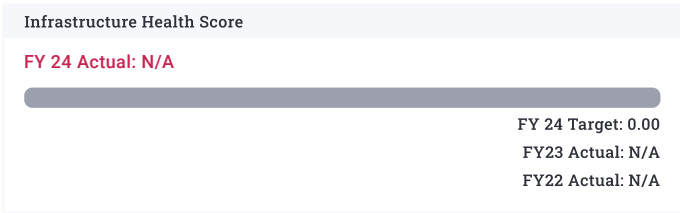
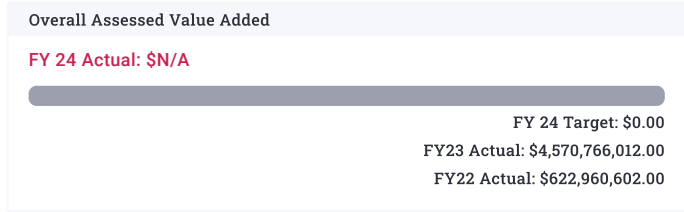
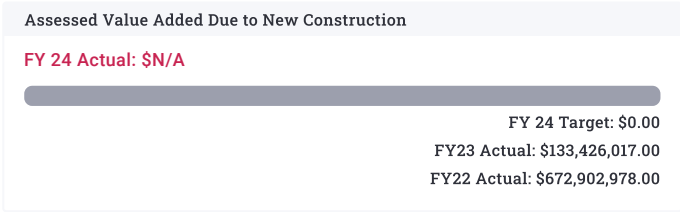
Number of ADUs Permitted

FY 24 Actual: N/A

FY 24 Target: 0.00
FY23 Actual: N/A
FY22 Actual: N/A



Additional Metrics



Vulnerable Populations

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
Complete the remaining Built For Zero (BFZ) scorecard item to achieve quality data as defined by BFZ. (All service providers for homeless services reporting into HMIS for...	ACHIEVED			
Adopt a Washoe County Homeless Data Policy	ON TARGET			
All County funded Homeless programs have fully implemented the Homeless Data Policy				

CARES CAMPUS DEVELOPMENT AND CONSTRUCTION: Complete the development and construction of the 15-acre Cares Campus to include needed facilities, expanded services and housing options.

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Cares Campus Phase II: Permanent bathrooms, showers, laundry facility and sprung improvements.	ON TARGET			
Cares Campus Phase III: Welcome center, intake, training area, case management, therapy, a dining hall, and an administrative area that will include staff offices, a breakroom...	ON TARGET			
Cares Campus Phase III: A resource center and overflow capacity.	ON TARGET			

Expand Appropriate Housing Options Across the Community

HOUSING CAPACITY: Expand the capacity for extremely low income and supportive housing programs in Washoe County.

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Conduct evaluation of all PSH in Washoe County, identify gaps	ON TARGET			
Develop plan to address gaps				
Explore/identify ongoing or sustainable funding for AHTF				
Allocate initial AHTF funds via RFP				

PREVENTATIVE HOUSING LOSS: Focus on expanding efforts to keep people in their homes.

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Utilize remaining ERA2 funding	ON TARGET			
Expand tenancy support program to keep vulnerable populations stably housed	ON TARGET			

STREAMLINE PROCESSES: Streamline planning and permitting processes and soften standards that create unnecessary barriers.

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Conduct outreach and identify "quick win" opportunities for streamlining processes or softening standards that may pose unnecessary barriers	ON TARGET			
Implement series of "quick win" code and process changes				
Assess and adjust existing standards for accessory dwelling units				

LAND BANKING: Align County-owned parcels with a Land Trust for affordable housing designation.

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Identify county parcels appropriate for affordable housing development	ACHIEVED			
Determine where "Bank" lives.	NOT STARTED			
Adopt required documents to establish land bank and deposit identified County parcels				

INCENTIVES: Explore voluntary pathways using incentives to spur creation of affordable housing.

