



Strategic Plan BCC Workshop Discussion Flow

Objectives:

- Establish the FY20 priorities, funding needs & approve modifications and changes to the goals
- Share direction and ideas about citizen input
- Apply *Strategic or Not* to emerging priorities
- Establish the use of the strategic plan as a management tool

Date/Time: January 22, 2019 10am - 4pm

<u>Time Block & Lead</u>	<u>Discussion Flow</u>
60 Mins BCC	I. Business Items
20 mins CHAIR, County Manager, Dana & Erica	II. Opening Remarks, Outcomes & Agenda Overview <ul style="list-style-type: none"> • Strategic Planning Video • Outcomes, Agenda, Discussion Guidelines, Introductions • Living the Plan – Using the Strategic or Not Tool to help address emerging priorities – highlight the problem we are trying to solve (foreshadow)
60 mins Christine and Lori	III. Financial Overview and Preliminary FY 2020 Budget Outlook <ul style="list-style-type: none"> • How did we end last year? Where are we now? • Fiscal Overview for FY20 • Looking Forward
	LUNCH
20 mins Christine	IV. Citizen Survey Results <ul style="list-style-type: none"> • Highlight key themes and takeaways • Agree on actions to take, and areas to explore further to address the survey results
60 mins Erica and Goal Champions	V. Strategic Goal Briefings, Clarifications & Recommendations <ul style="list-style-type: none"> • Read the 2-page Goal Team Story to include recommendations for changes • Address clarifying questions from the Board
90 mins Dave and Erica BREAK	VI. “Living the plan” Exercise <ul style="list-style-type: none"> • Assumptions – clarify them • NNAMHS Campus – After Action • Process the new potential priorities through the Strategic or Not Tool – decision making • How do we want to use this on a regular basis?
15 Mins	VII. Final Direction on FY20 Goals & Next Steps <ul style="list-style-type: none"> • Gain consensus on recommendations (to be led by Goal Champion & Sponsor)





WASHOE COUNTY

FY16-19 STRATEGIC PLAN



MISSION

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



INTEGRITY



EFFECTIVE COMMUNICATION



QUALITY PUBLIC SERVICE

VALUES

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

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

The County exists to serve the public. We put the needs and expectations of citizens first and take pride in delivering services of the highest quality.

STRATEGIC DIRECTION

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

STRATEGIC OBJECTIVES	FY19 GOALS
STEWARDSHIP OF OUR COMMUNITY	<ul style="list-style-type: none"> Ensure the County's fiscal sustainability to meet the needs of Washoe County citizens now and into the future.
PROACTIVE ECONOMIC DEVELOPMENT & DIVERSIFICATION	<ul style="list-style-type: none"> Be responsive and proactive to pending economic impacts.
SAFE, SECURE AND HEALTHY COMMUNITIES	<ul style="list-style-type: none"> Collaborate, implement and provide an array of protective and supportive services to the most vulnerable. Proactively prepare for the expected impacts of the use, production, cultivation, distribution of legal marijuana.
REGIONAL AND COMMUNITY LEADERSHIP	<ul style="list-style-type: none"> Working together as a professional, unified team.
VALUED, ENGAGED EMPLOYEE WORKFORCE	<ul style="list-style-type: none"> Washoe County employees continuously take initiative to simplify workflows, improve service delivery; and strive to provide positive customer outcomes.



Economic Impacts

Goal Sponsor: Comm. Hartung | Goal Champion: David Solaro | Goal Leads: Mojra Hauenstein & Dwayne Smith

Goal Team Members: Charlene Albee, Health District; Abby Badolato, Human Services Agency; Lisa Beaver, Truckee Meadows Fire Protection District; Lori Cooke, Office of the County Manager; Sam Lair, Community Services Dept.; Charles Moore, Truckee Meadows Fire Protection District; Russell Pedersen, Sheriff's Office; Lori Piccinini, Technology Services; Chris Sarman, Assessor's Office; Jeremy Smith, Truckee Meadows Regional Planning Agency; Breanna Tavener, Regional Animal Services; Sarah Tone, Community Services Dept.; Colleen Wallace Barnum, Community Services Dept.; Leslie M. Williams, Human Services Agency.

Be responsive and proactive to pending economic impacts.

There is excitement throughout Washoe County and Northern Nevada as the region experiences 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 and impacts on County services.

Accomplishment #1: Implementation of Project One – regional permitting software

- Worked with the region to provide one platform for regional business license and building permitting
- Continue to refine the program to work seamlessly between Reno, Sparks, Washoe County, Washoe County District Health, and now Douglas County

Accomplishment #2: Implementation of a Capital Project Advisory Committee

- Created a new framework for CIP application, review, and recommendation
- Aligned the review process for county projects to the Strategic Plan

Accomplishment #3: Improved customer service

- Improved youth development programming at Wittenberg Hall providing in-house substance abuse programming
- Prepared humane education programs to be delivered in schools for animal welfare
- Performed outreach to community stakeholders related to development/building process
- Continued updates to development code
- Continued Regional Effluent Management and Sewer Management
- Created a Business Facilitator position to assist in providing development related services

Accomplishment #4: Facility Master Planning

- Completed the Facility Master Plan for 911 Parr Boulevard
- Funded the Downtown Court Complex Master Plan Update and began work on the plan
- Funded the Administration Complex Master Plan Update and began work on the plan

