



WASHOE COUNTY SENIOR SERVICES ADVISORY BOARD MEMBERS

(Commission Districts)

Dr. Larry Weiss (1)	Karen Davis (3)	Jeanne Herman, BCC (3)
Gary Whitfield (1)	Diane France (3)	Vaughn Hartung, BCC, Alternate
Connie McMullen (2)	Dennis Chin (4)	Reno City Council At-Large
Clinton Smith (2)	Wayne Alexander (4)	Ed Lawson, Sparks City Council (4)
Marsy Kupfersmith, At-Large	Victoria Edmondson (5)	
Donna Clontz, Alternate		

MEETING AGENDA

Wednesday, May 6, 2015
3:00 pm – 5:00 pm
Senior Services – Game Room

Washoe County Senior Services
1155 E. 9th Street
Reno, NV 89512
Tel: 775-328-2575 Fax: 775-328-6192
lbbonilla@washoecounty.us
kcarpenter@washeocounty.us

All items numbered or lettered below are hereby designated for **possible action** as if the words "for possible action" were written next to each item (NRS 241.020). **An item listed with asterisk (*) next to it is an item for which no action will be taken.** Items on the agenda may be taken out of order. The public body may combine two or more agenda items for consideration. The public body may remove an item from the agenda or delay discussion relating to an item on the agenda at any time.

The Senior Services Advisory Board conducts the business of Washoe County and its citizens during its meetings. The Chair may order the removal of any person whose statement or other conduct disrupts the orderly, efficient or safe conduct of the meeting. Warnings against disruptive comments or behavior may or may not be given prior to removal. The viewpoint of a speaker will not be restricted, but reasonable restrictions may be imposed upon the time, place and manner of speech. Irrelevant and unduly repetitious statements and personal attacks, which antagonize or incite are examples of speech that may be reasonably limited.

Public Comment is limited to three (3) minutes per person. Persons are invited to submit comments in writing on agenda items and/or attend and make comment on that item at the Advisory Board Meeting.

1. CALL TO ORDER
2. ROLL CALL
3. *PUBLIC COMMENT
4. Approval of the Agenda for the Advisory Board Meeting on May 6, 2015.
5. Approval of the Minutes from the Advisory Board Meeting on March 4, 2015.
6. *Presentation of Budget – Grady Tarbutton
7. *Discussion on increasing public awareness of senior issues and ideas on program topics for print, television, radio and presentations.

8. Primer (briefing) for the Board prior to the legislative session (standing item)-Connie and Donna
9. *Discussion of the definition for an Advisory Board Associate Member and their possible role
10. *City of Reno Staff Report- Darryl Feemster
11. *Director's Update- Grady Tarbutton
 - a. Older Americans Month update
 - b. Master Plan update.
 - c. Human Services Agency update.
 - d. Update on senior demographics and maps
 - e. Update on Senior Service program waitlists (standing item).
 - f. Update on Veterans Resources Center outreach
 - g. ADRC Data Base update (standing item)
 - h. Comments on website
 - i. Other updates
12. *Member items.
13. Discussion of agenda items for the next Board meeting.
14. *Public comment.
15. ADJOURNMENT

Persons with disabilities who require special accommodations or assistance at the meeting should notify Lisa Bonilla, Office Assistant II, or Kathy Carpenter, Account Clerk II, at Washoe County Senior Services, 1155 E. Ninth Street, Reno, NV 89512, by calling (775) 328-2575 or via email lbonilla@washoecounty.us or kcarpenter@washoecounty.us, prior to the date of the meeting.

Supporting material for this meeting may be requested by contacting Lisa Bonilla, Office Assistant II, or Kathy Carpenter, Account Clerk II, at Washoe County Senior Services, 1155 E. 9th Street, Reno, NV 89512, by calling (775) 328-2575 or via email lbonilla@washoecounty.us or kcarpenter@washoecounty.us also the agenda and supporting information is posted on <http://www.washoecounty.us/seniorsrv/advboard.htm> and <https://notice.nv.gov>

Notices of this meeting have been posted at the following locations:

Washoe County Administration Building
 Washoe County Health Department
 Gerlach Senior Center
 Incline Village Recreation Center

Washoe County Senior Services
 Sparks Senior Center
 Sun Valley Senior Center
 Incline Village Library

IN COMPLIANCE WITH NRS 241.020, THIS AGENDA HAS BEEN POSTED ON THE OFFICIAL WEBSITE FOR WASHOE COUNTY, www.washoecounty.us .

**Washoe County Senior Services
Advisory Board and City of Reno Senior
Citizens Advisory Committee Meeting
5-6-2015**

AGENDA ITEM 5

MINUTES OF THE WASHOE COUNTY SENIOR SERVICES ADVISORY BOARD MEETING

March 4, 2015

Washoe County Senior Center, 1155 E. 9th Street, Reno, Nevada 89512
Game Room

1. **CALL TO ORDER** - Meeting was called to order at 3:03 p.m. – by the Chairman of the Board, Dr. Larry Weiss.

2. **ROLL CALL** - Dr. Larry Weiss asked for roll call; Lisa Bonilla took the roll. There was a quorum present.

WASHOE COUNTY SENIOR SERVICES ADVISORY BOARD PRESENT:

PRESENT

Dr. Larry Weiss	Donna Clontz
Clinton Smith	Jeanne Herman
Connie McMullen	Marsy Kupfersmith
Dennis Chin	Wayne Alexander
Diane France	Victoria Edmondson

ABSENT

* Gary Whitfield
* Karen Davis

*Excused absence

WASHOE COUNTY STAFF PRESENT

Grady Tarbutton
Lisa Bonilla

3. ***PUBLIC COMMENT** – Dennis Chin commented on the service he received from the Blood Pressure Clinic held regularly at the Reno Washoe County Senior Services Center and how much he enjoyed the experience, commenting the nurse was friendly and genuinely concerned for the welfare of her clients. He also brought up an incident with an elderly couple who came into the Washoe County Senior Services Center of 9th street to get assistance with a Medicare bill. The SHIP volunteer did not show up and the couple sat for hours waiting for someone from SHIP to assist them until a social worker came to assist them, thus making the SHIP volunteer for the day non-reliable. There was also a considerable language barrier with the couple which made communicating difficult. Grady informed everyone there is a recommendation in place that once the three social services departments are merged into Human Services Agency, to have a contract with the ATT Language Line or a similar service. Grady explain the SHIP program through Access to Healthcare Network and its role in Senior Services. Dennis also commented on the Library and how two staff members organized the DVD section of the library and supplied the Senior Center library with a copy of a catalog of DVD's that can be reserved.

4. **APPROVAL OF THE AGENDA OF THE March 4, 2015 ADVISORY BOARD AGENDA** – Correction by Victoria Edmundson noted that Commissioner Jeanne Herman represents

District 5 not District 3. Dennis Chin motions the approval of the changes to the agenda. Donna Clontz seconds the motion. Motion passed unanimously.

5. APPROVAL OF THE MINUTES OF THE February 4, 2015, ADVISORY BOARD MEETING-

Wayne Alexander motions the approval of the minutes as presented. Dennis Chin seconds the motion. Motion passed unanimously.

6. *Presentation by the Senior Law Project of NLS – Karen Zavora –Karen, one of the new directing attorneys of the Senior Law Project (SLP) of Nevada Legal Services, presented an overview of what the Senior Law Project is, funding received for the Senior Law Project (federal funding, ADSD grant and Washoe County) and the services they provide. Previously there were no restrictions on the services SLP provided to seniors, but starting in July 2015, Aging & Disability Services Division (ADSD) will begin to implement service specifications on their grant, including the type of cases they are allowed to take on. Some of these services include nursing home discharge cases, elder abuse, subsidized housing, landlord/tenant issues, and consumer issues. Some of the services that are to be taken away include wills and power of attorney cases (no more than 10% of their fund may be used for this services with 22% of cases fall within that category), although they are in the process of searching for pro-bono attorneys who are willing to take the cases as well as additional funding through the county in order to keep the programs. In 2014, SLP had 636 opened cases, some continuing into 2015. Of those, 220 were coded as wills or power of attorney. The Senior Law Project of NLS is also searching for more outreach opportunities outside of the congregate meal sites which they currently have scheduled throughout the year. The SLP also offers workshops at different locations and would be willing to do special workshops during Older Americans Month.

7. *Presentation of Budget – Leslie Williams – Due to the absence of Leslie Williams, Grady presented the budget update. Grady provided a general update of the budget as well as a breakdown of service goals. Washoe County Senior Services purchased a new Home Delivered Meals truck in 2015 so the ending fund balance will be down by \$38,000 more than expected but will still be around \$200,000 which is within the guidelines the County requires. Board members were also provided with the County Manager/BCC's budget calendar deadlines. For the current year, the Department will focus on 4 of the 12 goals identified by the Master Plan. For the nutrition program the goal is to increase Congregate and "Meals on Wheels" from 335,000 (2015, projected) to 365,000 in 2016: Home and Community-Based Services to support a nurse and a community health aide; information and referral part time staff to become full-time; and the Volunteer Senior Ambassador Program to reach isolated seniors. WCSS will request an increase in the budget from the indigent fund of about \$800,000 for additional meals and in-home services. There will also be an above base request of general funds to increase from \$500,000 a year to an additional \$300,000, which will be primarily for eligibility and staff support for social workers. . This year started with 9 meal sites, by July 1st there will be 11 and by next year an additional two. The presentation to the County Manager will be March 12; the BCC will receive the budget report from the Manager's office March 24th and make final decisions on

the FY 2016 County Budget and 2016-2018 Strategic Plan by May 18th. By June 2, the adopted budget is due to Department of Taxation.

8. *City of Reno Staff Report – Due to the absence of Darryl Feemster, Donna Clontz provided the City of Reno update. The Senior Games finished with 289 participants, which almost doubles last year's participants, and over 450 seniors attended the Valentine's Day Dance. The City of Reno is also organizing events and workshops for Older Americans Month at their City of Reno locations as well as City Hall and other locations. Closing Ceremonies will take place Saturday, May 30, at the Neil Road Recreation Center, which will include food, prizes and activities. The Reno Senior Citizen Advisory Committee meeting will be taking place the following Tuesday, the meeting primarily consisting finishing the strategic plan. The three areas highlighted for discussion includes transportation, information and outreach, and volunteers.

9. Discussion on the recruitment process for the Associate Members and their roles, and including a discussion on advertising, "meet and greet" events and promotion in the City of Reno and Washoe County Senior Services newsletter. Donna discussed the need for a description of what the Associate Member's role and responsibilities are in order to put that information out into the community to solicit interested parties. The role of the Associate Member must be defined in terms of the by-laws. Grady's proposal is to look at the individual districts and identify addition people in each district to be involved in the process, which would include volunteering, outreach, advocacy, and identifying communities and their needs. This idea would also extend to other agencies that can support senior activities and resources in the community that would create a partnership with the county. Larry suggests having a proposal and definition of the Associate Member by the next meeting to have gone before the Executive Committee.

10. *Directors Updates – Grady Tarbutton

- a. **Older Americans Month update** - Len Reidenbaugh provided the update for Older Americans Month. Len gave an overview of this year's theme (Get into the Act) and the primary focus of the events related to OAM. The opening ceremonies will take place Friday, May 1, at 9:00am in the Washoe County Senior Center in Reno. There has been an increase in the number of vendors that are able to participate in the information fair. There will be a special menu for the lunch as well as live entertainment. The focus topics for this year's events are transportation, volunteering, community resources, veteran's issues, recreation and social activities, health and nutrition, and senior safety. Lisa Bonilla will be in charge of doing the program and booklets so any information needed to go into the either need to be handed in to Lisa by March 24 in order to finalize and submit for printing.
- b. **Master Plan update**— The Master Plan has been utilized to develop Senior Services 2016 Business Plan budget proposal. This includes additional positions for social services, Aging and Disability Resource Center, and Daybreak.
- c. **Human Services Agency update** –Update deferred for next meeting

- d. **Primer (briefing) for the Board prior to the Legislative session** – Donna recounted the training session seniors were invited to at the end of January to learn about how to become community advocates. Fifty seniors showed up for the training and were invited to also go to the Day at the Legislature, to which 40 of those seniors and others attended. There were presentations about 4 major issues; budget of ADSD services, Affordable Care Act and caregiver support, elder abuse and guardianship issues, and provider rates for home and community-based services. Donna reminded the Board March 6, 2015, Aging and Disability Services Division will be having a budget presentation at the Legislature and is encouraging people to get involved. Eight different budgets will be presented 4 of which are seniors related.
- e. **Update on Senior Service program waitlists (standing item)** – Grady went over the wait list update from December's meeting. Once there is a new update available from Social Services, it will be distributed to the board.
- f. **ADRC Date Base update (standing item)** – deferred to next meeting
- g. **ADSD Grant update**— Grady provided a brief summary of the grant programs. All county programs are meeting or exceeding set goals.

11. *Member Items – Grady gave an overview of the “A Conversation... Aging in Washoe County” video, which was aired February 13, 2015, which discussed how the County is managing the growing senior population and the different programs provided. Grady announced the prosecution of a man who exploited an elderly woman out of more than \$300,000 and received the maximum sentence. In response, there was a conversation between the Sheriff's and DA's office among other agencies to work on getting a grant together that would address elder abuse, and it will go forward. Grady also mentioned the need to protect the Federal-State-Local partnership for Medicaid, for any shift in the coverage from the federal government would result in the cost for medical and health funding to increase for the state and county. Dennis would like more newsletters sent to the Sparks Library. Victoria announced she still has two puppies left that are up for adoption. Marsy announced the Friends of Washoe County Library are having a book sale March 14-22 at Reno Old Town Mall from 10am-5pm.

12. Discussion of agenda items for the next Board meeting – Donna would like to have a description of the Associate Member's position and responsibilities, as well as continue the discussion regarding the legislature. Dr. Larry Weiss suggested another OAM update and continue legislative discussion. Donna requested a discussion on more ideas about programming topics for video and media. Dennis would like to discuss the need for more Medicaid and Medicare accepting PCP's and providers. Senior demographics were requested to be available for the next meeting. Marsy wants a representative from RTC to do a presentation.

13.*Public Comment – No public comments made.

14. Adjournment – Dennis Chin motioned to adjourn the meeting. Diane France seconds the motion. Motion passed unanimously. Meeting adjourned 3:47pm.

**Washoe County Senior Services
Advisory Board and City of Reno Senior
Citizens Advisory Committee Meeting
5-6-2015**

AGENDA ITEM 6



WASHOE COUNTY

"Dedicated To Excellence in Public Service"

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CM/ACM _____

Budget _____

DA N/A

Comptroller N/A

HR N/A

Other N/A

STAFF REPORT

BOARD MEETING DATE: April 28, 2015

DATE: April 20, 2015

TO: Board of County Commissioners

FROM: Al Rogers, Management Services Director, Manager's Office
(775) 328-3606, ARogers@washoecounty.us

THROUGH: John Slaughter, Washoe County Manager
(775)328-2060, jslaughter@washoecounty.us

SUBJECT: Status report and possible direction to staff on the County Manager's recommended Capital Improvements Plan for Fiscal Years 2016-2020 and possible approval of change in current Board policy relating to Stabilization Funding.

SUMMARY

The purpose of this item is to provide a status report on a possible direction to staff on the Manager's recommended Capital Improvements Plan for Fiscal Years 2016-20 and possible approval of change in current Board of County Commission policy relating to Stabilization Funding; and, direct the County Manager to return to the Board of County Commission with a Tentative and Final Budget incorporating the approved County Manager's Capital Improvements Plan for Fiscal Years 2016-2020 recommendations for adoption at the public hearing scheduled for May 18, 2015.

Washoe County Strategic Objective supported by this item: Sustainability of our financial, social and natural resources

PREVIOUS ACTION

May 10, 2011: Approved a fund balance policy that set a minimum fund balance in the General Fund for the purpose of stabilization at 1.5%.

June 26, 2012: Approved an amendment to the fund balance policy that set a minimum fund balance in the General Fund for the purpose of stabilization at 1.5% of expenditures and other uses excluding material one-time expenditure items.

May 19, 2014: Approved the Washoe County Fiscal Budget for 2014-2015.

AGENDA ITEM # _____

BACKGROUND

Due to limited resources, the current proposed projects have a very high priority, or in the case of Parks Capital Fund projects, are projects that have special funding sources like grants or dedicated funding from local or state voter-approved initiatives. Over the next five years, the CIP plan totals just over \$183.9 million with the primary sources of funding coming from dedicated sources such as residential/parks construction tax, grants, voter initiatives, and debt financing. For FY 15/16, capital plan funding totals \$48.4 million. The Capital Improvement Plan detail for which approval is being sought is included as Attachment A to this staff report. One of the six (6) FY16 Goals indentified by the Board at the retreat is "enhance community safety through investing in critical infrastructure for current and future needs. Ongoing capital investment is extremely important for any government, and postponing the upkeep of infrastructure can have a compounding effect on expenditures in future years. As the economy recovers, funding for County's investment in capital assets and infrastructure will continue to be a priority.

Stabilization Fund Policy

NRS 354.6115 authorizes local governments to establish a fund to stabilize their operations and mitigate the effects of natural disasters. The statutory restrictions for such a fund are limited to two types of situations: (1) "if the total actual revenue of the local government falls short of the total anticipated revenue in the general fund for the fiscal year in which the local government uses the money" and (2) to pay expenses "to mitigate the effects of a natural disaster" that is formally declared by the governing body of the local government. There is no minimum amount set in law for a local government's stabilization account and indeed, it is not mandatory to maintain such an account. The law does set a maximum of 10% of General Fund expenditures.

From FY 2004/05 through FY 10/11, the total balance of the Stabilization Fund ranged from \$2.25 million to \$3.25 million. However, due to the tight restrictions set in law, there was only one instance where the County accessed the fund, in FY 07/08 as a result of a revenue shortfall. The County could not use the balance in the Stabilization Fund, for example, to cover any of the Incline Village property tax settlement because of the legal restrictions on the fund nor could it use the balance to cover legal costs for example on a major jury trial in the county. During times of natural disasters, historically the County has used existing unappropriated General Fund balances and/or FEMA funds to cover its expenses.

For these reasons, the Office of the County Manager/Budget Office is proposing to amend the current Board policy for stabilization to set a minimum reserve for the purpose of stabilization at \$3,000,000, rather than on a percentage basis. Staff believes this is a reasonable amount to cover unanticipated staff costs involved in responding to natural disasters or emergencies.

The monies resulting from a reduction of the stabilization fund from the current level of \$4.1 million to \$3 million represent one-time monies and accordingly are proposed to be transferred to the Capital Improvement Projects fund, thus increasing the General Fund's contribution to the CIP from \$3 million to \$5 million.

FISCAL IMPACT

Fiscal impacts will be included in the final recommended budget based on recommendations made by the Board of County Commissioners and/or the County Manager.

RECOMMENDATION

It is recommended that the Board acknowledge the status report and provide possible direction to staff on the County Manager's recommended Capital Improvements Plan for Fiscal Years 2016-2020 and possible approval of change in current Board policy relating to Stabilization Funding.

POSSIBLE MOTION

Should the Board agree with staff's recommendation, a possible motion would be, "move to acknowledge the status report and possible direction to staff on the County Manager's recommended Capital Improvements Plan for Fiscal Years 2016-2020 and possible approval of change in current Board policy relating to Stabilization Funding.