	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Board prioritization of incentives	OFF TARGET			
Design and implement code and procedural updates based on board prioritization (ongoing)				
Identify potential funding sources for impact fee waivers/reductions				

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

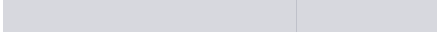
July-Sept.

Oct.-Dec.

Jan.-March

April-June

Identify funding for Homeless Services Outreach Case managers.



Standardize WCSO Hope Team data

ON TARGET



Develop a reoccurring law enforcement case conferencing meeting for sharing data between law enforcement partners and Housing and Homeless Services.

CRITICAL



EXPANDING PARTNERS AND VOLUNTEER EFFORTS: Develop services at the Nevada Cares Campus through community service provider and volunteer partnerships.

July-Sept.

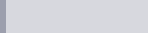
Oct.-Dec.

Jan.-March

April-June

Determine opportunities for MCO support of County programs

NOT STARTED

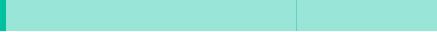


Formalize and implement MCO partnerships



Explore internships and practicum opportunities

ON TARGET



KPIs

Exits to permanent housing (HMIS Housing Programs)

FY 24 Actual: 211.00



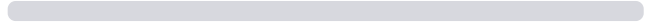
FY 24 Target: 1,250.00

FY23 Actual: 968.00

FY22 Actual: N/A

Exits to permanent housing (Cares Campus Shelter and Safe Camp)

FY 24 Actual: N/A



FY 24 Target: 300.00

FY23 Actual: 273.00

FY22 Actual: N/A

Recidivism (HMIS Housing Programs)

FY 24 Actual: 22.80%



FY 24 Target: 0.00%

FY23 Actual: N/A

FY22 Actual: N/A

Recidivism (Cares Campus Shelter and Safe Camp)

FY 24 Actual: N/A%



FY 24 Target: 0.00%

FY23 Actual: N/A

FY22 Actual: N/A

Number of individuals transitioned from unsheltered to sheltered through...

FY 24 Actual: 22.00



FY 24 Target: 0.00

FY23 Actual: N/A

FY22 Actual: N/A

Acres Deposited into the "Land Bank"

FY 24 Actual: N/A



FY 24 Target: 0.00

FY23 Actual: N/A

FY22 Actual: N/A

Number of Deed-Restricted Affordable Housing Units in Unincorporated...

FY 24 Actual: N/A



FY 24 Target: 0.00

FY23 Actual: N/A

FY22 Actual: N/A

Additional Metrics

of Crossroads Graduates (Male)

FY 24 Actual: 23.00



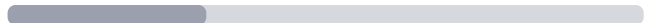
FY 24 Target: 40.00

FY23 Actual: 51.00

FY22 Actual: 19.00

of Crossroads Graduates (Female)

FY 24 Actual: 14.00



FY 24 Target: 45.00

FY23 Actual: 47.00

FY22 Actual: 32.00

of Drug Related Deaths in Washoe County

FY 24 Actual: N/A



FY 24 Target: 0.00

FY23 Actual: 283.00

FY22 Actual: 197.00

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

FY 24 Actual: N/A%



FY 24 Target: 0.00%

FY23 Actual: 6.60%

FY22 Actual: 4.39%

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

FY 24 Actual: 1,765.00



FY 24 Target: 2,000.00

FY23 Actual: 2,436.00

FY22 Actual: 2,106.00

Innovative Services

On Target

Leverage Technology to Streamline & Automate

INFRASTRUCTURE MODERNIZATION: The County's technology infrastructure will be optimized for the workforce's resiliency and to ensure staff are empowered to work efficiently and effectively.

Complete design and install in-building radio system(s) to improve public safety radio coverage.

July-Sept.	Oct.-Dec.	Jan.-March	April-June
NOT STARTED			

CITIZEN & EMPLOYEE EXPERIENCE: Accelerate efforts to improve citizen and employee experience.