Accomplishment #5: Implementation of asset management software

- Integrated one platform for Washoe County asset management to manage the \$2Billion in assets
- Continue to work with the asset management software to identify needed capital improvements for infrastructure
- Better tracking of work to be completed and how it brings value to the community

Accomplishment #6: Growth impacts to services Washoe County provides

- Identified the top 5 County services prioritized by the community
- Analyzed 3 community survey results related to services
- Researched tools to explain Washoe County services
- Explored fiscal liability of infrastructure and services- *Stronger Towns*

Changes to the Goal in FY20:

Focusing on explaining what services Washoe County provides within the existing resources.
Better define the top 5 services prioritized by the community and the process and owner for those services.
Understanding the Level of Service that is provided and can be sustained vs. what our community expects.

FY19 & 20 Focus:

- Provide clarity to the Community on what role Washoe County has and what resources it provides:
- Define the impact of growth to Washoe County services in terms of cost of resources:

How the Commissioners can help:

Provide consistent message to our community on what level of service we can afford based on the work the committee will be completing in FY 19/20.

Employee Engagement

Goal Sponsor: John Slaughter | Goal Champion: Christine Vuletich | Goal Lead: Eric Crump

Goal Team Members: Maria Alvarado, Office of the County Manager; Carla Arribillaga, Human Resources; Nora Boisselle, Human Resources; Danielle Carlton, Treasurer's Office; Ben Hutchins, Community Services Dept.; Wendy Jackins, Assessor's Office; Sarah Tone, Community Services Dept.; Tammy Wines-Jennings, Regional Animal Services.

Washoe County employees continuously take initiative to simplify workflows, improve service delivery, and strive to provide positive customer outcomes.

The County will be seen as effective stewards of County resources based on its ability to deliver quality services efficiently. By identifying and implementing cross functional 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.

Accomplishment #1: Established Washoe Leadership Program

- Washoe Leadership Program is an employee-led engagement program that supports leadership, collaboration, service, communication and appreciation through six committees: Employee Communication, Events, Giving-Volunteering, Recognition and Training-Learning-Leadership, and Customer Service.
- The program has fostered employee engagement through a host of programs like the Annual Employee Appreciation Picnic, Ronald McDonald House Chef Program, Shining Star Program, Inside Washoe Contest and Washoe Impacts.
- Focus over current fiscal year has been on creating a sustainable program by identifying team positions, clarifying roles, and providing support.



Did you know: Over 1,000 employees have received recognition!

Accomplishment #2: Tech Services upgraded Washoe Bills.

- System was made more user friendly by allowing users to see comments from others on bills and fiscal notes.
- Both fiscal notes and bill evaluations were connected to assist people with understanding why they are reading the same bill more than once
- The repetitive questions that were being asked of the users to ensure that the lobbying team is getting the information needed to better represent the County at the legislature were reduced and clarified.

Did you know: Washoe County tracked nearly 1,000 bills during 2017 legislative session!

Accomplishment #3: Launching new Learning Management System

- Supervisors will be able to see training their staff has taken and also assign their staff.
- Bridge will also offer relevant online courses available on demand.
- Personnel information will be automatically updated nightly from SAP.
- Mandatory policy training will be automatically assigned directly to employees' profiles when it is due.



Changes to the Goal in FY20: Merge Unified Team and Valued and Engaged Employee Goal Teams

Strategic Objective: Regional Leadership through Engaged Employees

- Goal: Washoe County Employees working together to innovate public service and improve customer outcomes

FY19 & 20 Focus:

- Washoe County will be participating in the Best Places to Work™ program. Quantum Workplace's Best Places to Work™ is a contest that honors superior organizations where voices are heard, cultures are thriving and employees are engaged. Employee survey will start in mid-February. The focus for the goal team will be communicating the program, and developing specific initiatives based on the survey results.
- Process Improvement program: Goal team is focusing on developing a county-wide Continuous Process Improvement program that supports a culture of service through employee empowerment.
- Cross Department Resource Sharing: continue to expand the use of the program across the County.

Fiscal Sustainability

Goal Sponsor: County Manager Slaughter | Goal Champion: All ACMs | Goal Lead: Lori Cooke
Goal Team Member: Brianna McBride, Office of the County Manager.

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

Critical to the County’s long-term sustainability is having and maintaining fiscal health for the short-term and the long term. Given the current growth of the region and increasing needs on programs and services, a focus on a meeting those demands while maintaining a structurally balanced budget is the focus of this goal.

Accomplishment #1: Met General Fund Unrestricted Fund Balance Policy - FY18

- Ending fund balance is the fiscal result of countywide operations. Although we anticipated a reduction of Unrestricted Fund Balance for FY18, actual unrestricted ending fund balance was net positive. Although representative of a “one-time” event, this result supports overall fiscal sustainability and ensures Washoe County is in compliance with both its fund balance policy and state requirements.
- The Washoe County Unrestricted Fund Balance policy is to have Fund Balance of 10% – 17%. FY18’s General Fund Unrestricted Fund Balance at year-end (06/30/2018) was 16.1%.