WASHOE COUNTY CAPITAL IMPROVEMENTS PROGRAM FISCAL YEAR 2016-2020

FUND SUMMARY

CAPITAL FUNDS SUMMARY	Year 1 2015/2016	Year 2 2016/2017	Year 3 2017/2018	Year 4 2018/2019	Year 5 2019/2020	Total 5 Years
Fund						
Capital Improvement Fund	4,681,000	6,404,300	3,851,000	2,629,000	2,592,000	20,157,300
Parks Capital Fund	4,215,758	-	-	-	-	4,215,758
Capital Facilities Tax Fund	9,789,682	1,200,000	14,800,000	14,500,000	-	40,289,682
Other Funds	9,753,380	3,600,000	3,600,000	3,600,000	3,600,000	24,153,380
Utilities Fund	17,588,524	16,400,000	350,000	500,000	43,250,000	78,088,524
Equipment Services Fund	2,400,000	2,500,000	4,116,000	4,935,000	3,000,000	16,951,000
Total Funding Sources and Uses	\$ 48,428,344	\$ 30,104,300	\$ 26,717,000	\$ 26,164,000	\$ 52,442,000	\$183,855,644

FUNCTIONAL SUMMARY

Functional Summary	Year 1 2015/2016	Year 2 2016/2017	Year 3 2017/2018	Year 4 2018/2019	Year 5 2019/2020	Total 5 Years
Function						
Culture and Recreation	4,325,758	3,380,000	14,200,000	325,000	340,000	22,570,758
General Government	4,241,000	4,460,300	5,487,000	6,105,000	3,675,000	23,968,300
Health	80,880	120,000	150,000	-	210,000	560,880
Judicial	4,970,000	-	1,010,000	1,134,000	667,000	7,781,000
Public Safety	12,491,682	2,144,000	1,920,000	14,500,000	700,000	31,755,682
Public Works	3,945,000	3,600,000	3,600,000	3,600,000	3,600,000	18,345,000
Utilities	17,588,524	16,400,000	350,000	500,000	43,250,000	78,088,524
Welfare	785,500	-	-	-	-	785,500
Total	\$ 48,428,344	\$ 30,104,300	\$ 26,717,000	\$ 26,164,000	\$ 52,442,000	\$183,855,644

REVENUE SOURCES SUMMARY

Revenue Summary	Year 1 2015/2016	Year 2 2016/2017	Year 3 2017/2018	Year 4 2018/2019	Year 5 2019/2020	Total 5 Years
Revenue Source						
Ad Valorem	4,765,219	6,200,000	3,800,000	3,500,000	4,000,000	22,265,219
Grants	2,526,024	-	-	-	-	2,526,024
Fees and Charges	21,962,100	19,909,022	3,677,037	3,448,593	44,511,311	93,508,063
Interest Earnings	604,280	395,278	639,963	615,407	330,689	2,585,617
Fuel Taxes	3,745,000	3,600,000	3,600,000	3,600,000	3,600,000	18,145,000
Parks Bonds, Grants, and Taxes	4,215,758	-	-	-	-	4,215,758
Debt Financing	10,609,963	-	15,000,000	15,000,000	-	40,609,963
Total	\$ 48,428,344	\$ 30,104,300	\$ 26,717,000	\$ 26,164,000	\$ 52,442,000	\$183,855,644

**CONSOLIDATED PROJECT LIST
FISCAL YEAR 2016-2020 PROJECT LIST**

FY 2016/2016 - 2019/2020 Project List	Year 1 2015/2016	Year 2 2016/2017	Year 3 2017/2018	Year 4 2018/2019	Year 5 2019/2020	Total 5 Years
Projects						
Capital Improvements Fund Projects						
1 S. Sierra Street - Roof Replacement	580,000	-	-	-	-	580,000
220 S. Center St. - Elevator replacement	-	-	460,000	-	-	460,000
350 Center St. - 2nd floor VAV replacement	-	-	-	224,000	-	224,000
350 Center St. - Window replacement	-	-	-	300,000	-	300,000
75 Court St. - Historic Elevator upgrades	-	-	-	610,000	-	610,000
75 Court St. - Main elevator upgrades	-	-	350,000	-	-	350,000
75 Court St. - Window replacement	-	-	-	-	165,000	165,000
911 Parr Blvd. - Detention Lock Replacements	400,000	300,000	-	-	-	700,000
911 Parr Blvd. - HU-1 and HU-2 HVAC replacement	1,200,000	-	-	-	-	1,200,000
911 Parr Blvd. - HU-6 HVAC replacement	-	620,000	-	-	-	620,000
911 Parr Blvd. - HU-9 HVAC replacement	-	-	620,000	-	-	620,000
911 Parr Blvd. - Motor Pool HVAC renovation	-	-	-	-	550,000	550,000
911 Parr Blvd. - Re-Roof lower detention	-	800,000	-	-	-	800,000
9th Street - Building C roof replacement	-	-	180,000	-	-	180,000
9th Street - Building D HVAC replacement	-	-	-	430,000	-	430,000
9th Street - Building D roof replacement	-	-	-	220,000	-	220,000
9th Street - Parking lots A,B,C replacement	-	-	210,000	-	-	210,000
Admin. Complex - window and exterior joint seal	-	-	200,000	-	-	200,000
Assessor - Tech Conference/Research Rooms	120,000	-	-	-	-	120,000
Bartley Ranch - Parking lot replacement	110,000	-	-	-	-	110,000
Bowers Mansion - Parking lot replacement	-	310,000	-	-	-	310,000
Bowers Pool - Mechanical renovation/upgrade	-	300,000	-	-	-	300,000
District Court - Carpet	-	-	200,000	-	-	200,000
District Court - Employee Restroom	-	-	-	-	102,000	102,000
District Court - Juror Parking Lot	-	-	-	-	250,000	250,000
District Court - Repaint Exterior of 75 Court St.	-	-	-	-	150,000	150,000
Ellens Park - Playground equipment and surface	-	200,000	-	-	-	200,000
Health - Entrance Safety Improvements	-	-	-	-	210,000	210,000
Health - Tuberculosis Program Relocation	-	-	150,000	-	-	150,000
Health - Workstation Retrofits	-	120,000	-	-	-	120,000
Hidden Valley - pave dirt road and parking	-	-	-	100,000	-	100,000
Hidden Valley - Playground re-surface	-	160,000	-	-	-	160,000
Longley Lane - Parking lot replacement	-	-	340,000	-	-	340,000
Longley Lane - Stormwater - Sand dome	500,000	-	-	-	-	500,000

**CONSOLIDATED PROJECT LIST
FISCAL YEAR 2016-2020 PROJECT LIST**

FY 2016/2016 - 2019/2020 Project List	Year 1 2015/2016	Year 2 2016/2017	Year 3 2017/2018	Year 4 2018/2019	Year 5 2019/2020	Total 5 Years
Northwest Library - HVAC replacement	-	-	-	225,000	-	225,000
Rancho - Irrigation System Phase II	-	600,000	600,000	-	-	1,200,000
Rancho - Playground equipment and surface	-	250,000	-	-	-	250,000
Regional Shooting - Pave dirt road and parking	-	-	100,000	-	-	100,000
RPSTC - Roof re-seal	-	-	-	-	150,000	150,000
Security related building modifications	350,000	-	-	-	-	350,000
South Valley - Playground re-surface	-	160,000	-	-	-	160,000
Sparks Library - roof replacement	-	-	-	-	340,000	340,000
Whites Creek - Playground equipment and surface	-	200,000	-	-	-	200,000
Centralized Storage Systems Refresh	-	-	-	335,000	450,000	785,000
CSD - Asset Management Software	200,000	-	-	-	-	200,000
Medical Examiner - LODOX Digital Radiography	-	424,000	-	-	-	424,000
Microsoft Licensing	-	263,000	120,000	-	-	383,000
Network Core Campus Router Upgrades	190,000	-	185,000	185,000	225,000	785,000
Permanent Archival Film to Digital Project	192,000	-	-	-	-	192,000
Physical Security Replace Lenel Video System	-	877,300	-	-	-	877,300
VOIP - Infrastructure - Downtown Court Complex	839,000	-	-	-	-	839,000
VOIP - Infrastructure - Edison Way	-	103,000	-	-	-	103,000
VOIP - Infrastructure - Jan Evans	-	126,000	-	-	-	126,000
VOIP - Infrastructure - Longley Lane	-	126,000	-	-	-	126,000
VOIP - Infrastructure - Sparks Justice Court	-	126,000	-	-	-	126,000
VOIP - Infrastructure - Spectrum Campus	-	339,000	-	-	-	339,000
VRS Base Station hardware and software upgrade	-	-	136,000	-	-	136,000
Capital Improvements Fund Total	4,681,000	6,404,300	3,851,000	2,629,000	2,592,000	20,157,300
Parks Capital Projects						
Crystal Peak Park One-Way Exit	110,200	-	-	-	-	110,200
Galena School House Improvements	90,000	-	-	-	-	90,000
Galena Terrace Park Development	234,000	-	-	-	-	234,000
North Valley Playground	120,100	-	-	-	-	120,100
Gator Swamp Playground	400,000	-	-	-	-	400,000
Eagle Canyon Park Restroom	500,000	-	-	-	-	500,000
Sun Valley GID	128,328	-	-	-	-	128,328
New Washoe City Playground Rehab	108,343	-	-	-	-	108,343
Arboretum Green House	100,000	-	-	-	-	100,000
Ballardini Ranch Trails	250,000	-	-	-	-	250,000
Bowers Mansion Parking Lot	250,000	-	-	-	-	250,000

**CONSOLIDATED PROJECT LIST
FISCAL YEAR 2016-2020 PROJECT LIST**

FY 2016/2016 - 2019/2020 Project List	Year 1 2015/2016	Year 2 2016/2017	Year 3 2017/2018	Year 4 2018/2019	Year 5 2019/2020	Total 5 Years
Lake Tahoe Bike Path P4	75,000	-	-	-	-	75,000
Hunter Creek Trallhead	30,000	-	-	-	-	30,000
Crystal Peak Park Road	55,992	-	-	-	-	55,992
Golden Eagle Trailhead	243,857	-	-	-	-	243,857
Rancho San Rafael Wetland Mitigation	90,000	-	-	-	-	90,000
North Valley Recreation Improvements	1,244,938	-	-	-	-	1,244,938
Arboretum Greenhouse	185,000	-	-	-	-	185,000
Parks Capital Total	4,215,758	-	-	-	-	4,215,758
Capital Facilities Tax Fund Projects						
Medical Examiner Building	9,789,682	-	-	-	-	9,789,682
911 Parr Blvd. - Infirmary Expansion	-	-	1,300,000	14,500,000	-	15,800,000
North Valley Library - New building	-	1,200,000	13,500,000	-	-	14,700,000
Capital Facilities Tax Fund Projects Total	9,789,682	1,200,000	14,800,000	14,500,000	-	40,289,682
Other Funds Projects						
General Fund Projects	435,500	-	-	-	-	435,500
Health Fund	80,880	-	-	-	-	80,880
Animal Services Fund Projects	150,000	-	-	-	-	150,000
Enhanced 911 Fund Revenue	350,000	-	-	-	-	350,000
Regional Public Safety Training Center	145,000	-	-	-	-	145,000
Regional Communications System Projects	457,000	-	-	-	-	457,000
Roads Fund Projects	3,745,000	3,600,000	3,600,000	3,600,000	3,600,000	18,145,000
Other Restricted Special Revenue Fund Projects	4,390,000	-	-	-	-	4,390,000
Other Funds Total	9,753,380	3,600,000	3,600,000	3,600,000	3,600,000	24,153,380
Utilities Fund Projects						
Golden Valley Water Rights Purchase	75,000	75,000	75,000	75,000	75,000	375,000
Huffaker Hills Reservoir Lining Improv - P2	2,200,000	-	-	-	-	2,200,000
Field Creek Pump Replacement	75,000	75,000	75,000	-	-	225,000
Huffaker Reservoir Water Quality Management	100,000	500,000	-	-	-	600,000
Reclaim Truck Fills	-	100,000	-	-	-	100,000
Field Creek Reservoir Water Quality Management	-	500,000	-	-	-	500,000
Dorothy Towne (Zircon) Lift Station Improv	700,000	-	-	-	-	700,000
STMWRF Solids Management Facility	6,670,000	-	-	-	-	6,670,000
STMWRF Utility Operations Building	187,500	-	-	-	-	187,500
STMWRF Enhancement Projects	1,075,000	950,000	-	-	750,000	2,775,000
Cold Springs WRF Enhancement Projects	100,000	-	-	-	-	100,000
SW Vista Lift Station Sewer Main Extension	200,000	-	-	-	-	200,000

**CONSOLIDATED PROJECT LIST
FISCAL YEAR 2016-2020 PROJECT LIST**

FY 2016/2016 - 2019/2020 Project List	Year 1 2015/2016	Year 2 2016/2017	Year 3 2017/2018	Year 4 2018/2019	Year 5 2019/2020	Total 5 Years
Horizon Hills Sewer System Improvements	-	-	-	225,000	225,000	450,000
Reclaimed Water Transmission Main Extensions	200,000	200,000	200,000	200,000	200,000	1,000,000
STMWRF Solids Management Facility	3,330,000	-	-	-	-	3,330,000
Pleasant Valley Interceptor Reach 4	150,000	-	-	-	-	150,000
STMWRF New Capacity to 6 MGD	-	-	-	-	35,000,000	35,000,000
Pleasant Valley Interceptor Reach 3A	-	-	-	-	3,000,000	3,000,000
Pleasant Valley Interceptor Reach 3B	-	-	-	-	4,000,000	4,000,000
Pleasant Valley Interceptor Reach 3C	-	6,000,000	-	-	-	6,000,000
Pleasant Valley Interceptor Reach 4	-	8,000,000	-	-	-	8,000,000
Phased Sewering Project Phase 1B - Grant	2,526,024	-	-	-	-	2,526,024
Utilities Fund Projects Total	17,588,524	16,400,000	350,000	500,000	43,250,000	78,088,524
Equipment Services Fund Projects						
Heavy Equipment Lease/Purchase	-	-	1,416,000	2,035,000	-	3,451,000
Heavy Equipment Replacement	800,000	700,000	800,000	900,000	1,000,000	4,200,000
Light Equipment Replacement	1,600,000	1,800,000	1,900,000	2,000,000	2,000,000	9,300,000
Equipment Services Fund Projects Total	2,400,000	2,500,000	4,116,000	4,935,000	3,000,000	16,951,000
Total All Projects	\$ 48,428,344	\$ 30,104,300	\$ 26,717,000	\$ 26,164,000	\$ 52,442,000	\$183,855,644



WASHOE COUNTY

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CM/ACM _____

Budget _____

DA NA

Comptroller NA

HR NA

Other NA

STAFF REPORT

BOARD MEETING DATE: April 28, 2015

DATE: April 23, 2015

TO: Board of County Commissioners

FROM: Al Rogers, Director of Management Services
328-2017 arogers@washoecounty.us

THROUGH: John Slaughter, County Manager
328-2060 jslaughter@washoecounty.us

SUBJECT: Status report and possible direction to staff on the County Manager's recommended Fiscal Year 2015-16 Budget; and approve the changes to position control for Fiscal Year 2015-16; and, direct the County Manager to return to the Board of County Commission with a Tentative and Final Budget incorporating the approved County Manager's recommendations for adoption at the public hearing scheduled for May 18, 2015.
(All Commission Districts)

SUMMARY

The purpose of this item is to provide a status report an possible direction to staff on the Manager's recommended Fiscal Year 2015-16 budget; and approve the changes to position control for Fiscal Year 2015-16; and, direct the County Manager to return to the Board of County Commission with a Tentative and Final Budget incorporating the approved County Manager's recommendations for adoption at the public hearing scheduled for May 18, 2015.

Washoe County Strategic Objective supported by this item: Sustainability of our financial, social and natural resources.

PREVIOUS ACTION

January 9, 2015 - Discussed and identified at its annual workshop mission, values, strategic direction and objectives, and Fiscal Year 2016 goals for further work by staff.

March 24, 2015 – Acknowledged the update and status report on the Fiscal Year 2015/2016 budget.

April 14, 2015 – Approved the Washoe County FY16-18 Strategic Plan, including mission, vision, values and strategic objectives and fiscal year 2015-16 goals.

AGENDA ITEM # _____

BACKGROUND

In January of 2015, the Board of County Commissioners at their strategic workshop heard an update on the financial outlook for Washoe County as they prepared the strategic objectives and goals for the upcoming fiscal year. The overview included various financial trending and analysis with an overall theme of "cautiously optimistic" for the upcoming budget year.

During the months of February and March, all departments, courts and district worked to develop their estimates of revenues and costs for the current year as well as the FY15/16 year. Departments, districts and offices presented their budget submissions to the budget team the week of March 9th to review alignment to the strategic goals, base costs, above base costs and increases requested throughout the County organization.

The General Fund is the main operating fund of the County and also provides resources to fund OPEB, capital projects and other funds where direct revenues may fall short. In order to balance the FY15/16 Recommended Budget for the General Fund, the following assumptions were used:

Summary of General Fund

The projected Fiscal Year 2015-16 General Fund revenues and other sources are exceeded by budgeted expenditures and other uses by \$13.5 million. Although the budget remains structurally imbalanced, the County's actual expenditures historically have been under budget, thus offsetting at least partially the imbalance. The Fiscal Year 2015-16 ending fund balance is projected at 8.3% and is within the Board's policy.

General Fund Revenue and Other Sources:

- **Property Taxes**
 - For FY15/16, property and room taxes are expected to increase 1.9%. The level of increase for the General Fund would be higher except for the need to reverse a one-time decrease in the debt component of the County's property tax rate.
 - Total property taxes are projected to increase more than 4% compared to the FY14/15 budget due to projected new development.
- **Consolidated Tax**
 - Comprised of the County's portion of sales tax, liquor tax, cigarette tax, real property transfer tax and Government Services Tax.
 - FY16 C-Tax revenues are projected to be \$8.78 million higher than FY14/15 budget.
- **Other revenues**
 - Revenues for incarceration of federal prisoners are \$1.5 million lower than budgeted.
 - Lower revenues in certain courts.
 - No significant change (slight decrease) to charges for services and other revenues.

General Fund Expenditures and Other Uses

- Employee Salaries/Benefits
 - PERS contribution will increase 2.25% for non-public safety employees on July 1, 2015 with employee contribution equal to ½ of total (1.125%) still in negotiation.
 - Group health insurance is estimated for now to increase at least 6% due to increased claims, but this will be finalized by May 1st once certain costs are finalized.
 - OPEB funding drops from \$18.7 million in FY14/15 to \$17.68 million.
- Services and Supplies
 - Increase of 4.5% for mandatory indigent medical expenditures (NRS428.295).
 - Increases of 2% each for property and liability insurance, workers compensation, unemployment insurance and equipment services.
- Other expenditures
 - Continued transfers to Health, Senior Services and Roads Funds
 - \$5 Million transfer for capital projects (see next agenda item for further explanation)

County Manager's Recommendations for Fiscal Year 2015-16

The budget team and senior leadership representing the County Manager reviewed a total of \$15.7 million in requests from all departments for new positions, reclassification of existing positions and above-the-base services and supplies. Based on the relatively flat new revenues and the uncertainty of increased health benefits and labor negotiations, an approach of "reallocating" or "trading" existing resources within departments, courts and offices were analyzed and discussed. In some areas, significant trending of unspent service and supply budgets were identified and offered to offset new position requests.

Summary of position control changes

It is recommended that the FY16 budget include a countywide increase of 60.23 full time equivalents (FTE). The general fund would increase by 27.03 FTE's with a cost of \$2,418,301, but with only a net fund impact of \$893,224. The remaining 33.2 FTE's would be increased in Special Revenue Funds including Building and Safety, Animal Services, Human Services, Library Expansion, and Utilities. The net impact to those funds is a total of \$2,511,042. (Attachment A)

The FY16 recommendation includes fourteen (14) general fund positions to be reclassified with an additional cost of \$100,764. Special Revenue funds have five (5) positions reclassified with an additional cost of \$75,885 (Attachment B)

Along with new positions and reclassifications an additional \$530,703 of services and supplies is recommended with a net general fund impact of \$243,353 again with "trades" offered and accepted by departments, courts and offices. (Attachment C)

Next Steps

- May 18, 2015: Public Hearing and Adoption of FY16 Washoe County Tentative and Final Budget
- June 2, 2015: Final Budget submitted to State Department of Taxation

FISCAL IMPACT

Fiscal impacts will be included in the final recommended budget based on recommendations provided by the Board and/or County Manager.

RECOMMENDATION

It is recommended that the Board acknowledge the status report and possible direction to staff on the County Manager's recommended Fiscal Year 2015-16 budget; approve the recommended changes to position control for fiscal year 2015-16 and direct the County Manager to return to the Board with a tentative and a final budget for adoption at the public hearing scheduled for May 18, 2015.

POSSIBLE MOTION

Should the Board agree with staff's recommendation, a possible motion would be, "move to acknowledge the status report and possible direction to staff on the County Manager's recommended Fiscal Year 2015-16 budget; approve the recommended changes to position control for fiscal year 2015-16 and direct the County Manager to return to the Board with a tentative and a final budget for adoption at the public hearing scheduled for May 18, 2015."