Design and Launch phase 1 of open data, knowledge base, and transparency portal

July-Sept.	Oct.-Dec.	Jan.-March	April-June
NOT STARTED			

Implement Nixon to Gerlach Broadband

NOT STARTED			
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Implement Gerlach community broadband

NOT STARTED			
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Connect Washoe County facilities with broadband fiber

NOT STARTED			
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Complete launch of Chatbot for Citizen Engagement

NOT STARTED			
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SECURITY AND BUSINESS CONTINUITY: Implement disaster recovery infrastructure and related plan.

Implement comprehensive data backup systems for all data managed by Technology Services including Office 365.

July-Sept.	Oct.-Dec.	Jan.-March	April-June

Cybersecurity Incident Response Plan

July-Sept.	Oct.-Dec.	Jan.-March	April-June

Disaster Recovery Plan Update

July-Sept.	Oct.-Dec.	Jan.-March	April-June

Complete Phase 1 Disaster recovery site

July-Sept.	Oct.-Dec.	Jan.-March	April-June

Expand Disaster Recovery to include restricted public network (DMZ)

July-Sept.	Oct.-Dec.	Jan.-March	April-June

Expand redundant network to ensure county network connectivity

NOT STARTED			
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Expand & upgrade door control systems with encrypted cards

NOT STARTED			
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DIGITAL TRANSFORMATION & AUTOMATION OF BUSINESS PROCESSES: Undertake a thorough assessment of SAP and business needs related to finance, budget, and Human Resources.

SAP Upgrade – Phase 1: update current SAP System

NOT STARTED			
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Implement new budget system

July-Sept.	Oct.-Dec.	Jan.-March	April-June

Complete enterprise data analytics framework & complete analytics pilot program

July-Sept.	Oct.-Dec.	Jan.-March	April-June

Deploy Enterprise ArcGIS System to provide easy to access geospatial information and tools for all county staff

July-Sept.	Oct.-Dec.	Jan.-March	April-June

Strengthen Our Culture of Service

COMMISSION SUPPORT & COMMUNITY ENGAGEMENT: Continue to engage citizens across the community through diverse channels such as CABs, special public meetings, social, etc. #Comms

Zencity engage platform

NOT STARTED			
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WCLA: Enhance year two

NOT STARTED			
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Boards & Committees – Increase engagement and diversity

NOT STARTED			
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Ecomment - Granicus

NOT STARTED			
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Community Meetings (Spanish too!)

NOT STARTED			
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Promote Experimentation & Innovation

GUIDELINE DEVELOPMENT: Set county-wide guidelines for flexible work. #FutureofWork

July-Sept.	Oct.-Dec.	Jan.-March	April-June

FOW packet completion for departments utilizing flexible hybrid work

NOT STARTED

Feedback loop from Dept.

SOFTWARE DEPLOYMENT: Consistently Use, Train and Fully Deploy the Software We Have. #FutureofWork

July-Sept.

Oct.-Dec.

Jan.-March

April-June

Complete application portfolio to account for application licensing, contracts, updates and customer requirements

FY 25 Budget

Training – Pool Show

NOT STARTED

SPACE STANDARDS: Establish Space Standards based on time in office and needs. #FutureofWork

July-Sept.

Oct.-Dec.

Jan.-March

April-June

9th St Plan

NOT STARTED

-Set priority plan

NOT STARTED

-Central Conf Room

-Center Service Center

-T.S. Space

Ensure Equitable Access to Services

ELECTIONS SYSTEM: System, staff & process readiness for the 2024 election cycle.	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Hiring of approved budgeted staff	NOT STARTED			
Improved voter resources and communication to the public Website Redesign Life of the Ballot Ect.				
Improvement to Election Worker Recruitment/Training, Voting locations	NOT STARTED			

EQUITY: Establish Equity compliance and implement unintended barrier removal as an outcome for how the public and employees engage with our services, programs, and facilities.	July-Sept.	Oct.-Dec.	Jan.-March	April-June
Digital accessibility – training and audit	NOT STARTED			
Digital accessibility – implementation across departments				
Establish Equity committee	NOT STARTED			
Language access plan - Develop	NOT STARTED			
Language access plan - Implement				
Facility Assessment - Develop	NOT STARTED			
Facility Assessment - Implement				
Build Geospatial equity data sets				