Accomplishment #2: Executed Agreement for Nevada Shared Radio System

- The Board approved a multi-year purchase agreement which will enable the upgrade of existing Land Mobile System of the Nevada Shared Radio System. This agreement is the result of a multi-year, multi-agency effort to upgrade the existing Land Mobile System of the Nevada Shared Radio System
- Next steps are to work with the finance designees for the affected agencies and present a draft rate model to the regional Joint Operations Committee (JOC). Once the JOC has provided input, a financing plan will be brought to the Board of County Commissioners.

Accomplishment #3: Implemented Enhanced Billing/Service Reimbursement

- The Human Service Agency successfully implemented an enhanced billing system to recoup additional revenue/reimbursements for services provided.
- Preliminary estimates indicate revenues will be sufficient to recover the cost of implementation and recoup additional revenue. More definitive fiscal estimates should be available by the beginning of February.

Changes to the Goal in FY20:

No changes identified at this time.

FY19 & 20 Focus:

- Explore new revenue sources
- Explore existing regional service arrangements
- Support legislative action that promotes fiscal sustainability
- Assess the organization-wide impact of pre-trial services and court assignment process

How the Commissioners can help:

Continue to communicate the county’s fiscal status

Marijuana

Goal Sponsor: Comm. Jung | Goal Champion: Dave Solaro | Goal Lead: Jamie Rodriguez
Goal Team Members: Frank Cervantes, Juvenile Services; Lori Cooke, Office of the County Manager; Dena Corritore, Human Services Agency; Erin Dixon, Health Department; Nate Edwards, District Attorney’s Office; Ryan Gustafson, Human Services Agency; Mark Regan, North Lake Tahoe Fire Dept.; Justin Roper, Alternative Sentencing; Shyanne Schull, Regional Animal Services; Corey Solferino, Sheriff’s Office; Bob Webb, Community Services Dept.

Proactively prepare for the expected impacts of the use, production, cultivation, distribution of legal marijuana in Nevada (NRS 453D), mitigating the consequences of marijuana by capitalizing on knowledge of the impacts from other regions that have legalized marijuana.

By learning how to mitigate the negative consequences of marijuana and capitalize on the positive impacts, the County has proactively prepared for the expected impacts of this new regulation.

Accomplishment #1: It’s Legal

- The legislation and ballot question passed allowing for both medical and recreational marijuana to be legal to those over 21 years of age. Both the State and Washoe County have passed and enacted regulations to ensure safety and oversight for the marijuana industry as well as how and where they can operate. Licenses have been issued and we currently have 6 dispensaries, 5 cultivation facilities and 4 production facilities licensed in unincorporated Washoe County.
- Authority granted for licensing fees for these establishments, since April 20, 2018 we have collected \$281,029 from the licensed establishments and an addition \$ 232,343 from the portion of state tax that we collect.

Accomplishment #2: Impacts

- With board direction to send the license fees on the impacts from the legalization of marijuana we have worked with the strategic team and outreach to other departments. The feedback we have received is that departments are not showing impacts YET. This is primarily due to the fact that this was not something being previously tracked on its own and so there is no baseline to say if there has been an increase or decrease from the legalization. While many of the concerns expected have not come to fruition there is believe that some may but they need more time to track and review those impacts. Therefore we are recommending that some of the fees be spent on associated impacts, such as drug testing kits used by Sober24, Human Services Agency, Juvenile Services, etc. This will allow time for impacts to continue to be tracked while also allowing some of the funds to be used for needed and related issues in Washoe County. The recommendation is that on an annual basis, during the budget cycle by the County Manager departments will submit their impacts as well as requests for associated programs for review to determine where the funds will be used.

Changes to the Goal in FY20: Complete the Marijuana Strategic Goal

Due to the regulations and legalization having been approved and working we believe that the goal can be completed. There is potential for future legislation related to these topics, such as consumption lounges. However the process for enacting legislation and creating our associated ordinances does not need a strategic team.

Unified Team

Goal Sponsor: Chair Berkbigler | Goal Champion: Nancy Leuenhagen | Goal Lead: Amy Ventetuolo

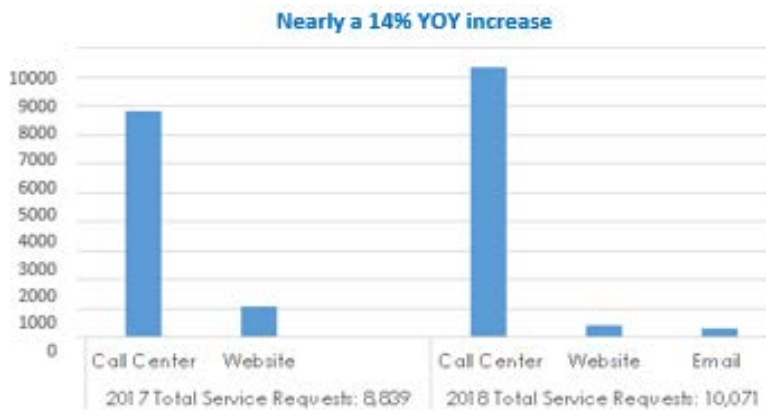
Goal Team Members: Josh Andreasen, Office of the County Manager; Michelle Bays, District Attorney's Office; Paul Burr, Technology Services; Heather Carmen, Registrar of Voters; Chris Ciarlo, Human Services Agency; Tami Cummings, Office of the County Manager; Moni Fox, Technology Services; Karen Jeffers, Human Resources; Adam Mayberry, Truckee Meadows Fire Protection District; Julie Pahlke, Human Resources; Samantha Pierce, Office of the County Manager; Aaron Smith, Community Services Dept.; Dexter Thomas, Justice Court; Phil Ulibarri, Health District; Colleen Wallace-Barnum, Community Services Dept.; Julie Wise, District Court

Working together 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.