Washoe County General Fund Sources and Uses			
Sources and Uses	FY14/15 Orig Budget	FY15/16 Proposed Budget	% Chg from FY14/15 Budget
Beginning Fund Balance	39,890,515	43,387,809	8.8%
Revenues and Other Sources:			
Taxes	144,462,180	147,266,413	1.9%
Licenses and permits	8,314,500	8,544,000	2.8%
Consolidated taxes	82,500,000	91,278,018	10.6%
Other intergovernmental	19,738,644	18,487,672	-6.3%
Charges for services	25,336,808	23,930,231	-5.6%
Fine and forfeitures	8,013,150	8,023,650	0.1%
Miscellaneous	4,055,985	3,927,860	-3.2%
Total revenues	292,421,267	301,457,844	3.1%
Other sources, transfers in	596,926	291,515	-51.2%
TOTAL SOURCES	332,908,708	345,137,168	3.7%
Expenditures and Other Uses:			
Salaries and wages	134,437,229	141,806,750	5.5%
Employee benefits	60,894,936	65,549,706	7.6%
OPEB contributions	18,700,000	17,680,000	-5.5%
Services and supplies	61,095,076	62,864,890	2.9%
Capital outlay	235,500	435,500	84.9%
Total expenditures	275,362,741	288,336,846	4.7%
Transfers out	25,688,320	25,462,040	-0.9%
Stabilization	4,143,300	-	-100.0%
Contingency	1,500,000	1,500,000	0.0%
TOTAL USES	306,694,361	315,298,886	2.8%
Ending Fund Balance			
Restricted/Committed/Assigned			
Baseball Stadium	750,000	750,000	0.0%
Stabilization Account	-	3,000,000	
District Court	-	-	
Unassigned Fund Balance	25,464,347	26,088,282	2.5%
TOTAL ENDING FUND BALANCE	26,214,347	29,838,282	13.8%
Unassigned Ending Fund Bal. as % of Exp.	8.3%	8.3%	0.0%

* Beginning fund balance for FY 15/16 is determined based on estimated revenues and expenditures for FY 14/15.

Attachment A
Position Changes Recommended in FY 15-16 Budget

Actual Position #	Title	Department/Division	Full/ Part	FTE's	Cost	Net GF Impact
GENERAL FUND RECOMMENDED POSITIONS TO BE ADDED						
TBD	Assistant Alternative Sentencing Officer	Alternative Sentencing	F	1.00	\$ 93,739	\$ 93,739
TBD	Personal Property Auditor-Appraiser	Assessor's Office	F	1.00	\$ 80,166	\$ 80,166
TBD	Business Facilitator	Community Services	F	1.00	\$ 93,508	\$ 93,508
TBD	Deputy DA III	District Attorney	F	1.00	\$ 139,470	\$ -
TBD	Legal Secretary	District Attorney	F	1.00	\$ 71,833	\$ -
TBD	Legal Secretary Supervisor	District Attorney	F	1.00	\$ 80,166	\$ -
TBD	Victim Witness Advocate	District Attorney	F	1.00	\$ 71,833	\$ -
TBD	Court Clerk II	District Court	F	1.00	\$ 79,763	\$ 79,763
TBD	Integrated Case Services Manager	District Court	F	1.00	\$ 97,385	\$ 97,385
TBD	Court Interpreter	Reno Justice Court	F	1.00	\$ 72,295	\$ 72,295
TBD	Human Resources Spec II	Human Resources	F	1.00	\$ 80,166	\$ -
TBD	Program Manager (ER)	Juvenile Services	F	1.00	\$ 116,341	\$ -
TBD	Media and Communications Specialist	Manager's Office	F	1.00	\$ 93,500	\$ -
TBD	Deputy PD III	Public Defender	F	1.00	\$ 139,470	\$ -
TBD	Investigator II	Public Defender	F	1.00	\$ 89,079	\$ -
TBD	Legal Secretary	Public Defender	F	2.00	\$ 143,666	\$ -
TBD	Office Support Specialist	Public Defender	F	1.00	\$ 68,333	\$ -
TBD	Supervising Guardian Case Manager	Public Guardian	F	1.00	\$ 98,531	\$ 98,531
TBD	Office Assistant III	Sheriff's Office	F	2.00	\$ 130,391	\$ 130,391
TBD	Victim Witness Advocate	Sheriff's Office	F	1.00	\$ 75,751	\$ 75,751
TBD	Sheriff Support Specialist	Sheriff's Office	F	2.00	\$ 136,800	\$ -
TBD	Security Electronics Administrator	Technology Services	F	1.00	\$ 93,508	\$ -
TBD	Technology Network Engineer II	Technology Services	F	1.00	\$ 89,079	\$ -
TBD	Technology Support Technician	Technology Services	F	1.00	\$ 71,833	\$ -
TBD	Account Clerk II	Treasurer	F	1.00	\$ 68,333	\$ 28,333
GENERAL FUND RECOMMENDED CHANGES TO AUTHORIZED POSITIONS						
70000126	Court Interpreter (from P/T to F/T)	District Court	F	0.47	\$ 29,825	\$ 29,825
70000133	Justice Support Specialist (Add'l Hours)	Incline Constable	Intermittent	0.34	\$ 18,000	\$ 18,000
70008473	Deputy Clerk I (from Intm to P/T)	Wadsworth Justice Court	P	0.20	\$ 19,300	\$ 19,300
GENERAL FUND RECOMMENDED POSITIONS TO BE DELIMITED						
70008529	Director of Programs & Projects	Community Services	F	(1.00)	\$ -	\$ -
70008972	Management Analyst	Technology Services	Intermittent	(0.50)	\$ -	\$ -
70008051	Legal Secretary	Public Guardian	P	(0.48)	\$ (23,763)	\$ (23,763)
TOTAL GENERAL FUND FTE INCREASE (DECREASE)				27.03	\$ 2,418,301	\$ 893,224

Attachment A
Position Changes Recommended in FY 15-16 Budget

Actual Position #	Title	Department/Division	Full/ Part	FTE's	Cost	Net GF Impact
SPECIAL REVENUE FUND RECOMMENDED POSITIONS TO BE ADDED						
BUILDING & SAFETY FUND POSITIONS TO BE ADDED						
TBD	Building Inspector	Bldg & Safety	F	1.00	\$ 80,166	\$ -
TBD	Building Permits Tech	Bldg & Safety	F	1.00	\$ 85,134	\$ -
TOTAL BUILDING & SAFETY FUND FTE INCREASE (DECREASE)				2.00	165,300	-
ANIMAL SERVICES FUND POSITIONS TO BE ADDED						
TBD	Office Assistant II	Animal Services	F	3.00	\$ 177,585	\$ -
TOTAL ANIMAL SERVICES FUND FTE INCREASE (DECREASE)				3.00	177,585	-
CPS FUND POSITIONS TO BE ADDED						
TBD	Children's Services Coordinator	CPS	F	1.00	\$ 106,403	\$ -
TBD	Case Compliance Reviewer	CPS	F	1.00	\$ 100,286	\$ -
TBD	Social Services Supervisor	CPS	F	3.00	\$ 256,875	\$ -
TBD	Social Worker III	CPS	F	6.00	\$ 426,192	\$ -
TBD	Office Assistant II	CPS	F	2.00	\$ 112,802	\$ -
TBD	Program Assistant	CPS	F	2.00	\$ 188,665	\$ -
TBD	Management Analyst	CPS	F	1.00	\$ 110,325	\$ -
CPS FUND RECOMMENDED POSITIONS TO BE DELIMITED						
CPS FUND RECOMMENDED CHANGES TO AUTHORIZED POSITIONS						
TOTAL CPS FUND FTE INCREASE (DECREASE)				16.00	\$ 1,301,548	\$ -
LIBRARY EXPANSION FUND POSITIONS TO BE ADDED						
TBD	Librarian I	Library Expansion	F	1.00	\$ 80,166	\$ -
TBD	Library Assistant II	Library Expansion	P	2.25	\$ 100,680	\$ -
TBD	Library Assistant II	Library Expansion	F	6.00	\$ 391,173	\$ -
TBD	Library Assistant III	Library Expansion	F	2.00	\$ 136,666	\$ -
LIBRARY EXPANSION FUND POSITIONS TO BE DELIMITED						
70002113	Librarian I	Library Expansion	F	-1.00	\$ -	\$ -
TOTAL LIBRARY EXPANSION FUND FTE INCREASE (DECREASE)				10.25	\$ 708,685	\$ -
SENIOR SERVICES FUND POSITIONS TO BE ADDED						
TBD	Community Health Aide	Sr. Services	F	1.00	\$ 59,394	\$ -
TOTAL SENIOR SERVICES FUND FTE INCREASE (DECREASE)				1.00	\$ 59,394	\$ -
UTILITIES FUND POSITIONS TO BE ADDED						
TBD	Environmental Engineer I	Sewer	F	1.00	\$ 98,530	\$ -
TOTAL UTILITIES FUND FTE INCREASE (DECREASE)				1.00	98,530	-
TOTAL COUNTY FTE INCREASE (DECREASE)				60.28	4,929,343	893,224

**Attachment B
Reclassifications**

Department	Position #	Current Classification	Reclassified Classification	Additional Cost
GENERAL FUND				
Alternate Public Defender	70006103	Deputy Public Defender III	Deputy Public Defender IV	\$ 13,544
CSD Parks	70004017	Park Planner	Natural Resources TBD	\$ -
District Attorney	70001804	Video Production Coordinator	Dept. Systems Specialist	\$ 10,582
Public Defender	70000469	Office Asst. II	Office Support Specialist	\$ 10,070
Public Guardian	70000453	Office Support Specialist	Admin Asst II	\$ 6,844
Recorder	70004062	Recording Supervisor	Deputy County Recorder	\$ (15,009)
Registrar of Voters	70000309	Administrative Asst I	Asst Registrar of Voters	\$ 7,636
Tech Services Enterprise	70005820	Technology Systems Admin II	Sr Technoloty Support Tech	\$ 9,326
Tech Services Regional	70000893	GIS Specialist	Tech Systems Developer I	\$ 8,379
Tech Services Regional	70000891	GIS Specialist	Tech Systems Developer I	\$ 8,424
Tech Services Regional	70000887	Technology Systems Developer II	Sr. Tech Systems Developer	\$ 6,274
Treasurer	70000042	Principal Acct Clk	Deputy Treasurer	\$ 7,689
Sheriff's Office	70002377	Admin. Secretary Supervisor	Admin Asst II	\$ 5,547
Sheriff's Office	70002985	Latent Fingerprint Examiner	Criminalist II	\$ 21,460
TOTAL - GENERAL FUND				\$ 100,764
SPECIAL REVENUE FUNDS				
Health	70005975	Public Health Investigator II	Public Health Nurse II	\$ -
Sr Services	70005837	Office Asst II	Office Asst II	\$ 14,119
Sr Services	70008125	Office Asst II	Office Asst II	\$ 14,349
Sr Services	70008600	Office Asst II	Office Asst II	\$ 41,277
Sr Services	70004538	Human Svcs Support Specialist I	Human Svcs Support Specialist I	\$ 6,140
TOTAL - SPECIAL REVENUE FUNDS				\$ 75,885
TOTAL - ALL FUNDS				\$ 176,649

Attachment C
Proposed Increases to Services and Supplies

Department/Division	Description	Fund Ctr	GL	Total Requested	Recommendation	Net GF Impact
Alternate Public Defender	Court Reporter/Trans	128010	710837	\$ 10,000	\$ 10,000	\$ 10,000
Alternative Sentencing	Special Dept Exp	154000	710312	\$ 20,000	\$ 20,000	\$ 20,000
Human Resources	Equipment Non Capital	109100	711504	\$ 12,000	\$ 12,000	\$ 12,000
Human Resources	Reconfigure existing dept workspace to create private space for personnel discussing confidential benefits info.	109100	781004	\$ 30,000	\$ 30,000	\$ 30,000
Incline Constable	Safety Expense	126100	710571	\$ 1,400	\$ 1,400	\$ 1,400
Reno Justice Court Manager's Office	Operating Supplies	125300	710300	\$ 500	\$ 250	\$ 250
	Pymts to O Agencies	TBD	710400	\$ 150,000	\$ 150,000	\$ -
Medical Examiner	Pooled Positions	153010	701130	\$ 25,000	\$ 25,000	\$ -
Medical Examiner	Prof Services	153010	710100	\$ 10,000	\$ 10,000	\$ -
Medical Examiner	Service contract	153010	710200	\$ 14,000	\$ 14,000	\$ -
Medical Examiner	Radiology	153010	710103	\$ 1,000	\$ 1,000	\$ -
Medical Examiner	Repairs Maint	153010	710205	\$ 2,800	\$ 2,800	\$ -
Medical Examiner	Laundry Services	153010	710201	\$ 4,800	\$ 4,800	\$ -
Medical Examiner	Operating Supplies	153010	710300	\$ 3,000	\$ 3,000	\$ -
Medical Examiner	Dues	153010	710529	\$ 1,000	\$ 1,000	\$ -
Medical Examiner	Seminars Meetings	153010	710509	\$ 750	\$ 750	\$ -
Medical Examiner	Travel	153010	711210	\$ 1,000	\$ 1,000	\$ -
Medical Examiner	Investigation	153010	710852	\$ 1,000	\$ 1,000	\$ -
Medical Examiner	Express Courier	153010	710361	\$ 1,000	\$ 1,000	\$ -
Sheriff	Crime Lab	150650	710319	\$ 40,000	\$ 40,000	\$ 40,000
Sheriff	Crime Lab	150651	710205	\$ 16,000	\$ 16,000	\$ 16,000
Sheriff	Crime Lab	150650	710200	\$ 98,703	\$ 98,703	\$ 98,703
Sheriff	Crime Lab	150651	710200	\$ 15,000	\$ 15,000	\$ 15,000
Treasurer	Upgrades of Aumentum Property Software- paid for by Assessor Tech Fee fund	113100	710205	\$ 12,000	\$ 12,000	\$ -
Treasurer	Upgrades of Aumentum Property Software- paid for by Assessor Tech Fee fund	113100	710210	\$ 60,000	\$ 60,000	\$ -
TOTAL GENERAL FUND INCREASE (DECREASE)				\$ 530,953	\$ 530,703	\$ 243,353

**Washoe County Senior Services
Advisory Board and City of Reno Senior
Citizens Advisory Committee Meeting
5-6-2015**

AGENDA ITEM 11

Item c



WASHOE COUNTY

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CM/ACM *[Signature]*
Budget *[Signature]*
DA N/A
Comptroller N/A
HR N/A
Other N/A

STAFF REPORT BOARD MEETING DATE: APRIL 14, 2015

DATE: April 3, 2015
TO: Board of County Commissioners
FROM: Al Rogers, Management Services Director
(775) 328-2017, arogers@washoecounty.us
THROUGH: John Slaughter, County Manager
SUBJECT: Recommendation to review and approve the Washoe County FY16-18 Strategic Plan, including mission, values and direction, strategic objectives and fiscal year 2015-16 Goals [No fiscal impact]. (All Commission Districts)

SUMMARY

This item recommends the Board review and approve the Washoe County FY16-18 Strategic Plan, including mission, values and direction, strategic objectives and fiscal year 2015-16 goals, which was developed during a Board workshop on January 9, 2015 and further refined by Washoe County leadership team, department heads, elected officials and staff.

PREVIOUS ACTION

January 9, 2015: The Board of County Commissioners discussed and gave direction regarding strategic objectives and goals of the Washoe County Commission which included strategic planning process, mission, vision and values, strategic issues affecting County government and County services, Washoe County Strategic objectives and Washoe County's short-midterm goals.

BACKGROUND

The strategic planning process was initiated in the fall of 2014 with Phase I and included the formation of a Strategic Planning Committee and coordination with our outside consultant, OnStrategy. This committee, led by the Office of the County Manager was comprised of various fiscal and key staff from a cross section of departments throughout the organization.

The committee and consultant assisted in gathering information for the planning process which included developing input tools that were used with elected officials, department heads, employees and Washoe County citizens. With the input gathered by late 2014,

AGENDA ITEM # 17

Phase 2 focused on the strategic direction of the County and the Board of County Commissioners conducted a strategic planning workshop on January 9, 2015 during which they clarified their vision for the County in 2020, established the County's Strategic Priorities for FY16-18 and supporting goals for fiscal year 2016.

Phase 3 focused on building the plan to implement the strategic direction established in previous phase and Washoe County Department leaders met on January 14, 2015 to identify initiatives they would implement to support the County wide goals and cross functional goal teams were established to drive initiatives that require collaboration between multiple departments. In addition, the fiscal year 2016 budgeting process was driven by the County's strategic priorities and goals.

Phase 4 of the process will be the ongoing management of the strategic plan. Once introduced to staff and key partners, County leadership with the support of the strategic planning committee will establish a performance management process. This process will consist of quarterly performance reporting and regular plan updates to ensure the organization remains aligned in support of the strategic priorities and accountable to achieving results.

FISCAL IMPACT

There is no fiscal impact related to approval of this item.

RECOMMENDATION

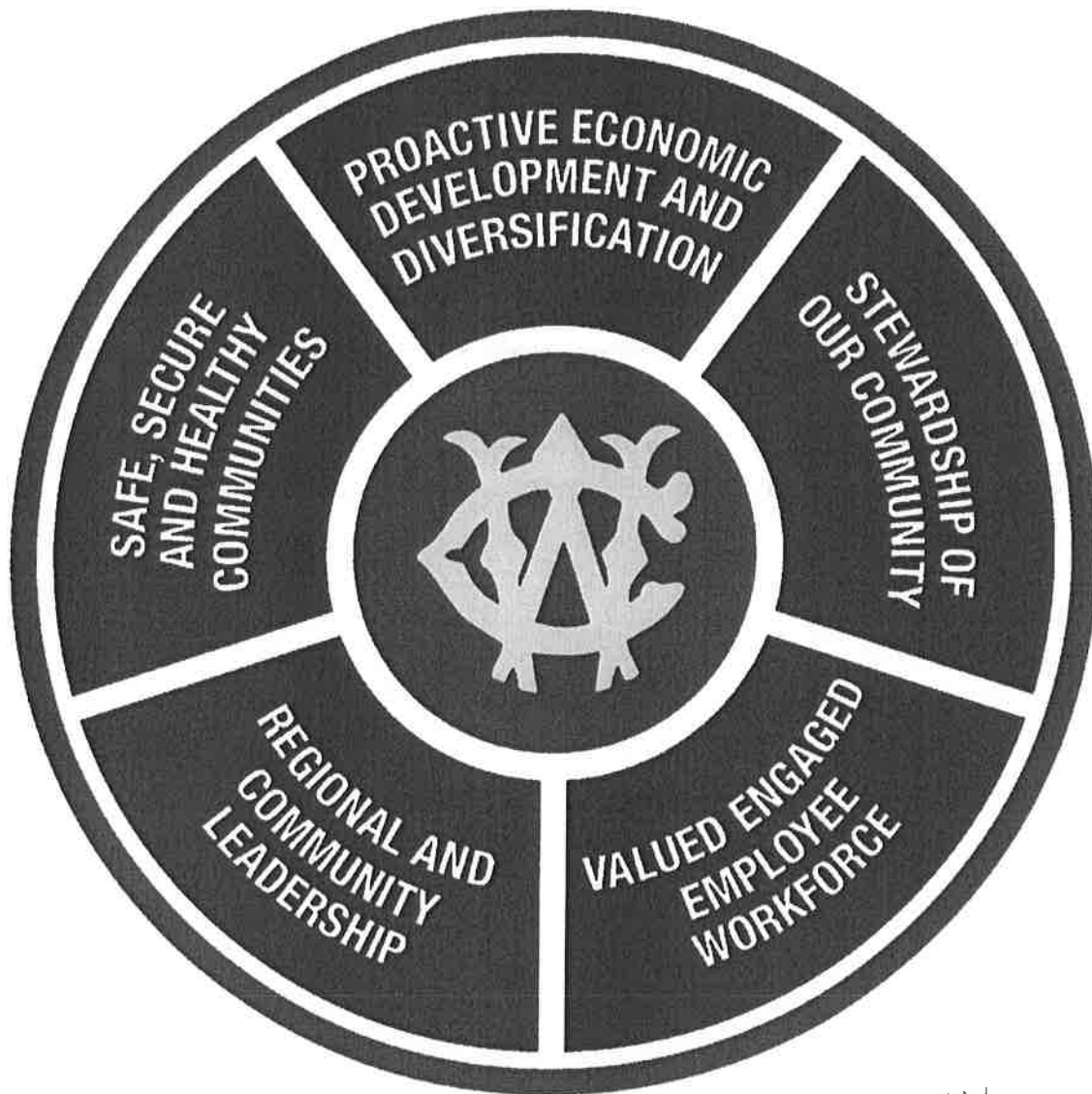
It is recommended that the Board of County Commissioners review and approve the Washoe County FY16-18 Strategic Plan, including mission, values and direction, strategic objectives and fiscal year 2015-16 goals.