KPIs

Percent Completion of Tech Plan

FY 24 Actual: N/A%

YTD Target: 24.93% FY 24 Target: 100.00%

FY23 Actual: N/A

FY22 Actual: N/A

Maintain 80/20 rule

FY 24 Actual: N/A%

YTD Target: 80.00% FY 24 Target: 80.00%

FY23 Actual: N/A

FY22 Actual: N/A

Percent of Employees Engaged with Non-Mandatory Training

FY 24 Actual: N/A%

YTD Target: 45.00% FY 24 Target: 45.00%

FY23 Actual: N/A

FY22 Actual: N/A

Percent of Employees Engaged with DEI and EE Articles

FY 24 Actual: N/A%

YTD Target: 30.00% FY 24 Target: 30.00%

FY23 Actual: N/A

FY22 Actual: N/A

Percent of Employees Who Click on Phishing Emails

FY 24 Actual: N/A%

FY 24 Target: 0.00%

FY23 Actual: N/A

FY22 Actual: N/A

Percent of Undeliverable Main Sent to Vote Roll (Reduce)

FY 24 Actual: N/A%

YTD Target: 10.00% FY 24 Target: 10.00%

FY23 Actual: N/A

FY22 Actual: N/A

Square Footage by Employees (Reduce)

FY 24 Actual: N/A



FY 24 Target: 0.00

FY23 Actual: N/A

FY22 Actual: N/A

Gender/Age/Race Demographic Comparison of Board/Commission to Washoe...

FY 24 Actual: N/A



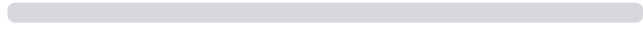
FY 24 Target: 0.00

FY23 Actual: N/A

FY22 Actual: N/A

Wait Time for 311 Call Year-Over-Year (Reduce) Average Satisfaction Rate

FY 24 Actual: N/A



YTD Target: 106.00

FY 24 Target: 106.00

FY23 Actual: N/A

FY22 Actual: N/A

Additional Metrics

Best Places to Work Overall Engagement Score

FY 24 Actual: N/A



FY 24 Target: 0.00

FY23 Actual: N/A

FY22 Actual: N/A

Number of 311 Requests

FY 24 Actual: N/A



FY 24 Target: 0.00

FY23 Actual: 14,892.00

FY22 Actual: 10,455.00

Number of Citizen Advisory Boards

FY 24 Actual: N/A



FY 24 Target: 0.00

FY23 Actual: 9.00

FY22 Actual: N/A

of Public Records Requests Countywide (tracked thru 311)

FY 24 Actual: N/A



FY 24 Target: 0.00

FY23 Actual: 1,318.00

FY22 Actual: 686.00

Number of Public Meetings Hosted

FY 24 Actual: N/A



FY 24 Target: 0.00

FY23 Actual: 39.00

FY22 Actual: N/A

Employees Phished

FY 24 Actual: N/A%



FY 24 Target: 0.00%

FY23 Actual: 7.60%

FY22 Actual: N/A

Computer Viruses Detected

FY 24 Actual: N/A



FY 24 Target: 0.00

FY23 Actual: 306.00

FY22 Actual: N/A

Fiscal Sustainability Goal

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

- Complete 5yr forecast update, including projections and ending fund balance.
 - A 5-year forecast is publicly available online via the published FY24 Budget Book. (Oct 20, 2023)

ALTERNATIVE FUNDING: Expand and enhance service delivery via alternative funding. #CommunityReinvestment

- Submit 10 or more new requests for funding
 - 12 Applications submitted in Q1 totaling \$4,050,305. *Applications are sometimes submitted many months before an award is made. The quarterly numbers reported for applications submitted are not necessarily for the application awarded, as those may have been submitted in previous quarters. (Oct 20, 2023)
- Accept \$1,000,000 or more from new external awards
 - 41 Applications submitted in Q1 totaling \$8,808,929. *Applications are sometimes submitted many months before an award is made. The quarterly numbers reported for applications submitted are not necessarily for the application awarded, as those may have been submitted in previous quarters. (Oct 20, 2023)

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

- Complete Red Peak radio system.
 - Pending land lease agreement (anticipated in Q3/Q4). (Oct 20, 2023)
- Complete P25 interlocal amendment.
 - Pending discussion likely Q2. (Oct 20, 2023)

INTERLOCAL AGREEMENT/CAD IMPLEMENTATION: Execute ILA for successful completion of CAD implementation.