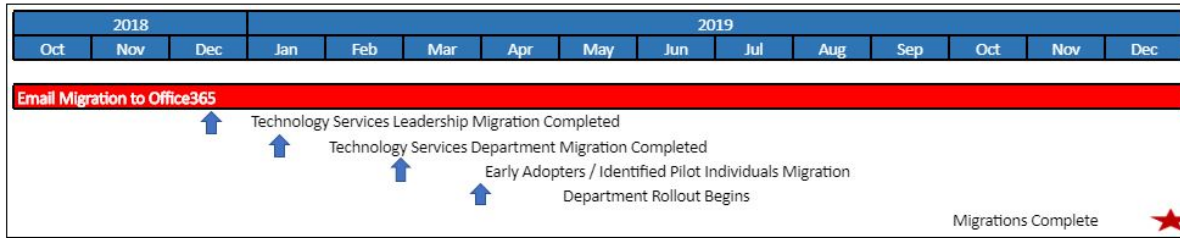
Accomplishment #1: Washoe311

- With Washoe311 still a new initiative to Washoe County employees and the community, we wanted to ensure continued growth and development of the program by adding it as a strategic objective.
- The Washoe311 strategic planning subcommittee has more than a dozen members that continually meet to onboard key departments and enhance communication, to better serve our citizens.
- The goal for the end of the 18-19 Strategic Plan year was to onboard a total of 5 departments. At the end of Q2, we have met that goal and with other departments in the works, positioning us to far exceed our intended goal.



Accomplishment #2: Office 365

- As Washoe County embarks on dramatically improving the technology platforms we will utilize, it was acknowledged early on this could be a challenging change management process across the organization. Unified Team has identified necessary communication strategies to ease this transition and allow employees time to familiarize themselves with this new technology platform.
- The Office 365 Strategic Planning subcommittee has begun communication efforts to support the overall Office 365 rollout plan. This includes regular messaging in the Manager's Monday Memo and involvement with the Washoe Leadership Communications Committee.
- We have established our Champions, are meeting regularly and have an active communication plan which we have implemented on time through to December 2018, fulfilling 100% of the stated goals to date.



Accomplishment #3: New Employee Orientation

- In alignment with the goal statement of Unified Team, to ensure employees have the best opportunity to become brand ambassadors for Washoe County from the onset of employment, this group is dedicated to re-vamping the New Employee Orientation (NEO).
- The NEO Strategic Planning subcommittee has re-created the current agenda, added in interactive team-building exercises, videos, and will be utilizing a more engaging platform than PowerPoint by building the new presentation in Prezi.
- This presentation is near finalization and will plan to roll it out to the NEO group of employees beginning in February. As of 2018, a total of 205 new employees conducted the training reporting an average 78% satisfaction rate. The goal once the new orientation is launched is an average satisfaction rate of 80%.



FY 18 Benchmark	FY19 Targets
78.5 % satisfaction rate	Above 80% satisfaction rate

Changes to the Goal in FY20: Merge Unified Team and Valued and Engaged Employee Goal Teams

Strategic Objective: Regional Leadership through Engaged Employees

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

FY19 & 20 Focus:

- Continue to on-board departments to Washoe311 and continue education and outreach efforts to employees and the community.
- Ensure Office 365 rollout and communication educates employees on new technology process and features.

How the Commissioners can help:

Continuing to educate, train and build momentum with a new initiative like Washoe311, is a long-term objective. The Unified Team Goal Team is grateful to have the support of the Commission, and the biggest request in the coming year would be their continued support to help bridge the gap with citizens to gain Washoe311 awareness. The continued support of the Commission sharing how vital Washoe311 is to the operation of Washoe County, our employees and citizens, is paramount to the long-term future success of this communication program.

Vulnerable Populations

Goal Sponsor: Commissioner Lucey | Goal Champion: Kate Thomas | Goal Lead: Kim Schweickert
Goal Team Members: Lori Fralick, District Attorney’s Office; Joe Ingraham, Alternative Sentencing;
Catrina Peters, Health District; Jennifer Rains, Public Defender; Terri Schultz, Regional Animal Services;
Eric Young, Community Services Dept.

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

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 and the homeless, the County must make improvements in its ability to meet the unique needs of both of these populations. The impact of this significant demographic shift will affect many County departments and must be addressed holistically if it is to be addressed effectively. As a community experiences unrepresented growth and inadequate housing supply, the most vulnerable population is those living on the streets or in emergency shelter.