POSSIBLE MOTION

Should the Board agree with staff's recommendation, a possible motion would be "move to review and approve the Washoe County FY16-18 Strategic Plan , including mission, vision and values, strategic objectives and fiscal year 2015-16 goals.

Washoe County

FY16-18 Strategic Plan



APRIL 14, 2015

A - 4/14/15

more #17



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INTRODUCTION

Washoe County is ready for a new and exciting era for the Northern Nevada region. We are planning proactively for the future and look to this FY16-18 Strategic Plan to guide us through the coming years.

Washoe County covers over 6,000 square miles and is Northern Nevada's most diverse and populous county with nearly 400,000+ residents. Home to the University of Nevada, Reno, a Tier 1 university and Truckee Meadows Community College, an international airport, Washoe County has a large and evolving dynamic economy. To guide job and business retention, expansion and attraction in this economy and to lead and support our employees to provide outstanding services to our citizens, the Washoe Board of County Commissioners wholeheartedly endorses this first-ever, top down, ground-up, consensus strategic plan for Washoe County.

The Board of County Commissioners facilitated the creation of the plan through input from county leadership, employees and most importantly our citizens. We worked collaboratively within the county and with our regional partners and took into account our community dynamics that helped shaped our thinking during the planning process.

Now it's time for all of us to come together, carry out and realize what's contained in the "five pillars" of this plan. To do so, we need and have champions to help implement the plan; and, there are roles for everyone in the public, private and non-profit sectors to play. We invite local residents and the best and brightest leaders from around the region to participate and help us reach our goals.

Sincerely,

Marsha Berkgigler, Chair



OVERVIEW OF THE PLANNING PROCESS

The FY16-18 planning process was initiated in the summer of 2014 in response to a shared desire among County leadership to institute a strategic management process where strategic priorities, organization alignment and performance metrics are part of core management practices. Additional outcomes of the planning process included linking the strategic plan to the budget to ensure resources are more closely aligned to priorities and initiating an organizational conversation about values and culture.

A Strategic Planning Committee consisting of representation from across the County guided the process, executed key components of the process and managed communications throughout the four-phase development of the strategic plan.

Assess Current State (Phase 1)	Set Strategic Direction (Phase 2)	Build the Plan (Phase 3)	Manage Performance (Phase 4)
Collect stakeholder input <ul style="list-style-type: none"> • BCC • Directors • Electeds & Appointed • Employees Survey • Citizens – OEC , GIDs, CABs • Cities - ThinkReno, etc. • Smarter Regions 	Dept. Recasting/Refining Strategic Direction Synthesis of the input from survey (Dept Session #1 – Half Day)	County Strategic Framework (Final) Finalize Annual Goals, key Initiatives, performance measures (Directors)	Rollout Strat. Plan Publish plan to staff & partners
	County Strategic Framework (Draft) Roll up of key themes from dept. sessions	Strategic Initiative Team FY16 Annual Planning Build action items, timelines	Establish performance management process & calendar
	County Recasting Strategic Direction Mission, Vision, Value, Strategic Objectives, BCC Key Priorities (BCC & Directors)	Departmental FY16 Annual Planning Build action items, timelines (Dept Session #2 – Full Day)	Monthly Performance Mgmt. Reporting July 2015 first session
		FY16 Budget Tie In	

Phase 1 focused on gathering information related to the current state of the County and the local region from key stakeholder groups including County commissioners, department directors, County employees, regional partner organizations and citizens. Highlights of the phase include a County-wide employee survey that generated over 600 responses and a citizen outreach survey that enabled the public to provide insight into the strategic direction of the County. The outcome of this phase was a clear picture of the current state of the County and a concise list of the strategic issues facing the County at this time.



Phase 2 focused on establishing the strategic direction of the County. The Board of County Commissioners conducted a strategic planning session during which they clarified their vision for the County in 2020, established the County's Strategic Priorities for FY16-18 and supporting County Goals for the three-year period.

Phase 3 focused on building the plan to implement the strategic direction established in phase 2. Department leaders identified initiatives they would implement to support the County-wide goals and cross-functional goal teams were established to drive initiatives that require collaboration between multiple departments. In addition, the FY16 budgeting process was driven by the County's strategic priorities. Below is a diagram outlining the components of the plan, who is accountable for each component and the timeframe for each.

<u>Accountability Structure</u>	<u>Strategic Plan Structure</u>	<u>Planning Time Frame</u>
Board of County Commissioners	Mission, Direction, Values	Every 5 Years Reviewed annually
	Strategic Objectives	Every 5 Years Reviewed annually
	County Goals & Performance Measures	Every 1-3 Years Adapted annually
County Manager, Electeds, Department Heads	Cross-Department Initiatives	Every 1 Year Established annually
	Department Initiatives	
Staff	Action Items	Annually

Phase 4 is the ongoing management of the strategic plan. After introducing the final strategic plan to staff and key partners, County leadership with the support of the Strategic Planning Committee will establish a performance management process. This process will consist of quarterly performance reporting and regular plan updates to ensure the organization remains aligned and in support of the strategic priorities and accountable to achieving results.



STRATEGIC FOUNDATION

MISSION

The purpose of the mission statement is to clearly articulate why we exist as an organization.

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

VALUES

The purpose of the values statement is to articulate how we behave as staff and community members.

- **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.

STRATEGIC DIRECTION

The purpose of the strategic direction is to establish a concrete picture of the future:

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

We will accomplish this by:

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



STRATEGIC OBJECTIVES & FY16 PRIORITIZED GOALS

Stewardship of Our Community

See goal under Valued & Engaged Workforce.

Proactive Economic Development and Diversification

FY16 Goal- Be responsive and proactive to pending economic impacts.

There is excitement in the air throughout Washoe County and Northern Nevada. The region is emerging from the recent recession and poised for a period of significant economic growth. The County has an opportunity to play a leadership role in facilitating smart growth and a duty to proactively prepare for the increased demand on County services expected as a result.

Safe, Secure and Healthy Communities

FY16 Goal- Keep senior services on pace with rising senior population.

To be a healthy, stable community, Washoe County must be seen as a desirable place to live for people in all stages of life. As the number of seniors rises in our community, the County must make improvements in its ability to meet the unique needs of the senior population. The impact of this significant demographic shift will affect many County departments and must be addressed holistically if it is to be addressed effectively.

FY16 Goal- Enhance community safety through investing in critical infrastructure for current and future needs.

Community safety is a broad category into which much of the County's operations could reasonably fit. In FY16, the goal of enhancing community safety is focused on addressing critical infrastructure needs that have been deferred due to limited resources in the recent past. By investing in targeted infrastructure projects the County will shore up weaknesses and rebuild with an eye towards the future needs of the community.

FY16 Goal- Prepare for the impact of medical marijuana on the County.

The full impact of the legalization of medical marijuana will be felt throughout the County in FY16. By learning how to mitigate the negative consequences of medical marijuana and capitalize on the positive impacts from other regions that have legalized medical marijuana in the past, the County will proactively prepare for the expected impacts of this new regulation.

Regional and Community Leadership

FY16 Goal- Working as a professional, unified team.

The individual departments of Washoe County provide a vast array of services that each require specific knowledge and expertise. However, each department shares common goals related to enhancing the quality of life of citizens. The effectiveness and reputation of the County as a whole is enhanced by the ability of departments to work collaboratively to solve problems and address issues that are larger than any single department. In FY16, this goal will focus on improving internal and community-facing communication.

Valued, Engaged Employee Workforce

FY16 Goal- Simplify workflows to improve service delivery and customer outcomes.

The County will be seen as effective stewards of County resources based on its ability to deliver quality services efficiently. By continuing to implement fundamental review projects and identifying new projects to increase operational efficiency both within and across departments, the County will be able to increase service levels that meet or exceed pre-recession levels.



WASHOE COUNTY

FY16-FY18 COUNTY ROADMAP (RED ITEMS ARE HIGH PRIORITY GOALS FOR FY16)

FY16		FY17		FY18	
Stewardship of our Community					
<p>Healthy Environment: Increase the County's support of outdoor recreation (parks, trails, open space, etc.)</p> <p>Strong Public Infrastructure: See goal under <i>Safe, Secure and Healthy Communities</i>.</p>	<p>Healthy Environment: Invest in ensuring our region has a safe, secure water supply.</p> <p>Strong Public Infrastructure: Support the next generation Sewer/Sewer treatment facilities and roadways to address future needs.</p>	<p>Healthy Environment: Sustain our focus on maintaining clean air and water in our region.</p> <p>Strong Public Infrastructure: Continue to support the next generation Sewer/Sewer treatment facilities and roadways to address future needs.</p>			
Proactive Economic Development and Diversification					
<p>Smart Growth: Be responsive and proactive to pending economic impacts.</p> <p>Community Safety: Invest in critical County infrastructure for current and future needs.</p> <p>Protecting the Vulnerable: Keep senior services on pace with rising senior population.</p> <p>Public Health: Prepare for the impact of medical marijuana on the County.</p>	<p>Smart Growth: Take a leadership role in the implementation of IBM Smarter Region initiatives.</p> <p>Safe, Secure and Healthy Communities</p> <p>Community Safety: Expand infrastructure improvements to additional projects on the CIP.</p> <p>Protecting the Vulnerable: Enhance and expand juvenile detention, programs for troubled youth and child protective services.</p> <p>Public Health: Sustain our ongoing emphasis on making Washoe County a leader in the promotion of healthy, active lifestyles.</p>	<p>Smart Growth: Maintain our ability to be agile and responsive to the needs of a growing economy.</p> <p>Community Safety: Ensure the criminal justice system is able to meet the needs of our community.</p> <p>Protecting the Vulnerable: Target the root causes of homelessness in our region to decrease the homeless population.</p> <p>Public Health: Sustain our ongoing emphasis on making Washoe County a leader in the promotion of healthy, active lifestyles.</p>			
Regional and Community Leadership					
<p>Community Engagement: Maintain current outreach efforts to ensure the County remains accessible and proactively engages our community.</p> <p>Leading by Example: Working as a professional, unified team.</p>	<p>Community Engagement: Leverage highly engaged neighborhood association.</p> <p>Leading by Example: Evaluate processes and procedures to support effective, open decision making.</p>	<p>Community Engagement: Gather targeted information for the public to better understand how we can better serve the community.</p> <p>Leading by Example: Continue identifying new ways to improve how the County works together internally and externally.</p>			
Valued, Engaged Employee Workforce					
<p>Culture of "Yes": Simplify workflows to improve service delivery and customer outcomes.</p> <p>Investing in Staff: Maintain our level of investment in ongoing training and professional development</p>	<p>Culture of "Yes": Invest in IT to improve efficiency and better meet expectations of public.</p> <p>Investing in Staff: Develop succession plans for key staff.</p>	<p>Culture of "Yes": Continue our focus on improving customer satisfaction with County services.</p> <p>Investing in Staff: Increase investment in training and professional development for County workforce.</p>			



FY16 PRIORITIZED GOAL DETAIL

GOAL #1: BE RESPONSIVE AND PROACTIVE TO PENDING ECONOMIC IMPACTS.

Supporting Strategic Objective – Proactive Economic Development & Diversification

Goal Champions: Commissioner Berkbigler and Joey Orduna-Hastings

Success Measures: How will we know we are making progress?

- Number of new residential and commercial development/building permits
- Percent increase in collaboration between all agencies involved in the issuance of development/building permits
- Percent increase in the level of satisfaction for development community and general public

Critical Actions- Who must do what by when?

FY16	Leader	Target Date
County Manager Initiatives		
Proactively review organizational infrastructure and processes to support regional economic development.	County Manager	June 2016
Develop comprehensive plan to provide increased service levels to meet service demand as the region continues recovery.	County Manager	June 2016
Initiate comprehensive County Code review and update.	County Manager	June 2016
Cross-Functional Initiatives		
Re-establish development Pre-Application process.	CSD	August 2015
Implement Accela Regional permitting project.	Technology Services	December 2015
Create and fund a Business Facilitator position within CSD to be a single point of contact assisting in the development/permitting process.	CSD	December 2015
Educate the community and policy makers on work done to date related to smart growth: Plans – Strategies – Benefits	CSD	June 2016
Implement a proactive County Code revision process that facilitates clear, efficient, and long-term changes.	Manager's Office	June 2016
Evaluate and develop road map for County services related to economic development so customers can clearly see a navigable system.	CSD	June 2016
Department-Specific Initiatives		
Create a master plan of satellite operations to reduce daily time lost to travel.	CSD	May 2015
Increase on-the-ground work from previous year by improving use of seasonal and hourly workers to supplement workforce in an agile and cost-effective manner.	CSD	May 2015
Implement new Credit Card readers to meet Personal Credit Information requirements for new credit cards with imbedded smart chip technology.	Technology Services	December 2015
Develop low income spay/neuter program funded through 10% license revenue.	Animal Services	December 2015
Implement the VertiQ system and develop report menu to upgrade our x-ray and computerized case management systems.	Medical Examiner	December 2015
Identify and implement ways in which libraries can better serve entrepreneurs, small-business owners and job seekers.	Library	March 2016
Develop Medical Examiner specific strategic and master plans.	Medical Examiner	March 2016
Develop and implement a Workforce Development Plan to build a Library workforce that's better prepared to meet the evolving needs of individuals and community groups.	Library	June 2016



WASHOE COUNTY



FY16	Leader	Target Date
Review jurisdictional boundaries and service areas and develop mapping and education to pursue economic development in a collaborative manner with other agencies/stakeholders.	CSD	June 2016
Collaborate between CSD divisions and the City of Reno to track deferred sewer connection fees.	CSD	June 2016
Conduct plan review and permitting activities required for economic development projects.	Health District	June 2016
Participate in the development and implementation of the Accela Regional Business License and Permits Project to streamline the permitting process.	Health District	June 2016
Continue Land Development User Group meetings with the Builders Association of Northern Nevada, and participate in the Washoe County Development Services Forum to anticipate needs.	Health District	June 2016
Work with RTC on planning activities and Transportation Conformity requirements of the Clean Air Act.	Health District	June 2016
Maintain and enhance indigent services to support a system of care to meet the needs of vulnerable children, family, and adults to meet ongoing needs of the region.	Social Services	June 2016
Update regional orthophoto imagery to provide accurate and current GIS base layer.	Technology Services	June 2016
Participate in a cross disciplinary team that is proactive in the community highlighting government financial stability and spirit of cooperation.	Comptroller	June 2016
Expand the Volunteer Reserve Deputy Program by 60 members over the next 3-5 years to augment Patrol and Detention staffing needs in order to meet the community needs while saving money.	Sheriff	June 2016
Continue to evaluate and monitor the continuum of care in Juvenile Justice including the County Camp, State Corrections and Residential Treatment Centers as well as system capacity.	Juvenile Services	June 2016
Implement the Prison Rape Elimination Act (PREA) and potential staffing impacts pursuant to PREA standards.	Juvenile Services	June 2016
Comply with the State of Nevada's Legislative Counsel Bureau audit recommendations for Wittenberg Hall's medical clinic and staff appropriately.	Juvenile Services	June 2016
Prepare to offer 35 pro-active humane education programs in schools during FY16/17.	Animal Services	June 2016
Prepare to offer 15 low-cost vaccination, microchip, and licensing clinics to the community during FY16/17.	Animal Services	June 2016
Evaluate existing resources to prepare for increased building permits, new businesses, and increased parcel creation.	Assessor	June 2016
Provide accurate, up-to-date and easily understood assessment information to taxpayers.	Assessor	June 2016
Process payments to community vendors and service providers through management of guardianship of the estates of wards.	Public Guardian	June 2016
Implement the capacity to view sample ballots on-line, pending legislative approval.	Registrar of Voters	June 2016
Encourage 5,000 voters to opt-out of traditional sample ballots.	Registrar of Voters	October 2016



GOAL #2: KEEP SENIOR SERVICES ON PACE WITH RISING SENIOR POPULATION.

Supporting Strategic Objective – Safe, Secure & Healthy Communities

Goal Champions: Commissioner Herman and Kevin Schiller

Success Measures: How will we know we are making progress?

- Number of senior-related outreach efforts
- Number of meals served to seniors
- Number of computer training classes conducted for seniors
- Senior satisfaction rating

Critical Actions- Who must do what by when?

FY16	Leader	Target Date
Cross-Functional Initiatives		
Establish a Senior Outreach Team (cross-departmental team).	HSA/Senior Services	Sept. 2015
Implement a Senior Volunteer Ambassador Outreach Project in unincorporated Washoe County to identify and serve homebound and socially isolated seniors leveraging resources across the Department of Human Services.	HSA/Senior Services	Dec. 2015
Complete integration of Social Services and Senior Services to the Human Services Agency.	Social Services	June 2016
Establish a research center, potentially through the University, to coordinate the collection of data and metrics related to seniors.	Manager's Office	June 2016
Open up access to information for seniors through coordinated technology.	Social Services	June 2016
Re-establish Multi-Disciplinary Team for Vulnerable Adults to identify gaps in service (Elder abuse and training grant)	District Attorney	June 2016
Engage with Senior Services and goal team in identification of priorities, goals, and improvement initiatives for the Community Health Improvement Plan.	Health District	June 2016
Increase number of available affordable housing units.	HSA/Senior Services	June 2016
Department-Specific Initiatives		
Streamline response and case resolution by better technologies including rapid radiography by installing a digital system.	Medical Examiner	July 2015
Upgrade data systems to include VertiQ system scene entry of cases to enable web-based case entry.	Medical Examiner	July 2015
Add an IH employee to enhance staffing to provide scene response and bereavement services.	Medical Examiner	August 2015
Expand public hours at the Senior Center Library.	Library	September 2015
Hire one additional Office Support Specialist to allow us to keep pace with anticipated eventual increase in caseload and increased complexity of cases.	Public Administrator	October 2015
Collaborate with Senior Services staff to begin providing library services as part of a grant-funded meal delivery program.	Library	December 2015
Upgrade the Avatar application for Adult Social Services and Senior Services.	Technology Services	December 2015
Partner with Senior Services to provide 2 free vaccination and microchip clinics for seniors.	Animal Services	December 2015
Explore ways to improve modes of transportation for seniors in conjunction with RTC.	CSD	June 2016



WASHOE COUNTY



FY16	Leader	Target Date
Explore ways to improve access to services for seniors in conjunction with RTC.	CSD	June 2016
Expand "Come in from the Cold" night by exploring new locations and transportation partnerships.	CSD	June 2016
Develop a Community Health Improvement Plan to respond to findings of the 2015-2018 Community Health Needs Assessment.	Health District	June 2016
Provide influenza and pneumonia vaccinations for senior citizens that are not eligible for Medicare.	Health District	June 2016
Increase Nutritional Programming by 15 percent.	Social Services	June 2016
Expand Respite programming for vulnerable adults through collaboration with community providers.	Social Services	June 2016
Implement a centralized case management system for vulnerable adults and seniors	Social Services	June 2016
Leverage federal funding (Medicaid Match) to expand local financial resources to serve growing senior population.	Senior Services	June 2016
Expand Daybreak Adult Day Health to an average of 33 clients per day.	Senior Services	June 2016
Use non-profit and private sector agencies to expand direct services to seniors; expand partnerships with non-profits to increase financial support of select senior service programs through local fund-raising.	Senior Services	June 2016
Open four new congregate meal sites and senior centers through December 2016, for a total of 13 locations. Increase the number of congregate meals and "Meals on Wheels" served to 360,000.	Senior Services	June 2016
Expand home and community-based services to support the independence of community-living (non-institutionalized) seniors.	Senior Services	June 2016
Increase seniors, their families and caregivers awareness of community living options through the expansion of Information and Referral and Options Counseling Services at all Senior Services locations.	Senior Services	June 2016
Monitor "shared costs" items to ensure the highest level of compliance and maximize program benefits to the citizens.	Comptroller	June 2016
Reduce the mental health inmate population in the jail by 5%.	Sheriff	June 2016
Increase and enhance the Crossroads Program and Vulnerable Persons Unit in coordination with Social Services.	Sheriff	June 2016
Secure assets of incapacitated vulnerable persons through guardianship of estate - Complete Inventory and Record of Value court reports to meet statutory requirement for all court-appointed guardianships.	Public Guardian	June 2016



GOAL #3: ENHANCE COMMUNITY SAFETY THROUGH INVESTING IN CRITICAL INFRASTRUCTURE FOR CURRENT AND FUTURE NEEDS.