- Execute interlocal agreement.
 - Went to the BCC for approval. (Oct 20, 2023)

LIBRARY TAX: Achieve voter approval of proposed tax.

- Get Board Direction on moving forward with ballot initiative to approve extension of Library Expansion Tax (Ad Valorem)
 - Q4 target. (Oct 20, 2023)

Economic Impacts Goal

NET ZERO: Plan interim steps to net-zero greenhouse gas emissions by 2050.

- Facility GHG reduction plan
 - Work has started. Brian inputting data into Clear Path Software (Oct 20, 2023)
- Community GHG Inventory
 - The County hired Emily Stapleton as Fuse Fellow to lead this effort starting 10/30 (Oct 20, 2023)

NET ZERO: Plan interim steps to net-zero greenhouse gas emissions by 2050.

- Start community GHG assessment
 - The County hired Emily Stapleton as Fuse Fellow to lead this effort starting 10/30 (Oct 20, 2023)

Vulnerable Populations 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

- Complete the remaining Built For Zero (BFZ) scorecard item to achieve quality data as defined by BFZ. (All service providers for homeless services reporting into HMIS for program enrollments and exists)
 - The Built for Zero scorecard was achieved August 2023. (Oct 5, 2023)
- Adopt a Washoe County Homeless Data Policy
 - This policy document has been developed and is implemented in the Housing and Homeless Services Division. The policy is tentatively scheduled to go to the Board in November. (Oct 5, 2023)

HOUSING CAPACITY: Expand the capacity for extremely low income and supportive housing programs in Washoe County.

- Conduct evaluation of all PSH in Washoe County, identify gaps
 - This goal is currently in progress. (Oct 5, 2023)

PREVENTATIVE HOUSING LOSS: Focus on expanding efforts to keep people in their homes.

- Expand tenancy support program to keep vulnerable populations stably housed
 - 100% of people experiencing homelessness who have received an Emergency Housing Voucher (EHV) are still housed. (Oct 5, 2023)

STREAMLINE PROCESSES: Streamline planning and permitting processes and soften standards that create unnecessary barriers.

- Conduct outreach and identify “quick win” opportunities for streamlining processes or softening standards that may pose unnecessary barriers
 - A list of recommendations will be completed by November and the first package will be presented to the Planning Commission in January. (Oct 5, 2023)

LAND BANKING: Align County-owned parcels with a Land Trust for affordable housing designation.

- Identify county parcels appropriate for affordable housing development
 - Staff has identified parcels appropriate for affordable housing development in Washoe County jurisdiction. Presentation and overview of the Washoe County property program was presented to the Board on Aug 22 by Dave Solaro, Assistant County Manager. (Oct 5, 2023)

INCENTIVES: Explore voluntary pathways using incentives to spur creation of affordable housing.

- Board prioritization of incentives
 - Staff identified a recommended priority order, that recommendation is going to the Board for confirmation or modification Nov. 14. □ The list is completed and staff report is currently in review. (Oct 16, 2023)

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

- Standardize WCSO Hope Team data
 - Staff is working on overiewing the Esri software to begin tracking data. (Oct 9, 2023)

EXPANDING PARTNERS AND VOLUNTEER EFFORTS: Develop services at the Nevada Cares Campus through community service provider and volunteer partnerships.

- Explore internships and practicum opportunities
 - With Housing and Homeless Services transitioning to Human Services Agency, mid-September, staff will begin exploring internship and practicum opportunities through the established HSA program. (Oct 9, 2023)

Innovative Services Goal