Accomplishment #1: Northern Nevada Adult Mental Health Services Campus

- Completed renovation of 2 of 3 Hope First Cottages in December 2018 – Crossroads Women’s Expansion
- November 13, 2018 – State of Nevada Board Of Examiners approved lease of 12 buildings on the State of Nevada’s NNAMHS campus to Washoe County
- Implemented collaboration with several different County departments, working together for the common goal of improving services to the homeless populations in our community via the NNAMHS project and Community Homelessness Advisory Board
- Planning has begun and timelines are being created for the movement of the families, women and post-partum homeless populations from the Community Assistance Center to the NNAMHS campus in 2019

Accomplishment #2: Expanded Senior Services

- Opened the TADS (Temporary Assistance for Displaced Seniors) home in 2016 and remodeled it through community donations in 2018
- Added monthly distribution of pet food for seniors & two free vaccination and microchip clinics for seniors
- Opened the Incline Community Center targeted to seniors in need. The center will host senior and community activities helping remove isolation and service access barriers
- Opened a new Senior meal site in Spanish Springs

Accomplishment #3: Crossroads and Sober 24

- In partnership with Grace Church, Crossroads program was able to open the Hope house in 2017 which expanded services to include women and children. In 2018 they Hope First Cottages were remodeled and when full will house 24 more women and children in a sober living environment
- Crossroads continues to provide case management, housing, therapeutic services to men and women in our community that are fighting addiction. This program has shown great success, with many graduates maintaining sobriety even after graduation
- Sober 24 continues to be a great partnership between Human Services Agency, DAS and The Court’s providing testing and supportive services to combat the substance abuse issues in the community

Changes to the Goal in FY20:

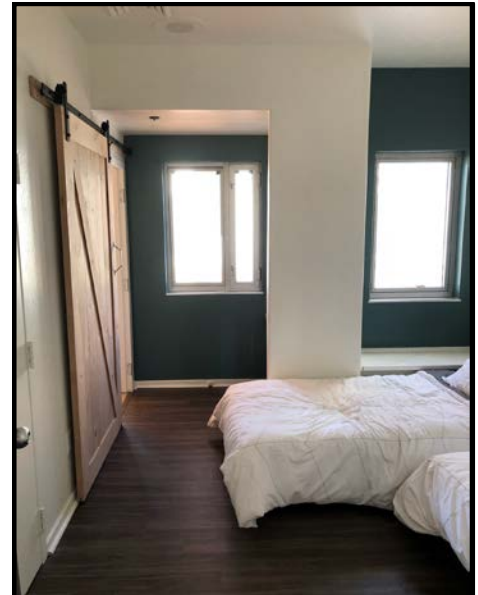
The Vulnerable Population original goal for increasing bridge and affordable housing was focused on the Sage Street housing project. The goal has since been modified to remove the specific project and keep it general for any housing opportunities and partnerships. The goal of increasing community case managers still remains but has shifted to the introduction of a collaborative case management system will help increase case management service provision to the citizens of our community while the team works towards increasing the number.

FY19 & 20 Focus:

- Increase bridge and affordable housing capacity in Washoe County
- Ensure case management levels are within established standard caseload guidelines
- Identify and implement solutions to address substance abuse in Washoe County
- Expand programing for vulnerable populations at the NNAMHS campus in partnership with the State of Nevada

How the Commissioners can help:

While we are trying to increase bridge and affordable housing in our community, there are many existing subsidized units that are forecast to convert to market-rate units within the next year; and ongoing for years after. The community focus seems to be on creating new units vs. retaining existing units, as most likely our community isn't even aware of affordable housing units we are projected to lose in the next several years. Many community agencies and programs bring proposals to the BCC for solutions to the affordable housing crisis and one way that the Commissioners could help would be to look at strategic ways to keep, as well as increase, the existing affordable housing units in our community.