Supporting Strategic Objective – Safe, Secure & Healthy Communities

Goal Champions: Commissioner Hartung and Al Rogers

Success Measures: How will we know we are making progress?

- Number of capital projects in progress or complete
- Percent of asset management software project complete
- Percent of CIP team formulation, process and future capital plan complete

Critical Actions- Who must do what by when?

FY16	Leader	Target Date
County Manager Initiatives		
Conduct comprehensive review of capital facilities planning process and implement improvements to prioritize capital needs.	County Manager	June 2016
Finalize design phase/break ground on Medical Examiner's building.	County Manager	June 2016
Cross-Functional Initiatives		
Establish CIP Team, process and criteria for FY17 Capital Plan.	CSD	October 2015
Propose Capital Plan for FY17.	CSD	December 2015
Complete capital project list identified and approved by Board of County Commission.	CSD	June 2016
Purchase Asset Management software and implement.	CSD	June 2016
Department-Specific Initiatives		
Maintain safe, efficient Medical Examiner services by upgrading the x-ray system by installing a digital system.	Medical Examiner	July 2015
Hire 3 OAI's to streamline operations, improve efficiency and continuity of service in dispatch center.	Animal Services	August 2015
Complete significant reconstruction and corrective maintenance on two of Washoe County's most maintenance intensive roadways—representing an investment of approximately \$4 million, Matterhorn & Ventana.	CSD	October 2015
Attend training and implement new Risk/Needs Assessment Tool.	Alternative Sentencing	December 2015
Utilize the upgraded computerized case management programs to complete the first full year of reporting on statistical captures necessary to bring the ME's office into compliance with practice standards for office accreditation.	Medical Examiner	December 2015
Research updating/implementing Case Management that has potential ability to streamline workflow between WCDAS and Justice Courts.	Alternative Sentencing	March 2016
Complete emergency response strategy (natural emergency and active assailant).	Juvenile Services	May 2016
Obtain security audits of Downtown Reno and Sparks libraries, to identify opportunities for providing safer environments for public and staff.	Libraries	June 2016
Replace 3, 15-year old dump trucks within our heavy equipment fleet. Representing an investment of approximately \$750,000 and the first investment of this kind in over 7 years.	CSD	June 2016
Continue overdue maintenance and rehabilitation of County-owned groundwater treatment systems to ensure the capacity to deliver safe drinking water during advanced drought conditions.	CSD	June 2016
Submit and initiate a realistic Utilities CIP rated by risk level for FY16.	CSD	June 2016



WASHOE COUNTY



FY16	Leader	Target Date
Continue construction—representing over a \$12 million investment—at the South Truckee Meadows Water Reclamation Facility to treat waste activated sludge and add additional capacity for future growth.	CSD	June 2016
Increase awareness and knowledge to proactively expand and maintain utility infrastructure by updating utility master plans.	CSD	June 2016
Work with EMS agencies to develop a strategic plan that seeks to align EMS infrastructure investments for the region.	Health District	June 2016
Plan for a move of the Tuberculosis Clinic (given the construction of the new Medical Examiner Building and in anticipation of the need to vacate the existing space).	Health District	June 2016
Establish a new Spanish Springs air monitoring station to provide data for an area previously not included in the air quality monitoring network.	Health District	June 2016
Conduct public health emergency planning efforts in conjunction with jurisdictional partners and the Inter-Hospital Coordinating Council to build response capacities for public health emergencies and disasters.	Health District	June 2016
Use social media to provide air quality updates, emergency, and other information to inform the public and enable health-based decision making.	Health District	June 2016
Support Cross Departmental positions and resources to assist in supporting infrastructure of vulnerable populations served by the Department.	Social Services	June 2016
Continue to work with other County Departments located at 350 S. Center Street on the EOP for the building.	Alt. Public Defender	June 2016
Install security measures at senior centers to reduce risk. Review and update security policies and procedures and staff training at Washoe County Senior Center, Sparks Senior Center, Cold Springs, Gerlach, Sun Valley, and new locations.	Senior Services	June 2016
Upgrade and replace the 800 MHz EDACS radio system with current technology to improve reliability of the public safety radio system.	Technology Services	June 2016
Complete the rollout of the VoIP Telephone system for downtown Reno and Library facilities.	Technology Services	June 2016
Upgrade the Intrado Next Generation 911 system adopting a more GIS based system.	Technology Services	June 2016
Upgrade County technology infrastructure to meet reliability and performance needs.	Technology Services	June 2016
Introduce a variety of capital solutions and alternative metrics to lease vs. buy for long-term financial stability.	Comptroller	June 2016
Develop a funding source and replace 5 communications consoles in the Communications Center to ensure it is equipped with fully functional consoles and technology systems.	Sheriff	June 2016
Hire and train additional Communication Specialists and Supervising Communication Specialists to ensure the Communications Center meets industry standards for staffing levels and training.	Sheriff	June 2016
Implement a new Forensics Services Division information management system "Barcode Evidence Analysis Statistics Tracking" (BEAST).	Sheriff	June 2016
Submit a proposal for capital improvement to redesign the Administrative Services Division lobby to enhance safety.	Sheriff	June 2016
Develop and implement a Technology Strategic Plan detailing current software and infrastructure and recommendations for future purchases of software, system upgrades and new software/equipment.	Sheriff	June 2016
Reduce complaints of gunfire by 10% by increasing public awareness of Congested Area Shooting requirements, issues and concerns.	Sheriff	June 2016
Resurface Wittenberg recreation field (blacktop portion).	Juvenile Services	June 2016
Improve radio communications.	Juvenile Services	June 2016
Follow the replacement/repair schedule for the Jan Evans facility.	Juvenile Services	June 2016
Implement a Green Ribbon Panel of community leaders.	Sheriff	December 2016



GOAL #4: PREPARE FOR THE IMPACT OF MEDICAL MARIJUANA ON THE COUNTY.

Supporting Strategic Objective – Safe, Secure & Healthy Communities

Goal Champions: Commissioner Jung and Kevin Schiller

Success Measures: How will we know we are making progress?

- County revenue from medical marijuana sales (tax or fee)
- Cost recovery fees (initially during application until license is issued, and on-going for operational monitoring)
- Percent of applicants in unincorporated WC attending a pre-application meeting
- Turnaround time on MME specific licenses/permits
- Percent of MME facilities in compliance with all regulations/codes on annual review
- Number of complaints against MME facilities
- Number of complaints against MME facilities resolved

Critical Actions- Who must do what by when?

FY16	Leader	Target Date
Cross-Functional Initiatives		
Implement an education campaign for public and staff.	Manager's Office	September 2015
Expand the current working group to be community-wide	Manager's Office	September 2015
Conduct additional outreach to applicants (24) reminding them of the current processes and procedures they need to follow. And include an integrated packet of information including each agency's requirements.	CSD	September 2015
Coordinate pre-application meetings with all MME facility applicants in unincorporated Washoe County.	CSD	September 2015
Update fee schedule for MME applications/permits.	CSD	September 2015
Update the employee policy regarding drug use to incorporate legalities and medicinal use of marijuana.	Human Resources	December 2015
Conduct ongoing coordination meetings with agencies and applicants to ensure they are following all necessary steps to open their MME facility.	CSD	June 2016
Track time spent on MME-related issues.	CSD	June 2016
Department-Specific Initiatives		
Prepare for possible impact on Detention Facility and respond to statutory changes which will affect Juvenile Justice.	Juvenile Services	July 2015
Recruit and employ a Deputy Chief Medical Examiner to handle legal (jurisprudence) issues and medical complexity.	Medical Examiner	July 2015
Develop procedure in conjunction with Washoe County Sheriff's Office regarding retrieval of medical marijuana when found in decedents' residences.	Public Administrator	December 2015
Enhance professional services/toxicology budget authority to deal with the anticipated increase in toxicology survey complexity and an increased number of drug-related "impairment" and/or violent deaths.	Medical Examiner	December 2015
Study the impacts, symptoms and treatment of medical marijuana exposure on pets and provide a report to staff.	Animal Services	January 2016
Prepare for increasing numbers of business licenses issued (24 additional licenses).	CSD	June 2016



WASHOE COUNTY



FY16	Leader	Target Date
Prepare for potential increase in building permits and/or special use permits.	CSD	June 2016
Track enforcement efforts specific to MME to assess potential increase in code enforcement cases.	CSD	June 2016
Make ongoing development code amendments to address MME.	CSD	June 2016
Conduct building department staff and planning staff site inspections.	CSD	June 2016
Issue and inspect medical marijuana facilities subject to Health District Air Quality and Environmental Health regulations.	Health District	June 2016
Participate in the Join Together Northern Nevada Marijuana Subcommittee and address questions and concerns related to the Nevada Clean Indoor Air Act.	Health District	June 2016
Participate in development of County medical marijuana policy and monitoring as it applies to impacts across the spectrum of vulnerable children, families, and adults.	Social Services	June 2016
Participate in discussion and development of County medical marijuana policy as it applies to an individual's right and impact on County programs such as Daybreak.	Senior Services	June 2016
Participate with technology expertise as required to meet the strategic objective.	Technology Services	June 2016
Provide updates to the community and Green Ribbon Panel members quarterly to enhance community awareness and education as it relates to medical marijuana and Law Enforcement requirements.	Sheriff	June 2016
Hire an additional prosecutor for specialty courts and additional support staff- investigator, advocate, and legal secretaries- to assist in preparing and handling the upcoming impact of MME on both the civil and criminal divisions of the DA's office.	District Attorney	June 2016



GOAL #5: WORKING AS A PROFESSIONAL, UNIFIED TEAM.

Supporting Strategic Objective – Regional & Community Leadership

Goal Champions: Commissioner Lucey and Nancy Leuenhagen

Success Measures: How will we know we are making progress?

- Number of department presentations as part of the roadshow
- Number of individuals accessing County Guide to Resources
- Number of attendees in Leadership Academy

Critical Actions- Who must do what by when?

FY16	Leader	Target Date
County Manager Initiatives		
Finalize new County Website implementation; implement new Department Websites.	County Manager	June 2016
Continue Constituent Services and Citizen Advisory Board improvements.	County Manager	June 2016
Cross-Functional Initiatives		
Produce a Washoe County Guide to County Resources- a digital guide to help citizens navigate what resources are available.	Manager's Office	September 2015
Develop a Leadership Academy with internal resources for a workshop for County employees accessible through HR.	Human Resources	March 2016
Conduct department and functional area presentations to BCC and other regional public meetings (roadshow).	Manager's Office	June 2016
Department-Specific Initiatives		
Use the installation of the digital x-ray system to expedite turnaround times freeing up law enforcement from medical examiner case attendance.	Medical Examiner	July 2015
Partner with Senior Services to collaborate on a needs assessment relating to resources provided by Regional Animal Services.	Animal Services	August 2015
Collaborate with the DA's office to improve Regional Animal Services' investigative processes in order to effectively prosecute criminal cases.	Animal Services	August 2015
Expand collaboration with the Washoe County Sheriff's Office Crossroad Program.	Alternative Sentencing	December 2015
Train staff regarding Computrust Software updates to streamline estate administration.	Public Administrator	December 2015
Use the VertiQ system to produce "needs-specific" reports for the public administrator, law enforcement, courts, drug surveillance agencies and media liaisons.	Medical Examiner	December 2015
Continue providing excellence in service delivery by increasing professional development and training opportunities for all juvenile justice staff.	Juvenile Services	January 2016
Create a public awareness and community education plan to increase public understanding of multi-agency efforts to cleanup PCE-contaminated groundwater.	CSD	June 2016
Establish effective open communication across departments.	CSD	June 2016
Achieve and maintain excellent customer service.	CSD	June 2016
Conduct cross-department training where applicable.	CSD	June 2016
Carry forward ideas of innovation, technology and creativity in the workplace-motivate all staff.	CSD	June 2016
Work with other departments, jurisdictions and organizations to develop a Community Health Improvement Plan.	Health District	June 2016



WASHOE COUNTY



FY16	Leader	Target Date
Work with other departments, and the Cities of Reno and Sparks to simplify and coordinate workflows to develop and implement a Web-based Regional Business License and Permitting Platform.	Health District	June 2016
Work with Truckee Meadows Healthy Communities to develop projects to meet needs in the 89502 zip code project area.	Health District	June 2016
Plan, communicate, train, and exercise with community partners such as emergency management, fire/EMS, law enforcement, hospitals, and other entities.	Health District	June 2016
Coordinate with Hay Group for a complete occupation-by-occupation review of the current status of active job classes and alignment with associated pay scales.	Human Resources	June 2016
Update job class information.	Human Resources	June 2016
Update original 1999/2000 job class families and compensation philosophy is critical for future strategic focus of County services.	Human Resources	June 2016
Educate all employees about job families/County services and compensation philosophy.	Human Resources	June 2016
Support and participate in cross-department projects and services including Healthy Communities (Health District), coordinated response to elder abuse, domestic violence, and abuse including policy and gap analysis, interdepartmental training, early intervention, vulnerable adult/elder abuse investigations/prosecutions, crime prevention and public awareness (Sheriff's Office and District Attorney).	Social Services	June 2016
Participate in developing cross-departmental data-gathering to evaluate program performance and develop continuous quality improvement processes.	Social Services	June 2016
Work with other County depts. involved in Criminal Justice - WCSO, DA, PD - to implement new legislation that will impact our offices; including changes in the laws and penalties, and the potential creation of an Indigent Defense Commission.	Alt. Public Defender	June 2016
Work with the Public Defender's office and the Civil Division of the District Attorney's office on an updated MOU, regarding a unified conflict policy and procedures on transferring cases.	Alt. Public Defender	June 2016
Coordinate training programs between the Public Defenders and the Alternate Public Defenders, to provide free Continuing Legal Education credits, focusing on changes in the law and trial advocacy skills.	Alt. Public Defender	June 2016
Support and participate in cross-department projects and services including Healthy Communities (Health District), coordinated response to elder abuse, including policy and gap analysis, interdepartmental training, early intervention, vulnerable adult/elder abuse investigations/prosecutions, support for elderly victims of crime, crime prevention and public awareness (Sheriff's Office and District Attorney), outreach to underserved, socially isolated and frail seniors (Library, Social Services).	Senior Services	June 2016
Participate in developing cross-departmental data-gathering to evaluate program performance and develop continuous quality improvement processes.	Senior Services	June 2016
Replace contracted personnel with internal positions to reduce costs and improve service.	Technology Services	June 2016
Continue regional GIS data consolidation to provide a single and concise spatial data source.	Technology Services	June 2016
Increase coordination with County Departments to review in advance potential technology purchases and/or grant requests to ensure that new technology is compatible with County systems and ensure funding structure/maintenance is set up consistently.	Technology Services	June 2016
Demonstrate financial transparency and assist in understanding complex financial transactions.	Comptroller	June 2016
Be open to many solutions without compromising internal controls.	Comptroller	June 2016
Be a leader of "Best Practices" on financial subject matter.	Comptroller	June 2016
Establish an operating model for the Regional Public Safety Training Center that is based on usage that includes a new interlocal agreement, a net increase of \$10,000 in workshop and rental revenue, and a 20% increase in tuition-free courses.	Sheriff	June 2016
Complete succession plans for key staff.	Juvenile Services	June 2016
Continue ongoing employee recognition program.	Juvenile Services	June 2016



WASHOE COUNTY



FY16	Leader	Target Date
Implement probationer/property checks by Alternative Sentencing officers seven days per week.	Alternative Sentencing	June 2016
Promote personal and professional contact with our customers.	Assessor	June 2016
Require department supervisors to complete the Essentials of Management Development program.	Assessor	June 2016
Provide a minimum of 6 education and training opportunities for employees.	Public Guardian	June 2016
Complete succession planning with HR.	Public Guardian	June 2016
Increase participation of University of Nevada, Reno in Public Defender's Office Bail Project and increase collaboration of District Attorney and Courts in addressing bail at initial arraignment proceedings.	Public Defender	June 2016
Help Court identify and administer a PreTrial Risk Assessment Instrument for adult jail population and develop process for use of Risk Assessment in therapeutic court admission.	Public Defender	June 2016
Clarify guidelines for the participation of County employees in elections.	Registrar of Voters	March 2016
Encourage County-wide ownership of elections by increasing employee participation.	Registrar of Voters	March 2016



WASHOE COUNTY



GOAL #6: SIMPLIFY WORKFLOWS TO IMPROVE SERVICE DELIVERY AND CUSTOMER OUTCOMES.

Supporting Strategic Objective – Valued and Engaged Workforce

Goal Champions: John Slaughter and Joey Orduna-Hastings

Success Measures: How will we know we are making progress?

- Number of employee suggestions submitted (capturing the culture of employee involvement)
- # of employee suggestions taken on as QI initiatives
- # of employee suggestions implemented
- Specific customer outcome improvements resulting from QI improvements

Critical Actions- Who must do what by when?

FY16	Leader	Target Date
County Manager Initiatives		
Develop updated Board Procedures and Policies for adoption by BCC.	County Manager	June 2016
Improve BCC Agenda process: include best practices; automated agenda process.	County Manager	June 2016
Full implementation of employee recognition program.	County Manager	June 2016
Full implementation of succession management program.	County Manager	June 2016
Conduct comprehensive review of employee training needs and implement identified new training opportunities.	County Manager	June 2016
Continue to improve workplace safety through planning, capital improvements and conducting appropriate exercises of the Washoe County Emergency Action Plan.	County Manager	June 2016
Finalize Animal Services department transition.	County Manager	June 2016
Finalize Human Services Agency integration.	County Manager	June 2016
Cross-Functional Initiatives		
Develop County-Wide Quality/Continuous improvement program for champions from all departments modeled after the successful Health District fundamental review process to streamline workflows County-wide.	Manager's Office	June 2016
Reinstitute the employee suggestion program- advertise and promote it.	Manager's Office	June 2016
Consolidate all successful online/video/in-person department trainings into a centralized platform accessible to all employees. (i.e. GIS, Data Analysis, Customer Service, etc.)	Human Resources	June 2016
Establish a process to make it easy to share resources (people and equipment) across departments to fill resource gaps and encourage cross-training.	CSD	June 2016
Achieve a more collaborative and proactive relationship with labor to support initiatives changing employees' roles and responsibilities.	Human Resources	June 2016
Support a culture of YES – management, labor, staff.	Manager's Office	June 2016
Department-Specific Initiatives		
Conduct a cost-benefit analysis regarding the outsourcing of library materials purchasing, cataloging and processing, in order to determine optimum use of staff currently performing those functions.	Library	March 2015
Update computer software case management system.	Public Guardian	June 2015
Utilize external laundry services for employee medical wear to improve safety and efficiency for daily operations.	Medical Examiner	July 2015



WASHOE COUNTY



FY16	Leader	Target Date
Expand services to the Sparks Justice Courts with an Alternative Sentencing staff member to provide probationer orientation/check-in/alcohol and drug testing at the facility.	Alternative Sentencing	August 2015
Realign CTMRD program efforts with those of the CSD to enhance productivity and efficiency.	CSD	October 2015
Establish written guidelines for technology purchases and provisions for County Departments to ensure they follow best practices and avoid redundant systems.	Technology Services	December 2015
Develop information pages specific to media requests, law enforcement, public administrator, social services, etc. to expedite turnaround time using new radiology and IT maintenance.	Medical Examiner	December 2015
Implement Accela Automation (electronic permitting system).	CSD	January 2016
Obtain space-planning services at several libraries identified in the Library's new Facility Master Plan, to identify space re-purposing that enhances service delivery and more efficient use of facilities, and implement those recommendations that can be achieved within available budget.	Library	June 2016
Re-evaluate the Library's current open-source automated system and decide whether to continue using it or else consider alternative products.	Library	June 2016
Select, fund and purchase a single asset management software platform for Washoe County Operations.	CSD	June 2016
Expand use and awareness of CSD map (internally and externally) to enable better and more efficient communication and decision making across the CSD.	CSD	June 2016
Install telecommunications (wireless) infrastructure at all County buildings/complex for improved overall employee and public safety.	CSD	June 2016
Increase WiFi strength at all County buildings/complex and make available for clients and staff working wirelessly.	CSD	June 2016
Reinforce/reinstate empowerment of employees to make decisions without getting permission or approval from their direct order and without fear of punitive recourse.	CSD	June 2016
Continue to implement recommendations from the 2014 Health District Fundamental Review.	Health District	June 2016
Implement and document quality improvement projects to streamline processes and improve customer outcomes.	Health District	June 2016
Conduct cost/benefit analysis of programs to increase efficiency in delivery of services.	Health District	June 2016
Provide regional EMS oversight to identify opportunities for improvements in service delivery and patient outcomes.	Health District	June 2016
Continue to develop our in-house training capabilities.	Human Resources	June 2016
Identify additional topics for e-based training to further our planned blended training strategy.	Human Resources	June 2016
Increase engagement by improving processes and service delivery through better educated and trained employees.	Human Resources	June 2016
Increase electronic payment options for departments throughout the County, and assist in implementing those options.	Treasurer	June 2016
Complete a review, including implementing recommendations, of all County bank accounts to ensure appropriate security measures and optimal service levels.	Treasurer	June 2016
Annually review the needs of departments related to bank deposits. When appropriate, add departments for check imaging and electronic deposit services by the Treasurer's Office.	Treasurer	June 2016
Implement an enhanced child welfare practice model to improve outcomes in the areas of safety and permanency for children and families served pursuant to statutory mandates.	Social Services	June 2016
Use tablets in the courtroom, linked in to our case management system, to allow easier access to discovery and our calendars.	Alt. Public Defender	June 2016
Fully implement the new conflict policy, and adjust office resources as necessary to best defend the clients based upon case loads and case types.	Alt. Public Defender	June 2016
Participate with other county departments (e.g., Assessor, Clerk) that use similar data to increase efficiencies and improve access to public records.	Recorder	June 2016
Upgrade the Washoe Bills application to streamline County response to legislative bills.	Technology Services	June 2016
Digitize damaged microfilm to provide better long-term storage and improve access.	Technology Services	June 2016