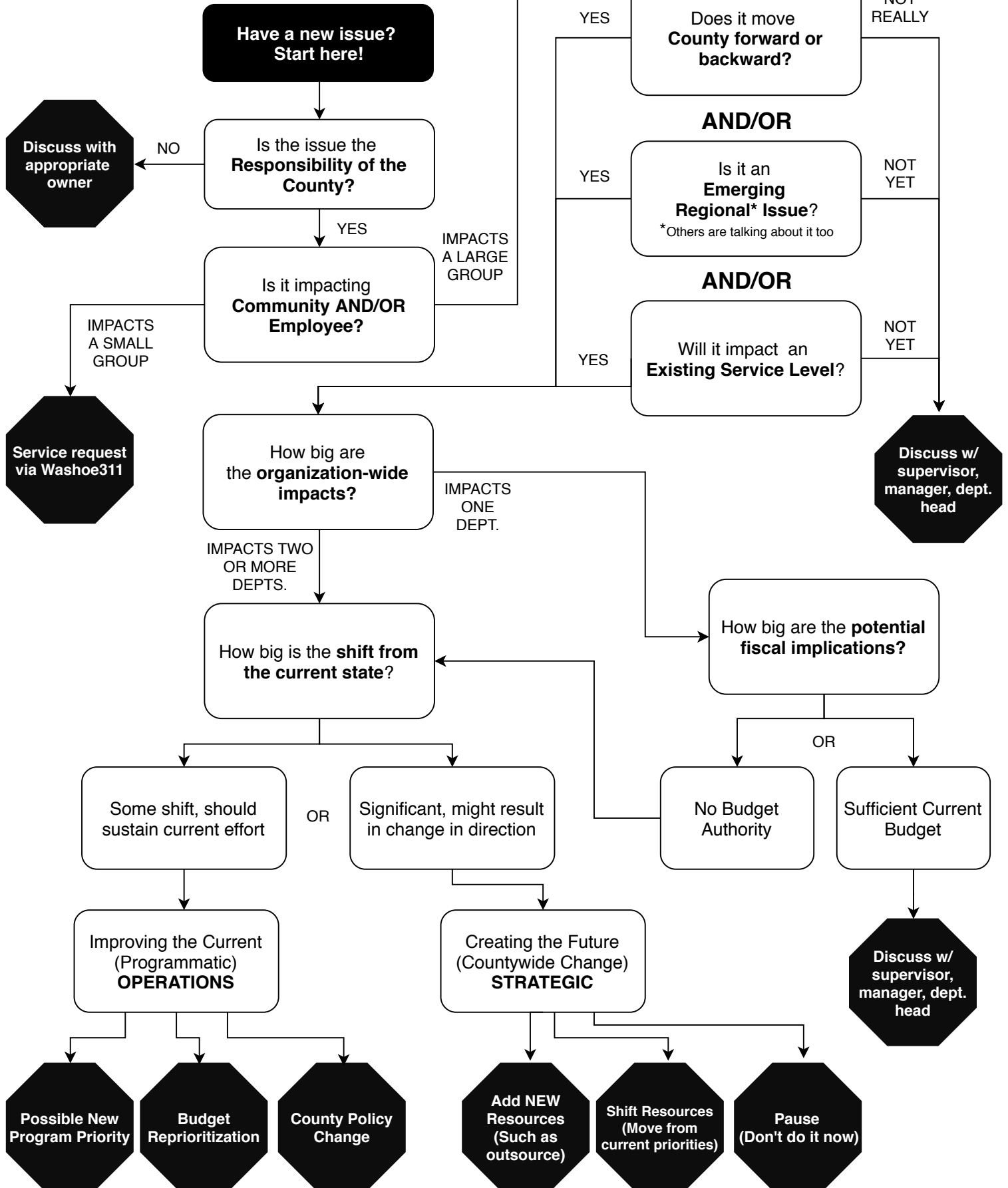


Strategic or Not



Purpose of this flow chart is to determine where to address issue as they come up over the usual course of operations. Issues need to be addressed at the correct level in County. Where the issue is addressed ideally is based on the size and scale of the issue itself.

Strategic = Creating the Future; Operations = Improving the Current





Washoe County Board of County Commissioners 2019 January Retreat

Jan. 22, 2019



Strategic
REGIONAL

Strategic Objective:

REGIONAL & COMMUNITY LEADERSHIP





Setting the Stage

Outcomes:

- Direction on the FY20 goals, funding needs & approve modifications and changes to the goals
- Grounding on the FY20 Budget
- Share direction and ideas about citizen input
- Apply *Strategic or Not* to emerging priorities
- Establish the use of the strategic plan as a management tool

Materials:

Discussion Flow * 1-Page Plan Summary * Goal Team Summaries
* Strategic Or Not Flow Chart



Discussion Flow

- I. Opening Remarks, Outcomes & Agenda Overview
- II. FY20+ Budget Overview
- III. Citizen Survey Results
- IV. Strategic Goal Briefings, Clarifications & Recommendations
- V. “Living the plan” Exercise
- VI. Final Direction on FY20 Goals & Next Steps



Discussion Guidelines

- **Looking for direction & consensus on goals.**
- **Share the mic. We're on camera.**
- **Stick with the topic at hand.**
- **Leadership of the County is in the room. We represent hundreds of employees and thousands of citizens today.**
- **Laser focus on what we are doing as well as what we are NOT doing.**
- **Be comfortable being uncomfortable.**
- **Let's take this work to the next level.**