WASHOE COUNTY



FY16	Leader	Target Date
Actively participate in Project One - a National Counsel of Family Court Judges initiative designed to streamline the court, juvenile justice and child protective services to better meet the needs of families involved in multiple systems.	Juvenile Services	June 2016
Continue intermittent Traffic Masters to manage juvenile traffic citations.	Juvenile Services	June 2016
Facilitate quarterly informational meetings to review operations, citizen complaints, services and other related issues with the Cities of Sparks and Reno.	Animal Services	June 2016
Improve service delivery through the electronic codification of the Washoe County code.	District Attorney	June 2016
Improve outcomes for victims of crimes by hiring an additional investigator and advocate.	District Attorney	June 2016
Simplify workflows by hiring additional support staff in criminal and civil divisions of the DA's office.	District Attorney	June 2016
Actively participate in interface development for the Accela implementation project to streamline the permit and business license reports imported into the Assessor's CAMA databases.	Assessor	June 2016
Create a webpage for the unsecured tax roll information on our website.	Assessor	June 2016
Utilization of direct deposit for ward accounts and collective account - all possible incomes.	Public Guardian	June 2016
Finalize and train staff on new Conflict Policy to reduce number of cases that will go to APD and tertiary counsel. Train judges and court staff regarding the policy to limit court decisions inconsistent with policy.	Public Defender	June 2016
Expand Social Work Internship program with UNR to increase service delivery to other county/state agencies and represented persons.	Public Defender	June 2016
Further develop our automated case management system to provide quality assurance and improve consistency of probation practice.	Juvenile Services	September 2016
Preserve and improve access to existing microfilmed permanent records by scanning digital images.	Clerk's Office	September 2015
Initiate use of common business information from the State Business Portal for fictitious firm name filings.	Clerk's Office	June 2016
Integrate internal processes and public records requests into Request Tracker system.	Clerk's Office	September 2015



IMPLEMENTATION MODEL

Implementation teams have been appointed to manage the ongoing implementation of the strategic plan. Each team includes a County commissioner and management team representative to serve as the goal champions, team lead to facilitate and coordinate the group's activities and representatives from County departments.

The teams are primarily responsible for identifying and implementing cross-functional initiatives in support of their County goal. Additionally, they are responsible for tracking and reporting on the status of performance measures and initiatives related to their goal.

Performance updates from Goal Team Leaders will serve as the foundation for quarterly strategy review sessions during which County leadership will assess the performance of the strategic plan and coordinate resources to ensure initiatives are progressing.

On an annual basis, County leadership will update the annual goals, supporting initiatives and budget to ensure the strategic plan remains relevant and resources are appropriately aligned to support the strategy.

PLANNING CALENDAR

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Planning	Strategic Planning						Annual Priority Setting			Approve Strategic Plan Update		
	Annual Planning							Annual Department & Cross Functional Initiative Development			Develop Dept. Perl. Metrics	
	Budgeting							FY Budgeting Process				
Engagement	Community Engagement					Comm. Input				Public Plan Rollout		
	Staff Comm.				Employee Input					Plan Rollout to Staff		
Execution	Board Progress Reporting	Annual Update		Q1 Update			Q2 Update			Q3 Update		
	Strategy Review	Annual Review		Q1 Review			Q2 Review			Q3 Review		
	Monthly Operation Review	[Shaded Row]										

	BCC		County Management		Strategic Planning Committee		Goal Teams
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WASHOE COUNTY



IMPLEMENTATION TEAMS

Strategic Priorities	FY16 Goals	Implementation Teams	
Proactive Economic Development and Diversification	Be responsive and proactive to pending economic impacts.	Champions	Commissioner Berkbigler Joey Orduna-Hastings
		Team Lead	Dave Solaro
		Team Members	Trevor Lloyd, Mark Mathers, Amy Ray, Bob Sack, Paul MacArthur
Safe, Secure and Healthy Communities	Keep senior services on pace with rising senior population.	Champions	Commissioner Herman Kevin Schiller
		Team Lead	Leslie Williams
		Team Members	Grady Tarbutton, Ken Retterath, Susan DeBoer, Carol Probasco, Sarah Dinga, Tammy Cirrincione, Tammy Rianda, Deputy Clint Player, Deputy Shawn Marston, Gabrielle Enfield
	Enhance community safety through investing in critical infrastructure for current and future needs.	Champions	Commissioner Hartung Al Rogers
		Team Lead	Dwayne Smith
		Team Members	Dan North, Steve Calabrese, Captain Heidi Howe, Tony Kiriluk, Eric Crump, Dave Solaro
	Prepare for the impact of medical marijuana on the County.	Champions	Commissioner Jung Kevin Schiller
		Team Lead	TBD
		Team Members	Chris Hicks, Bob Webb, Charlene Albee, Lt Eric Spratley, Frank Cervantes, Liz Flores
Regional and Community Leadership	Working as a professional, unified team.	Champions	Commissioner Lucey Nancy Leuenhagen
		Team Lead	Nancy Leuenhagen
		Team Members	Jen Budge, Phil Ulibarri, Sharon Flanary, Jennifer Oliver, Jeanne Marsh, Jackie Bryant, Tammy Riada, Tammi Cummings, Julie Pahalke, Sarah Tone
Valued & Engaged Employee Workforce	Simplify workflows to improve service deliveries and customer outcomes.	Champions	John Slaughter Joey Orduna-Hastings
		Team Lead	Gabrielle Enfield
		Team Members	Jeremy Bosler, Jennifer Lunt, Nora Boisselle, Tammi Davis, Cathy Hill, Ben Hutchins, Kelly Mullin, Shyanne Schull, Pam Fine, Charlene Albee



APPENDIX

COUNTY STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

<p>Strengths</p> <ul style="list-style-type: none"> • Sense of contribution among staff leads to higher job satisfaction • Business friendly climate • Reputation as a great place to recreate • Quality of applicants is high b/c of a perception of the County as a great place to work • Financially Sound- AAA Bond Rating • Quality of Current Staff • Having a majority of contracts ratified prior to fiscal year start • Inter-Departmental communication (improving) 	<p>Opportunities</p> <ul style="list-style-type: none"> • Economic recovery presents opportunities to expand services, new corporations coming in • Future economic/population growth will provide a broader tax base for funding • Strong group of faith-based organizations willing to help improve the community • Define the service levels for the groups we serve • Take advantage of new technologies to improve efficiency/service levels/better connect with the community, i.e Open Washoe, collections • Highly engaged neighborhood associations (Midtown, California Ave, etc.) willing to collaborate to improve the community • Educate the legislature about what the County does • Implementing the IBM Smarter Regions initiative
<p>Weaknesses</p> <ul style="list-style-type: none"> • Control of Messaging: i.e. Perception of lack of collaboration with regional partners leads to an inefficient delivery of services. Actual collaboration is strong. • Aging workforce increasing required succession plans for retirees • Current funding/staffing levels make it difficult for departments to provide adequate services • Difficulty in finding qualified staff for certain classifications/jobs • Ability to deliver non-English (Spanish) speaking services (specifically in Criminal Justice, but also County-wide) • Lack of a comprehensive, cohesive, regional strategy to address issues such as mental illness, changing demographics, etc. • The community (and staff sometimes) are unclear about what Washoe County does • Clearly defining the region we serve and failure to get recognition/funding for work done outside of our region • Current handling of the homeless population 	<p>Threats</p> <ul style="list-style-type: none"> • Rapid growth could strain current infrastructure and require more per capita expenditures than there are revenues generated, i.e. losing engagement/satisfaction from citizens if the County is not prepared • Shifts in state funding could decrease funding for Northern Nevada • Future economic downturns would reduce revenue • Failure to fund education • Too many agencies, too little definition of who does what and what people need to do to move projects forward (possible solution- regional central communication tool for people to access) • Facility deterioration • (Medical and general) Marijuana- Impact to services (ER visits, animal ER visits, etc.) • Cyber Attacks- Require technology investments • Environmental/Natural Disasters • Rising cost of doing business (service levels, technology, etc.)



WASHOE COUNTY

PRIORITIES¹

BCC	Department Heads	Employees	Citizens
<ul style="list-style-type: none"> • Economic Development Plan – should be customer related and flexible to public • “Streamlined” Departments – be customer service driven and interact with public • More cooperation with other local jurisdictions • Washoe County focused on providing Excellent Customer Service – internal/external • Succession Planning • Review Fundamental Review (2011) for opportunities • “Re-Funding” County services – Seniors, Libraries, Parks (pre-recession levels) • No new taxes or increases • Protect out water supply • Allow the economy and jobs to grow 	<ul style="list-style-type: none"> • Workforce development: Investing in the development of a team that can meet the community’s needs • Infrastructure Improvements: We must catch up on deferred maintenance and provide the infrastructure needs for community growth • Economic Development: The County needs to maintain its friendly business climate in order to attract and retain a diverse economic base • Regional Cooperation: Improve working relationships with partner agencies • Financial Stability: The County needs to ensure it is set up for long-term fiscal health • County Alignment: From the top to the bottom of the organization we should be clear on how our work contributes to shared County-wide goals • Smart Spending: Our budget needs to be linked to strategic priorities 	<ul style="list-style-type: none"> • Staffing : Employee satisfaction; provide a positive work environment; hire more staff; supportive, engaged, involved workforce; working and presenting ourselves as a team • Services : Providing the best, comprehensive services to the community and striving to find ways to continuously improve customer service • Continue to listen to the public and proactively work to address their concerns 	<ul style="list-style-type: none"> • County infrastructure (i.e. roads, sewer, technology and upkeep of facilities) • Environmental services such as air and water quality • Child protective services • Sheriff Patrol/Community Safety • Regional parks, open space, trails and recreational programs • Operating the Court System • Juvenile detention and programs for troubled youth

¹ The priorities listed in the table below are the summarized priorities expressed by each stakeholder group during Phase 1 of the planning process. BCC and Department Head priorities resulted from one-on-one interviews conducted by the Manager’s Office and the Employee and Citizen priorities resulted from confidential, online surveys.

March 2015

WCSS Seniors Supportive Nurse Program

March was a busy month for the HOPES supportive nursing program. This past month, the program saw its 800th client and achieved a total of 1400 encounters.

The program has 17 active clients for medication management, and the number of individuals on the medication management wait list has increased from 9 to 11. All wait list clients are assessed for appropriateness and are prioritized by need. In cases where individuals are not deemed appropriate for the program, the Nurse assists them with seeking alternative resources, and in some instances assists the individual with setting up medication blister pack or med dispenser machines as time permits.

There have been no changes to the blood pressure clinics schedules and outreach cards are still being distributed in neighborhoods with a high Hispanic population. Additionally, the Nurse has been visiting Latino businesses and places of gathering promoting the Neil Road and Sun Valley (high Hispanic population neighborhoods) senior center blood pressure clinics.

Home visits:

There have been no changes to the home visit program. Client cases still remain complex and the sharps management program is operating smoothly.

Education and Training:

The HOPES nurse attended a one day conference on "Psychiatric Disorders in our Aging Population." The focus of conference was on Anxiety and Depression in this rapidly growing population. The nurse also attended a screening for the movie "Alive Inside", which discussed the success of music therapy for those with Alzheimer's.

Upcoming

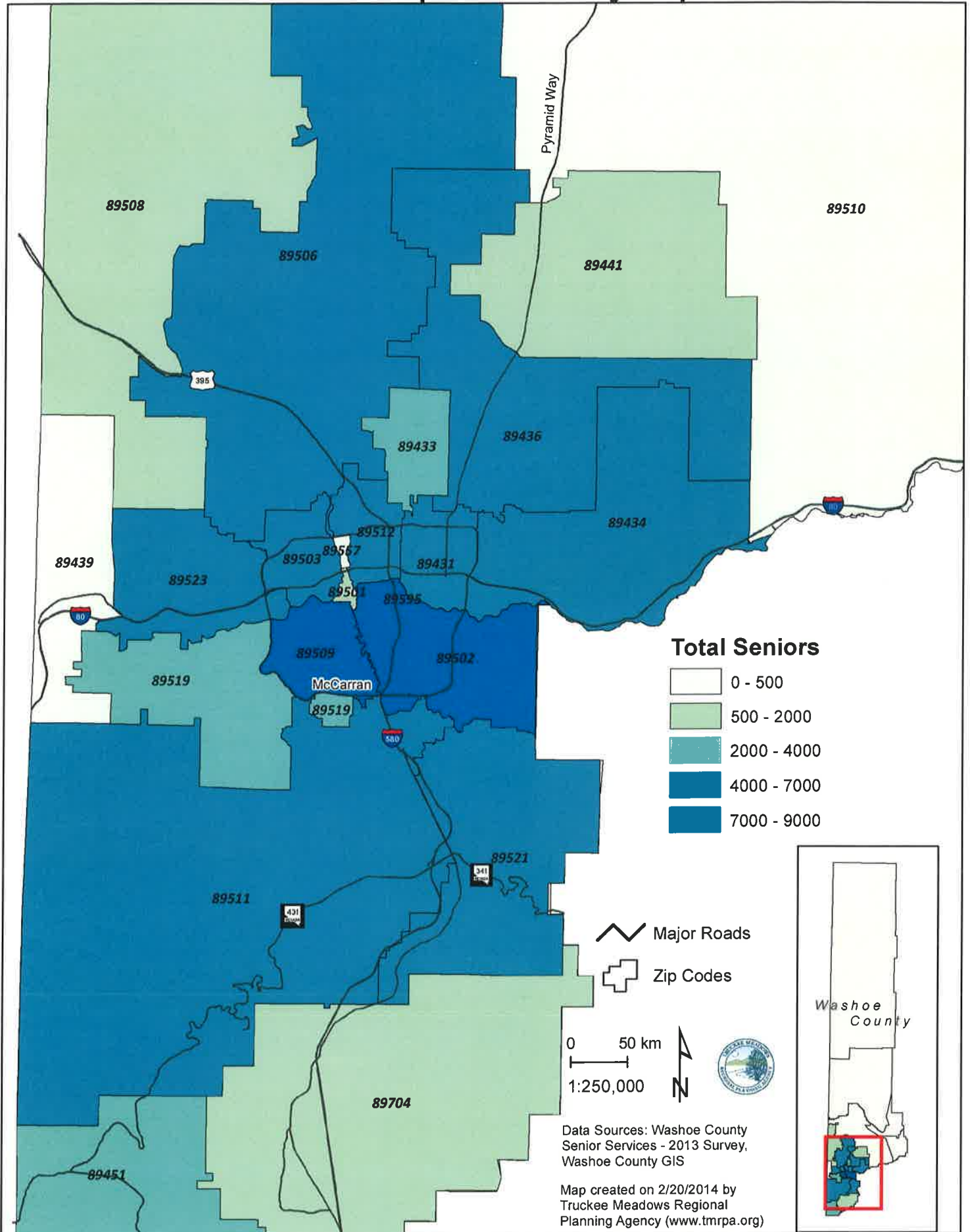
Gerlach Rural Health Fair to be held July 8th. Planning is underway and collaboration is anticipated with over ten agencies already bringing a wide variety of education, access and services to our rural Northern Nevada population.

**Washoe County Senior Services
Advisory Board and City of Reno Senior
Citizens Advisory Committee Meeting
5-6-2015**

AGENDA ITEM 11

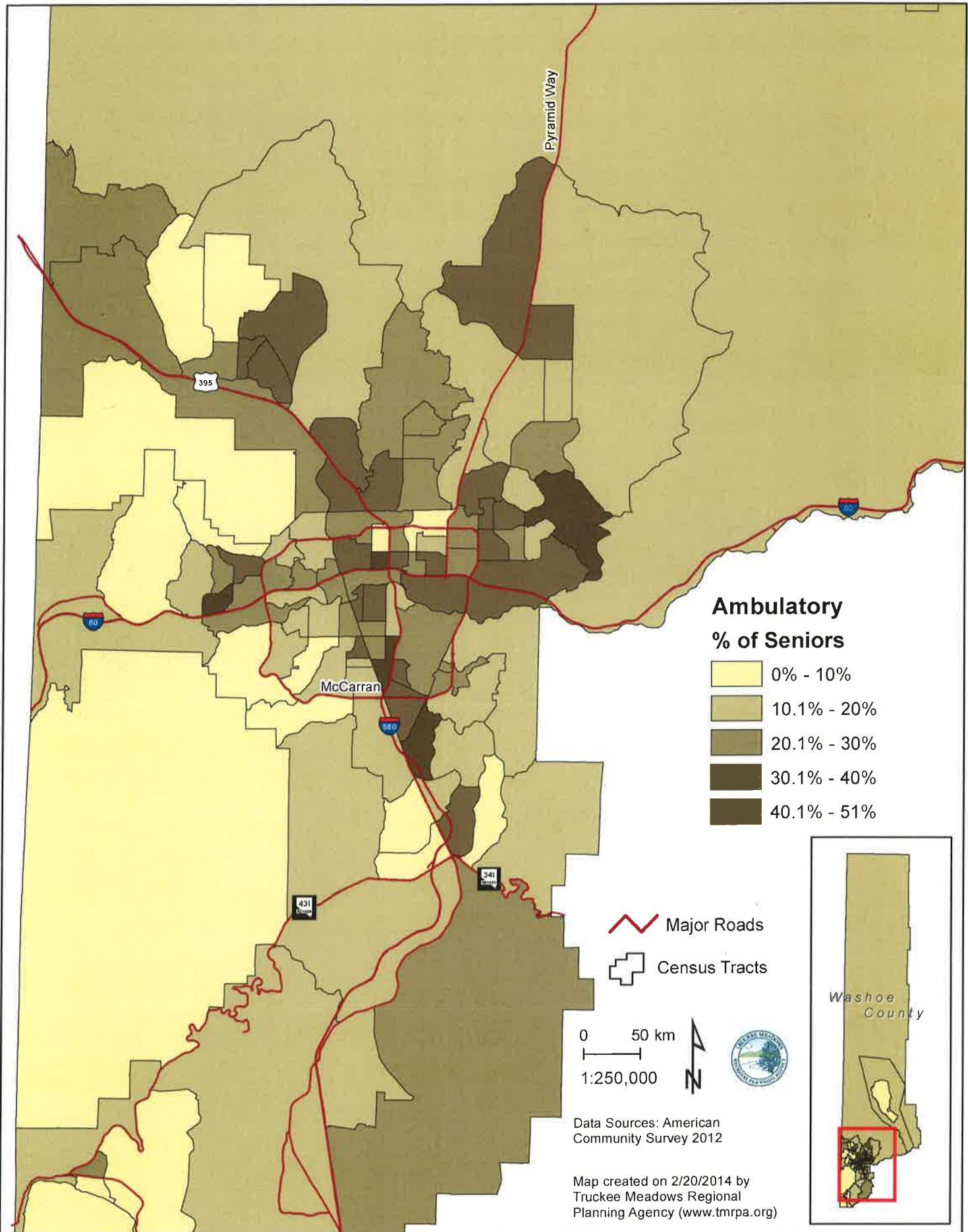
Item d

Senior Population by Zip Code



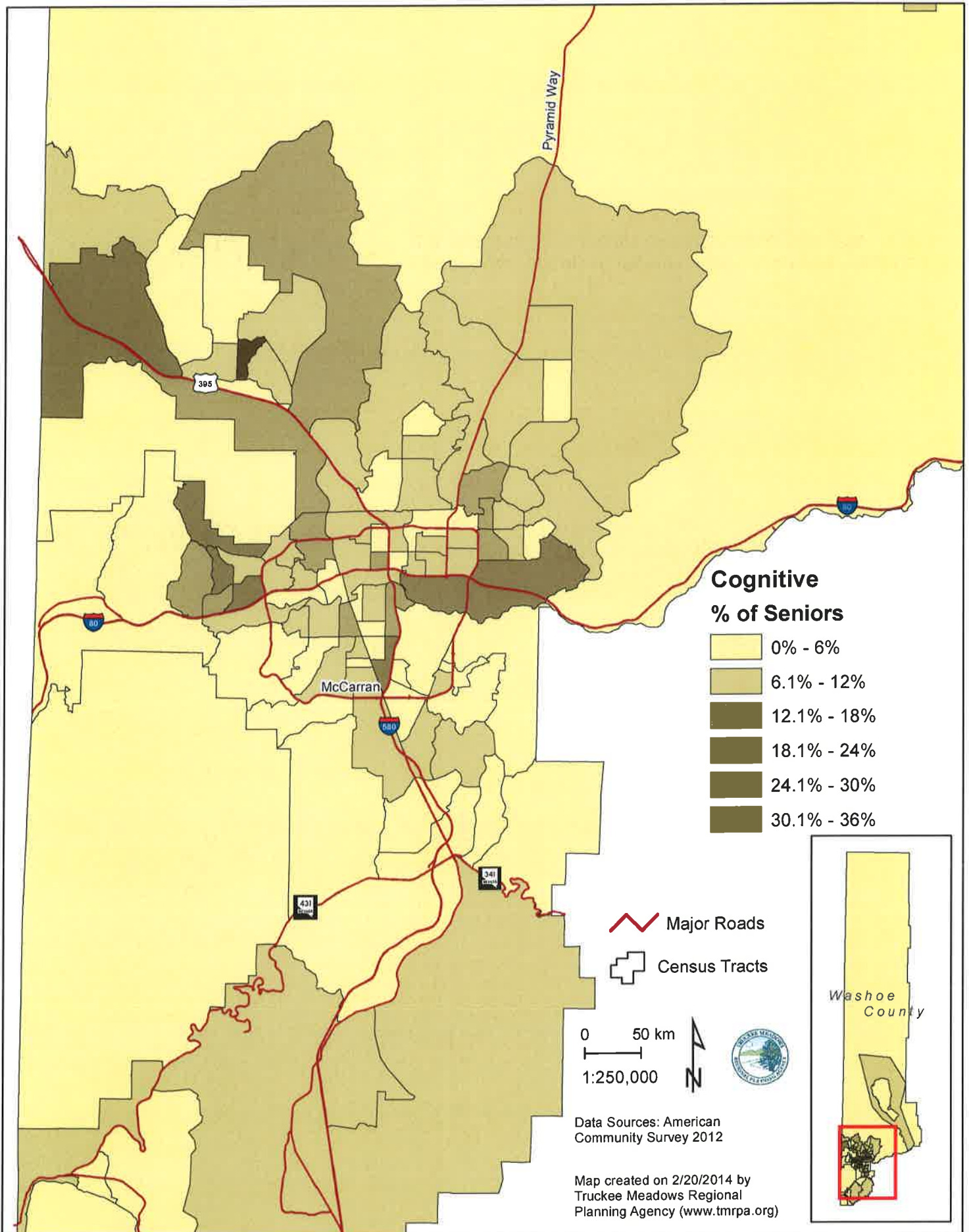
Ambulatory Difficulty

The percentage of seniors by census tract who have serious difficulty walking or climbing stairs



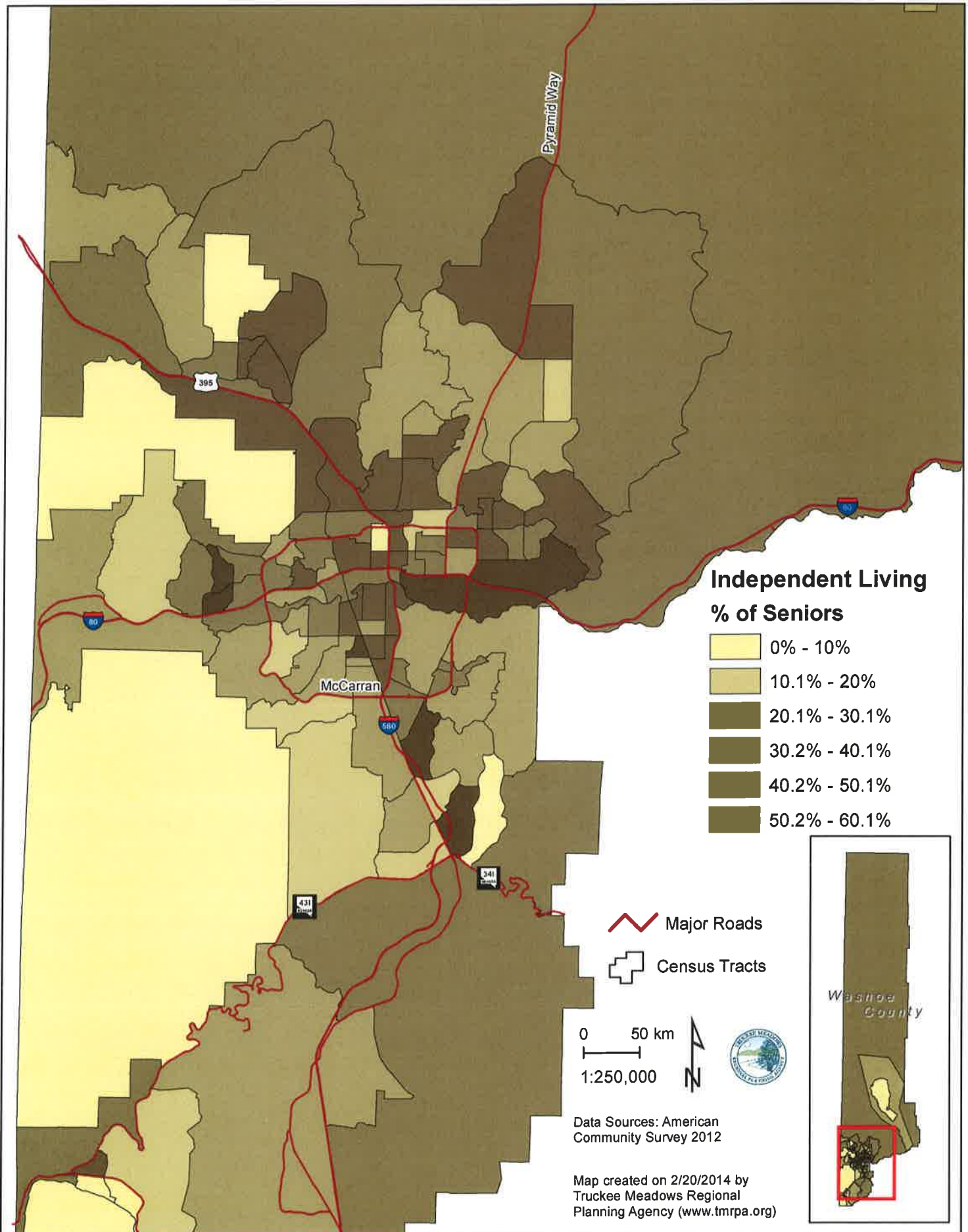
Cognitive Difficulty

The percentage of seniors by census tract who have serious difficulty concentrating, remembering, or making decisions



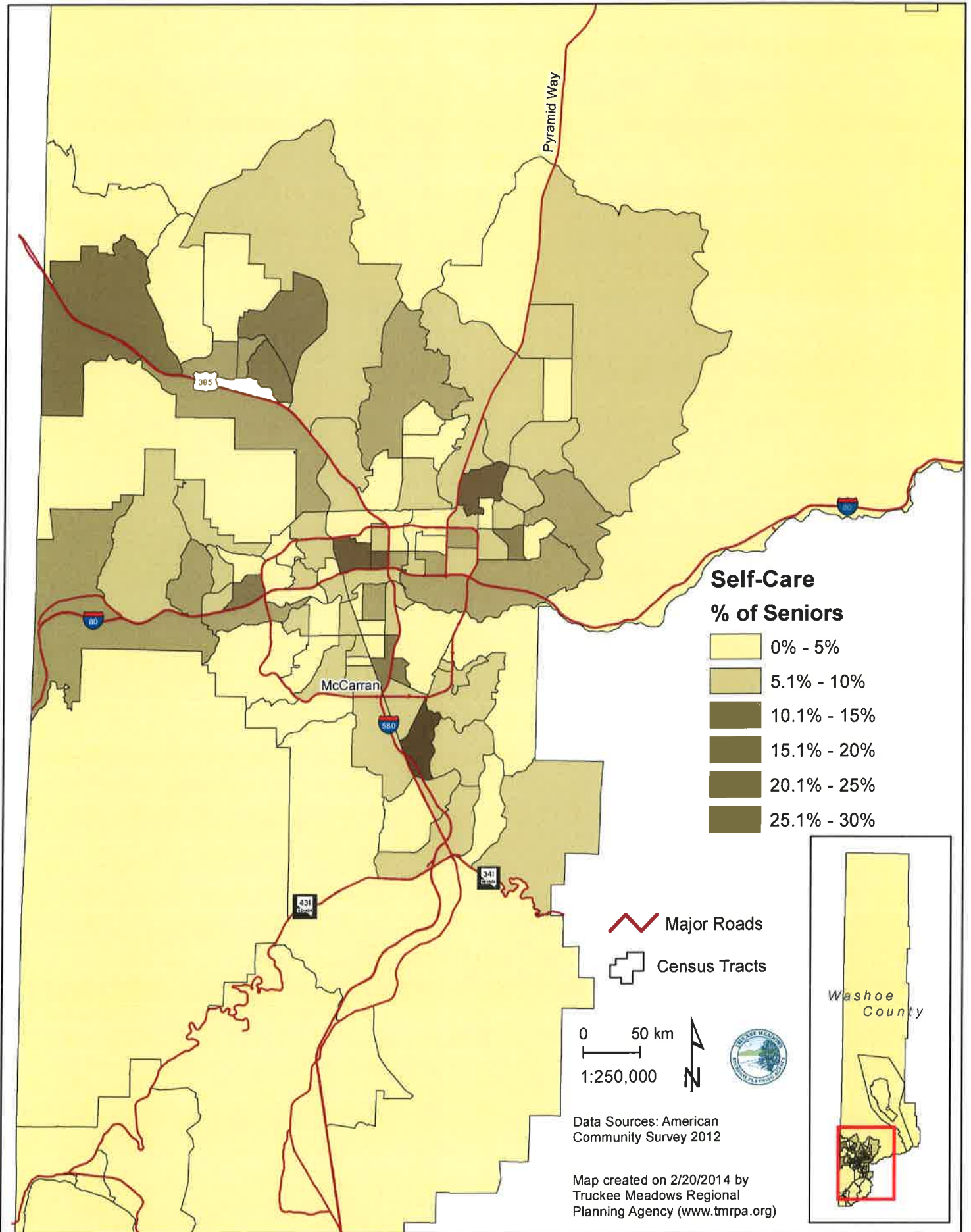
Independent Living Difficulty

The percentage of seniors by census tract who have difficulty doing errands alone such as visiting a doctors office or shopping

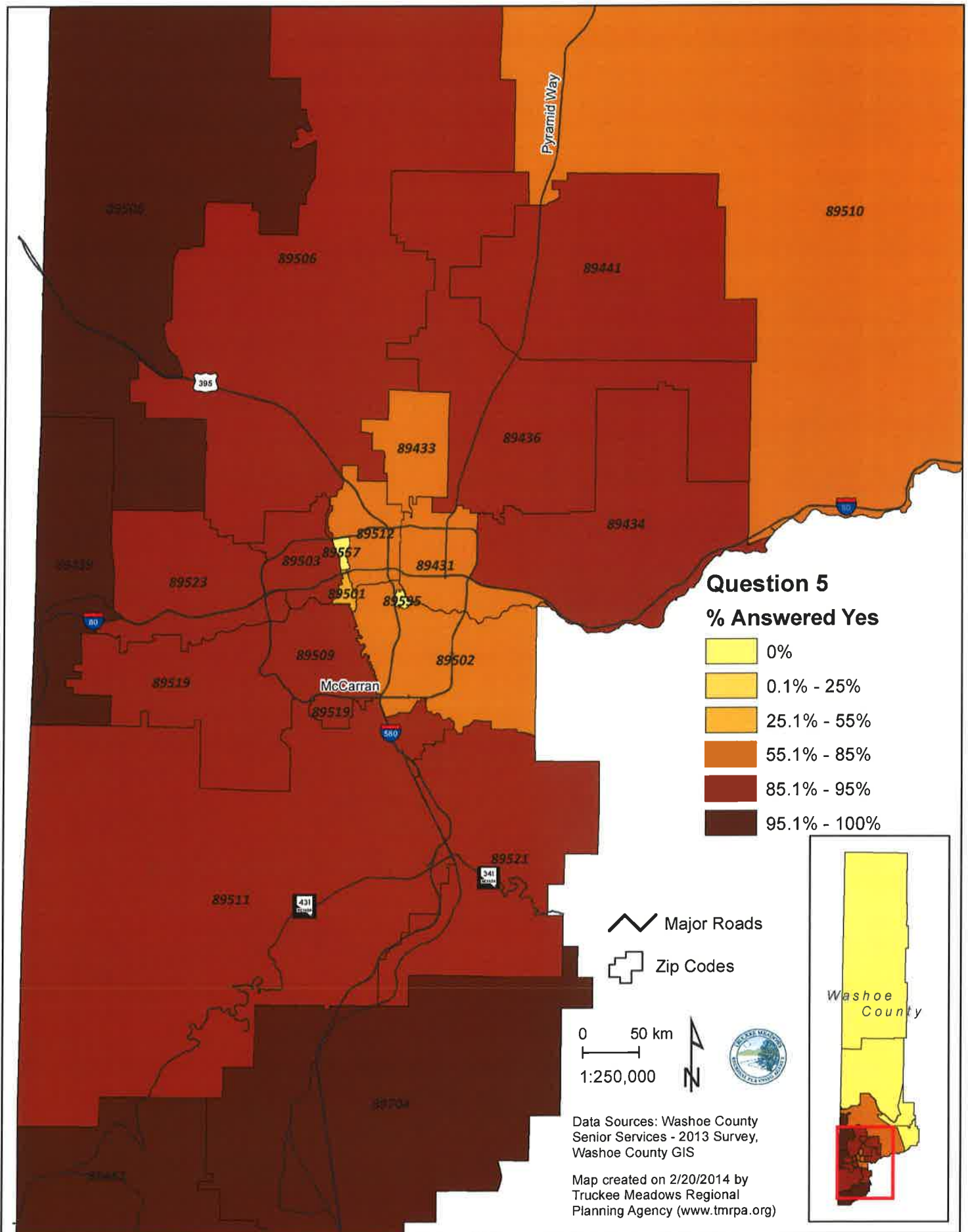


Self-Care Difficulty

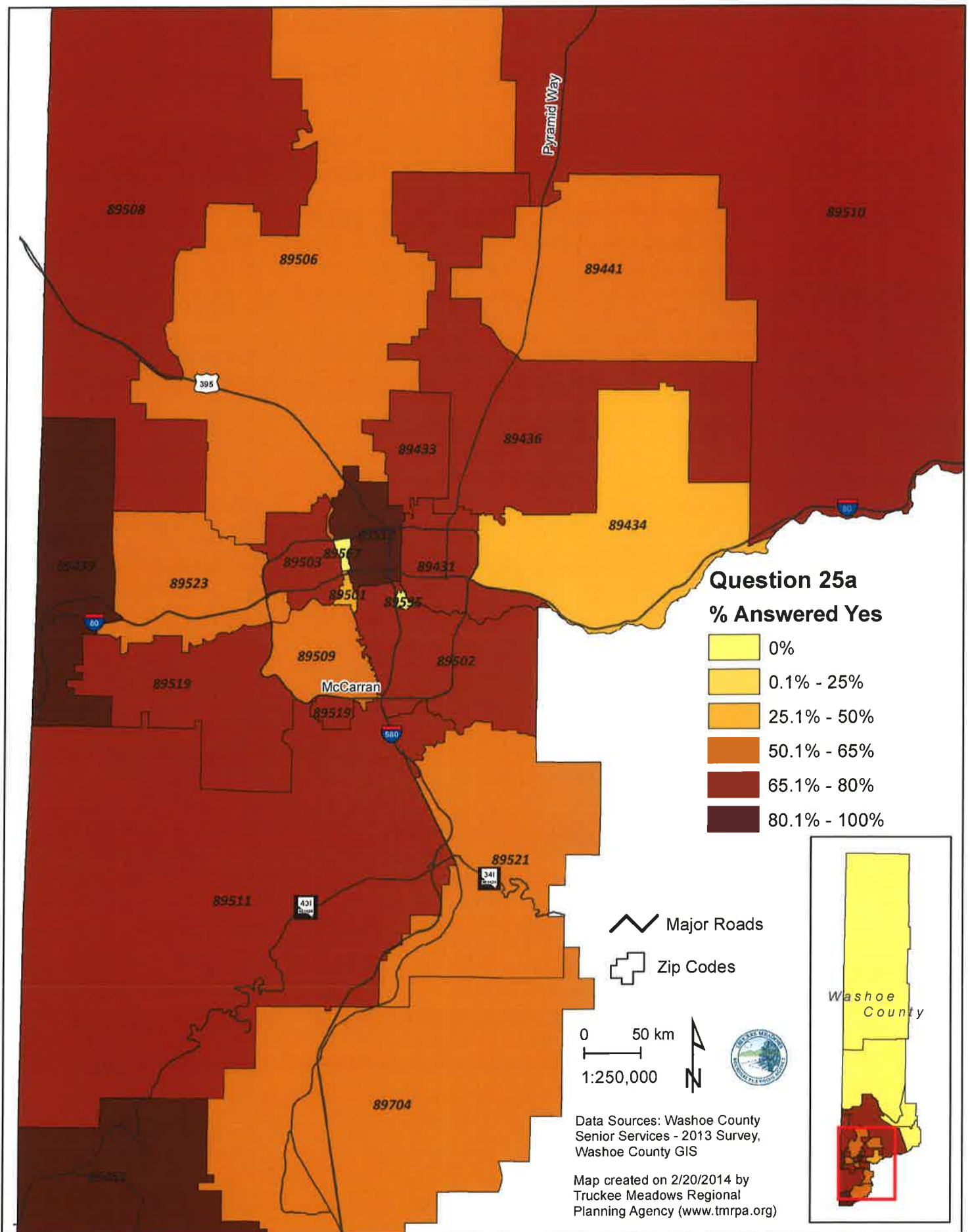
The percentage of seniors by census tract who have difficulty dressing or bathing?