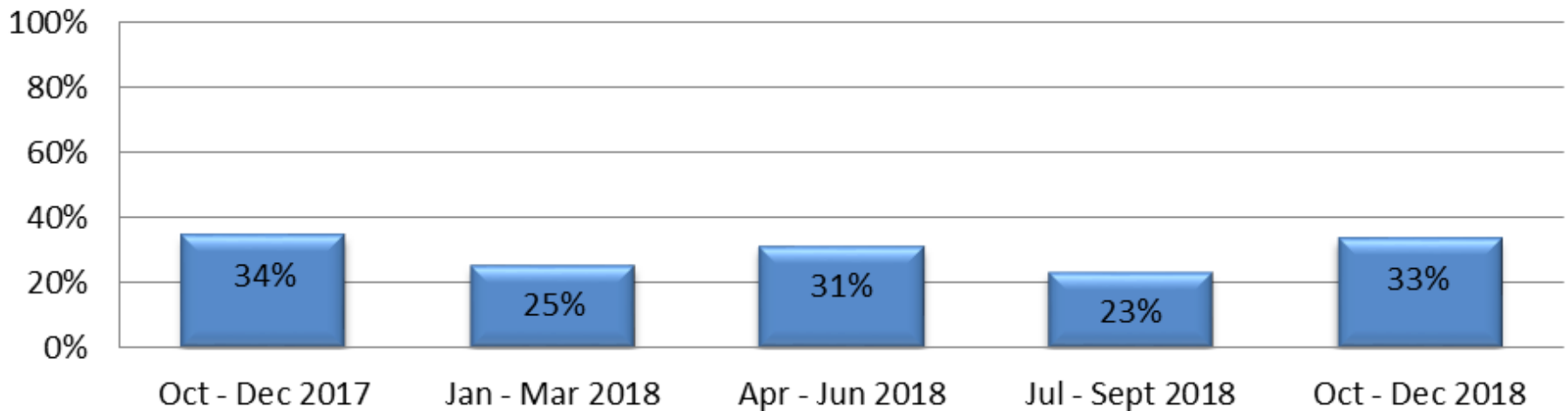
Using a Strategic Plan

Best Practices	What's In Play at the County?
Agreement & alignment by Leadership on a select few critical priorities	Day-to-day is crushing the work on strategic priorities
Pausing or saying no not now to those things that are not agreed upon priorities	Opportunity here, what is our process?
Directing available resources towards the strategic priorities	Commissioner requests are not always in alignment
Communication tool to the whole organization & community	Employee engagement increasing; however, Employees report NOT knowing the priorities of the County
Visible results or impact	Goal accomplishment KPIs heading in the right direction



Commissioner Requests

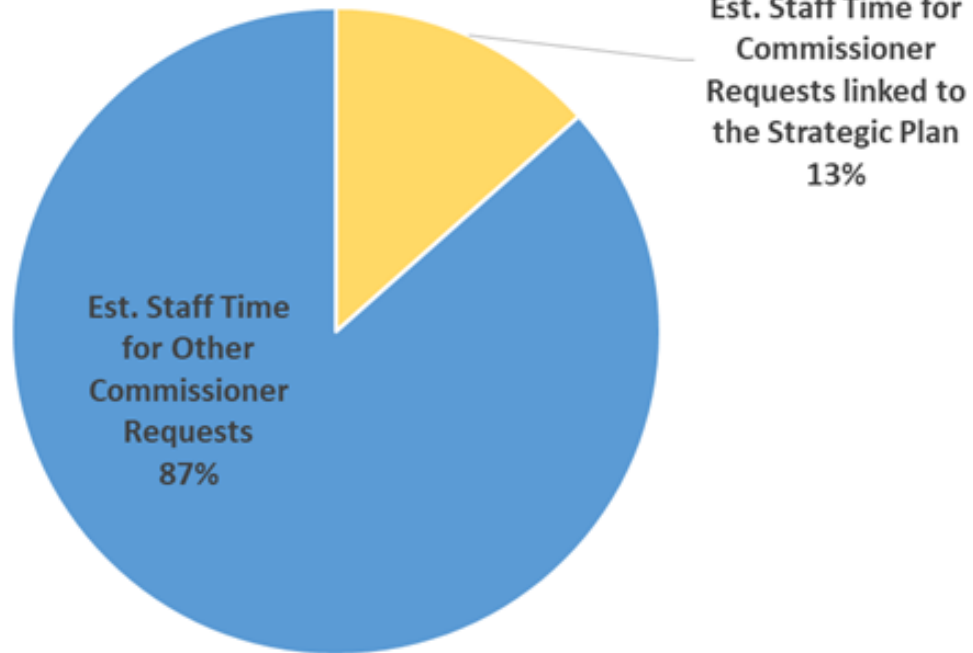
Commissioner Requests that are linked to a Strategic Goal by quarter





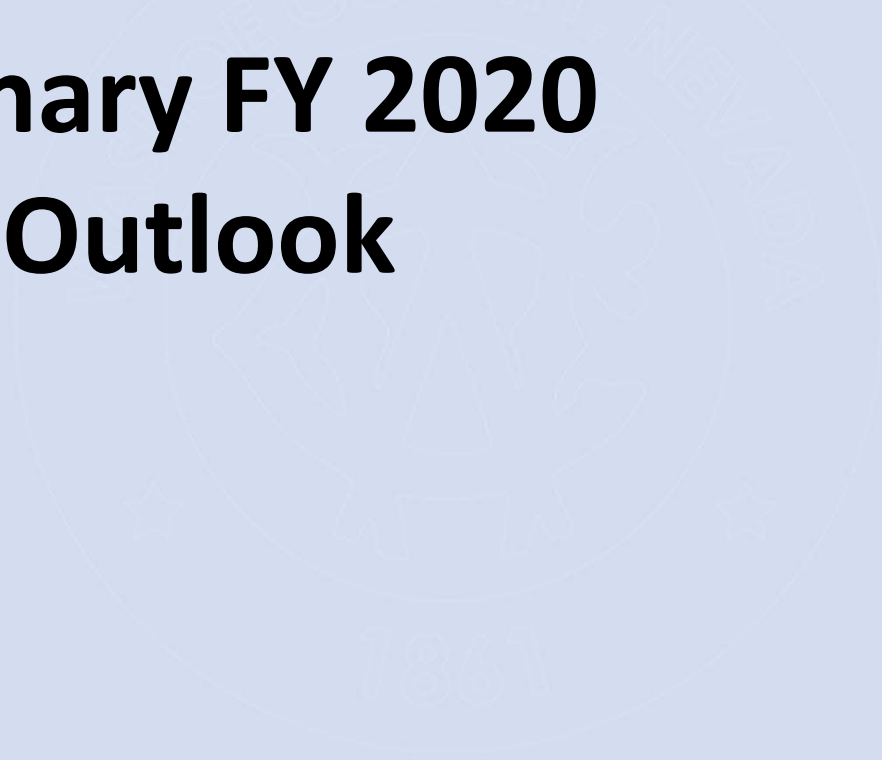
Commissioner Requests

Estimated Staff Time for Current Commissioner Requests= 1027 Hours





Financial Overview and Preliminary FY 2020 Budget Outlook





Washoe County

Financial Overview and Preliminary FY 2020 Budget Outlook

January 22, 2019



Agenda

- **General Fund Financial Overview:**
 - FY 2018 Financial Results
 - FY 2019 Mid-Year Budget Review
 - FY 2020 Preliminary Budget Outlook