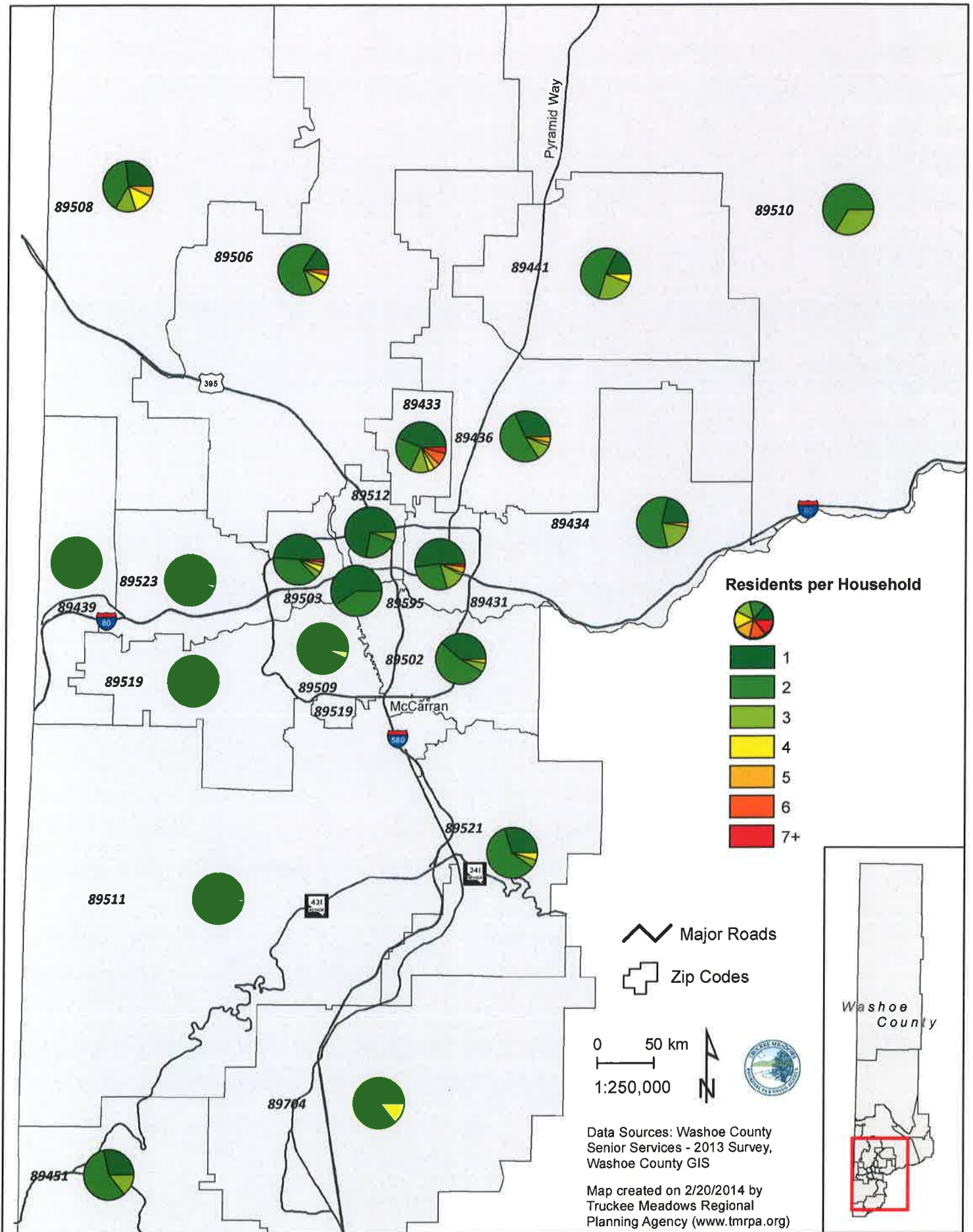
Question 5: Do you drive yourself to where you want or need to go?



Question 25a: Are you aware of the following service for seniors: Home delivered meals?



Question 6: How many people, including yourself, live in your house?



**Washoe County Senior Services
Advisory Board and City of Reno Senior
Citizens Advisory Committee Meeting
5-6-2015**

AGENDA ITEM 11

Item f

Veterans Resource Centers of America Washoe County VSO Program Info Sheets FY2014-2015

Estimated ROI, in dollars brought back to Washoe County [to date]: \$2,587,517.00

This assumes a 66% success rate on filed claims (the DAV, which our VSOs go through to file their claims, has a 76% National success rate – we built in error room for the estimate), a 1 year span of collected benefits (an extremely conservative estimate – this time frame can be *much* longer..), and 40% compensation levels with average numbers of family members. ***This is a 1,261.9% return on the County's investment in the program.***

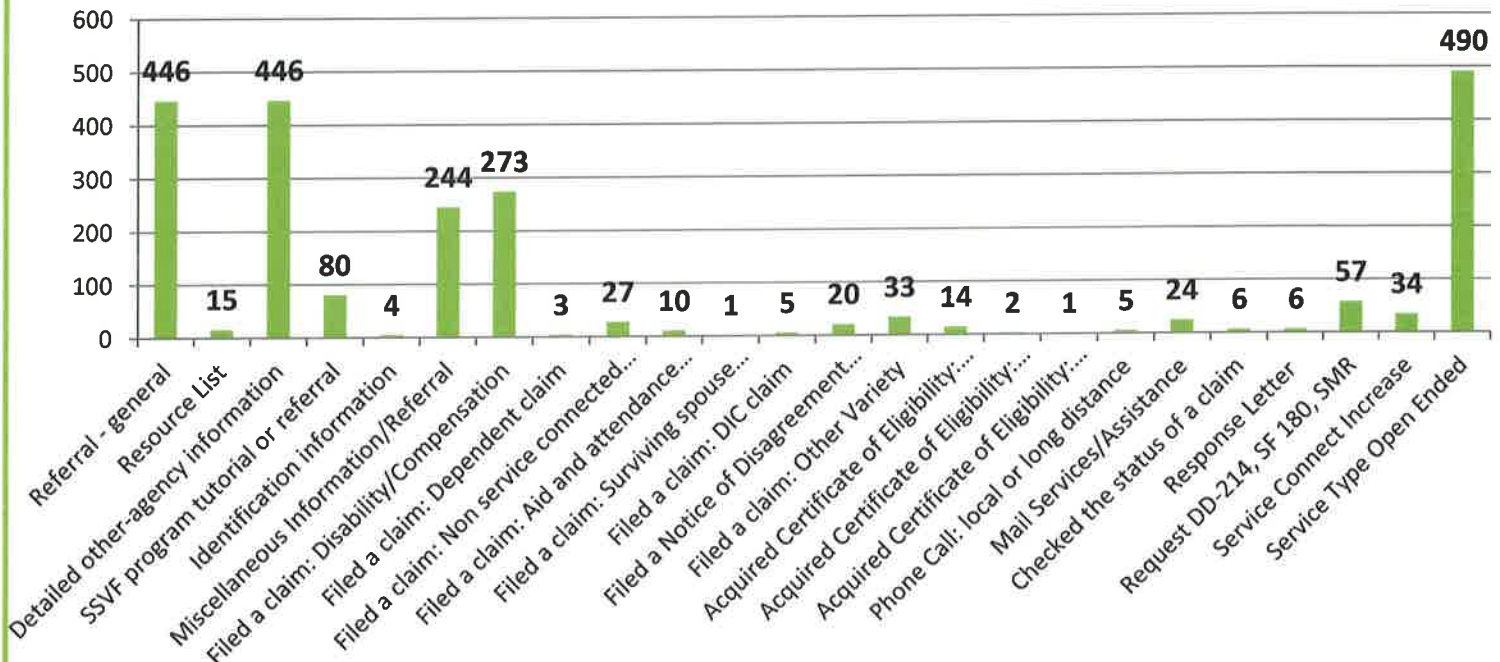
Clients Served: 916 [to date]

As of 3-9-15, The Veterans Resource Centers of America Veteran Service Officer (VSO) Program has served 446 clients with actual claims and filed documents, and 470 other unique individuals with other services, for a total of 916 clients served. This *exceeds* the estimated number of clients served this first year of operation (300 per service officer, or 600) by 316 individuals – and more clients are due to be served! As there are always issues with data loss, all numbers reported herein are “at least..” values.

Specific Services Delivered: 2,246 [to date]

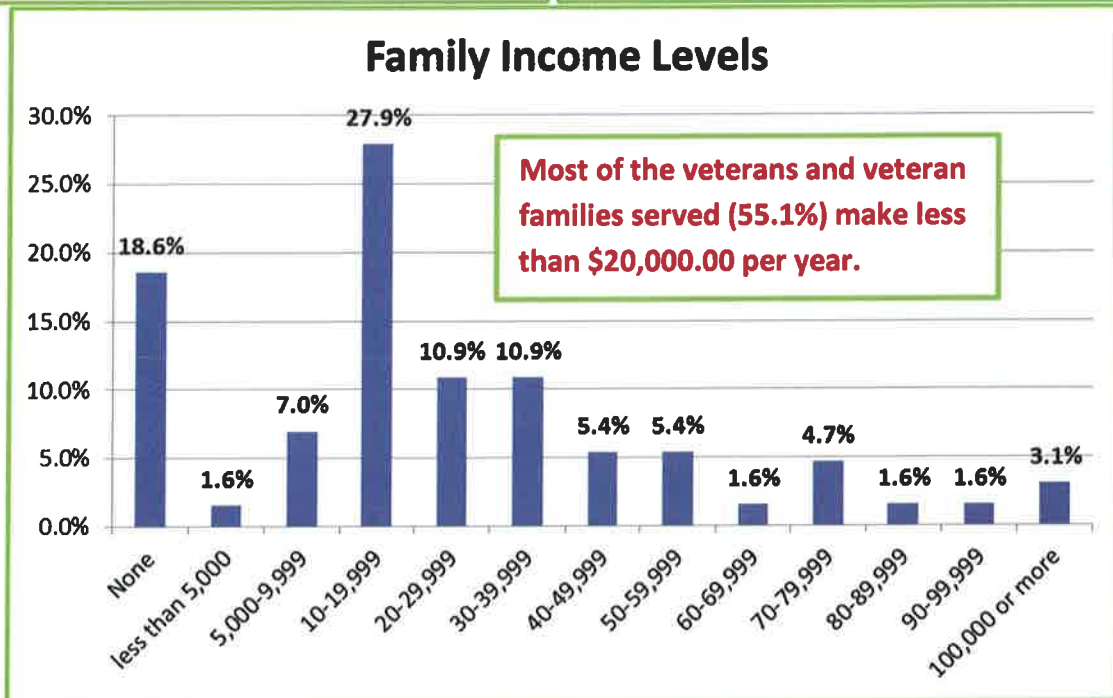
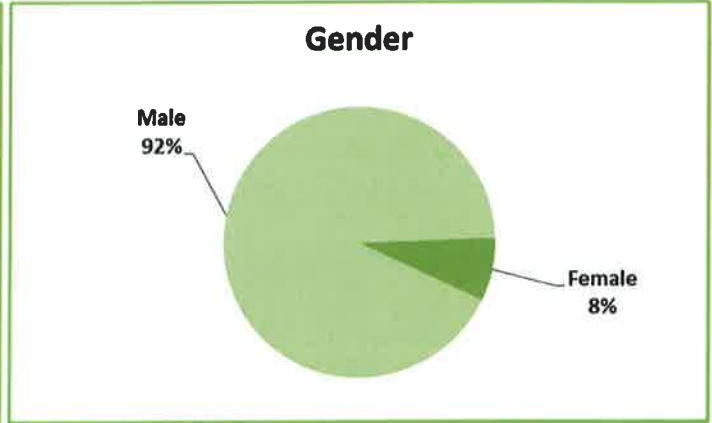
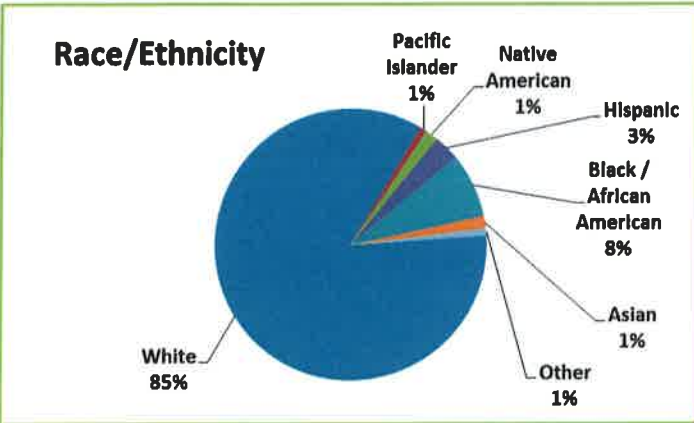
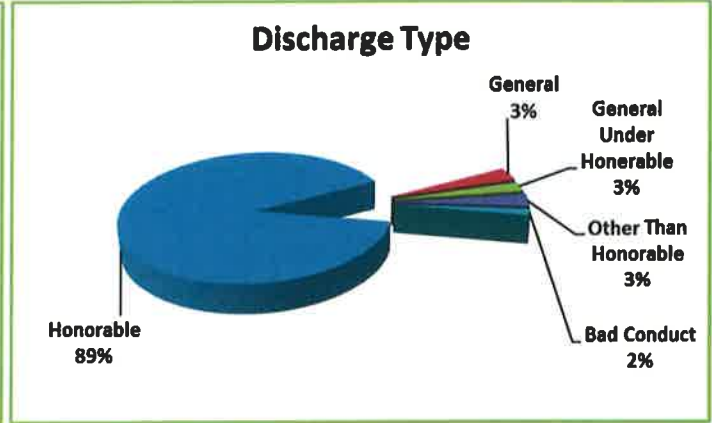
Our Veteran Service Officers (VSOs) go out of their way to provide as many services as they possibly can, potentially delivering up to 44 unique varieties of services to every veteran or family member of a veteran they meet with. A Summary of delivered services appears below. Services subsumed in the “Service Type Open Ended” Category includes AA and Sobriety Services, as well as advocacy/support and active listening (combined with genuine compassion for the vets) – perhaps the greatest service our VSOs provide.

Summary of Delivered Services

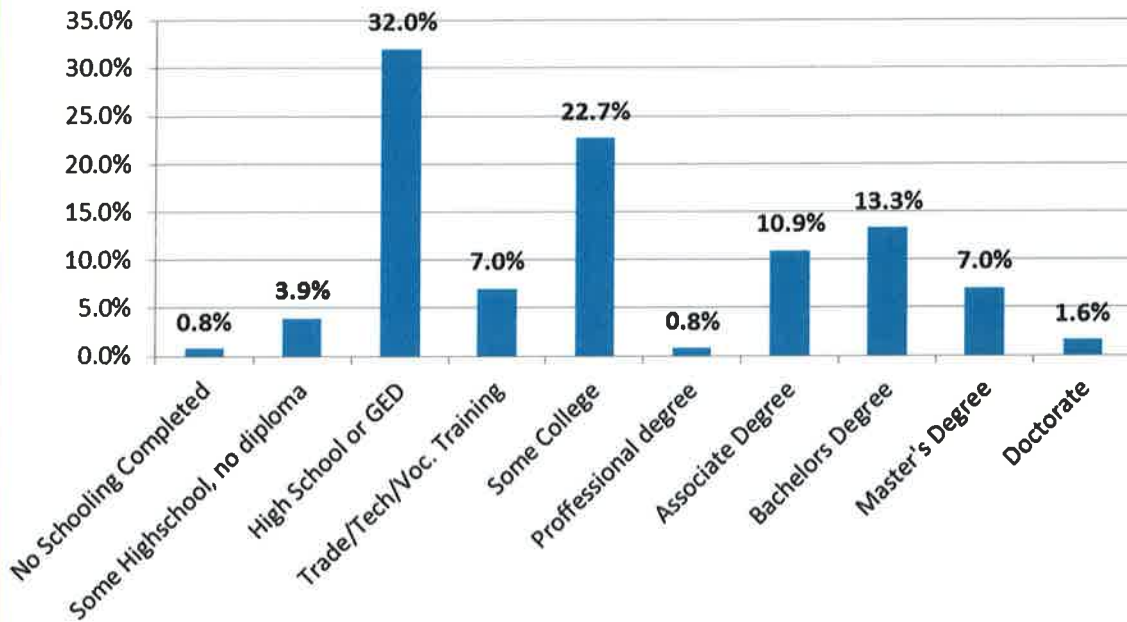


Program Demographics

The Veterans Resource Centers of America Veteran Service Officer (VSO) Program collects detailed demographics on clients served with filed claims. The following kinds of demographics are collected: Branch of Service, Discharge Type, Race/Ethnicity, Gender, Family Income Level, Level of Education, Age, and Household Composition. We present these graphically below for ease of review.



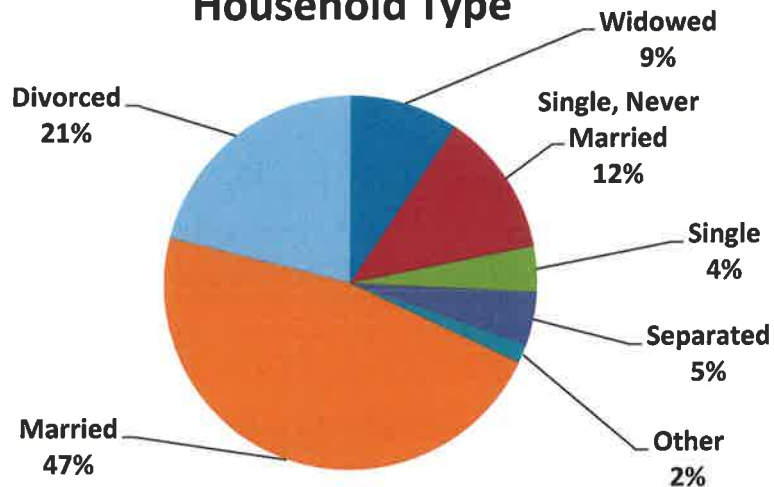
Level of Education



Age

Minimum	19
Maximum	101
Mean	61.7
Median	64
Mode	59

Household Type



**Washoe County Senior Services
Advisory Board and City of Reno Senior
Citizens Advisory Committee Meeting
5-6-2015**

AGENDA ITEM 11

Item i

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYTD
Number of Clients	33	132	101	113	94	77	96	79	95	820
Number of Visits	39	183	171	194	142	154	189	161	174	1407
Patient Education	30	110	81	147	64	115	147	93	104	891
Number of Referrals	8	34	20	32	37	24	23	23	19	220
Number of Services	67	288	277	332	260	313	342	304	319	2502
Client Demographics	33	132	101	113	94	77	96	79	95	820
Race										
White	30	105	76	91	75	60	73	60	85	655
Asian	1	7	2	0	0	1	2	3	1	17
AA	1	5	9	10	6	6	7	6	7	57
Amer.Ind/AK Native	1	1	3	2	0	2	2	2	2	15
Native HI / Pac Island	0	0	2	2	0	0	1	2	0	7
Hispanic	3	14	9	8	13	8	11	6	6	78
Age										
<50	0	2	2	7	1	0	3	2	1	18
51-60	2	6	3	3	3	2	5	5	4	33
61-70	14	45	38	43	35	24	35	24	28	286
71-80	10	32	24	23	22	18	26	24	25	204
81+	5	29	30	28	27	28	24	24	25	220
UNKNOWN	2	18	4	9	6	5	3	0	11	58
Sex / Gender										
Male	16	58	42	49	45	39	56	39	51	395
Female	23	74	59	64	49	38	40	40	44	431
Visits by Site	39	183	171	194	142	154	189	161	174	1407
HOME VISIT	11	41	46	53	49	75	69	56	69	469
NEIL RD	5	12	13	11	14	5	5	4	9	78
9TH ST	19	67	74	91	44	48	89	73	52	557
COLD SPRING	0	6	7	9	13	7	9	5	21	77
GERLACH	0	10	5	8	5	0	5	0	0	33
SUN VALLEY	4	17	12	7	5	7	8	8	9	77
SPARKS	0	30	12	12	10	10	0	7	10	91
Phone / Hospital / Other	0	0	2	3	2	2	4	8	4	25
Education Topics	30	110	81	147	65	105	147	93	104	882
Hypertension related	12	33	29	21	11	34	41	20	33	234
HOPES	5	14	9	9	3	4	6	10	2	62
Senior Services	1	0	0	0	0	0	0	2	1	4
Fall Prevention / Safety Related	5	13	3	2	14	13	17	16	18	101
Medication Related	5	13	7	21	22	26	28	30	18	170
Diabetes Related	2	6	5	3	2	12	10	5	5	50
Smoking Cessation	0	3	0	0	0	3	0	0	1	7
Nutrition Related	0	23	9	8	7	9	9	0	9	74
Other	0	5	19	83	6	4	34	10	17	178
Services Provided	67	288	277	332	260	313	342	304	319	2502
ADH = Med adherence	10	40	47	53	45	74	60	56	65	450
M/CM = Med Case Mngmt (CM)	7	1	1	1	7	0	0	0	0	17
CoC= Coordination of Care	8	32	49	56	50	79	65	64	73	476
NAV = Navigation of Public Svcs	5	28	10	19	12	3	5	13	1	96
CMO = Discuss pt w/ Hopes CM	0	7	0	4	6	6	0	0	0	23
RNA = Rn Assessment	37	180	170	199	140	151	179	157	156	1369
Rx / LAB / Other	0	0	0	0	0	0	33	14	24	71