FY 2018 Financial Results



General Fund FY 2018 Financial Results

General Fund FY Ended 6/30/18	Final Budget	Actual	Variance to Final	
			\$	%
Operating Revenue	332,734,875	339,220,200	6,485,325	2%
Operating Expenditures	289,940,664	285,364,245	(4,576,419)	-2%
Excess/(Deficiency)	42,794,211	53,855,955	11,061,744	
Transfers In & Other Sources	337,400	115,584	(221,816)	-66%
Transfers Out	44,487,069	47,486,294	2,999,225	7%
Total Transfers (Out)/In	(44,149,669)	(47,370,710)	(3,221,041)	
Change in Fund Balance	(1,355,458)	6,485,245	7,840,703	-578%
Beginning Fund Balance 7/1/2017	51,230,089	50,570,825	(659,264)	-1%
Ending Fund Balance 6/30/2018	\$ 49,874,631	\$ 57,056,070	\$ 7,181,439	14%

Actual operating revenues 2% higher than budgeted.

Actual operating expenditures were 2% less than budget.

Transfers out 7 % higher than budget due to \$3 M transfer of entire Stabilization Fund to flood disaster projects.

Overall Result: \$6.5 M change in Fund Balance, but a portion is restricted



General Fund – Fund Balance

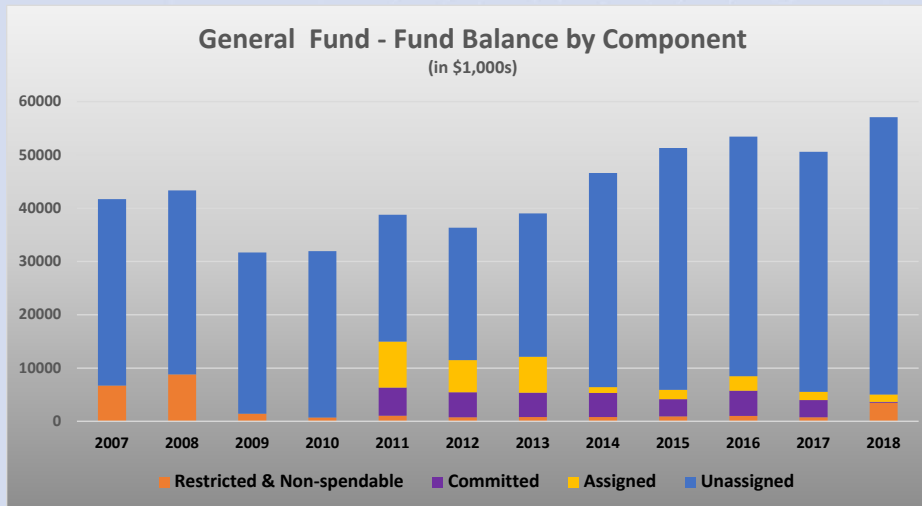
Components of Fund Balance:	2014	2015	2016	2017	2018
Non-spendable	\$ 19,043	\$ 163,032	\$ 156,929	\$ 37,568	\$ -
Restricted	\$ 792,259	\$ 765,608	\$ 878,472	\$ 750,000	\$ 3,494,184
	\$ 811,302	\$ 928,640	\$ 1,035,401	\$ 787,568	\$ 3,494,184
Committed	\$ 4,518,775	\$ 3,228,568	\$ 4,722,117	\$ 3,191,488	\$ 169,349
Assigned	\$ 1,106,583	\$ 1,764,783	\$ 2,735,052	\$ 1,550,735	\$ 1,401,787
Unassigned	\$ 40,169,907	\$ 45,377,761	\$ 44,946,029	\$ 45,041,034	\$ 51,990,750
Unrestricted Fund Balance	\$ 45,795,265	\$ 50,371,112	\$ 52,403,198	\$ 49,783,257	\$ 53,561,886
Total	\$ 46,606,567	\$ 51,299,752	\$ 53,438,599	\$ 50,570,825	\$ 57,056,070

Restricted Fund Balance:

- Increased \$2.7 M with implementation of GASB Statement 75, change in treatment of Public Employees Benefit Program (PEBP) - employer vs. trust assets.

Unrestricted Fund Balance:

- Net increase was \$3.8M due to combination of use of Stabilization Fund, assigned amount for budget encumbrances, and actual revenue and expense results
- Total Unrestricted Fund Balance is \$53M , and represents 16.1% of budgeted operating expenses, or 59 days of working capital.**





GFOA Fund Balance Guidelines

Appropriate policy level of unrestricted fund balance should take into account each government's unique circumstances:

- Vulnerability to natural disasters
- Degree of dependency on volatile revenue sources
- Potential for cuts in State or Federal funding

GFOA recommends no less than 2 months of working capital, which is equal to 16.4% of budgeted operating expenses. BCC policy is between 10% and 17%.

Unrestricted Fund Balance should not be used as a funding source for ongoing recurring expenditures.

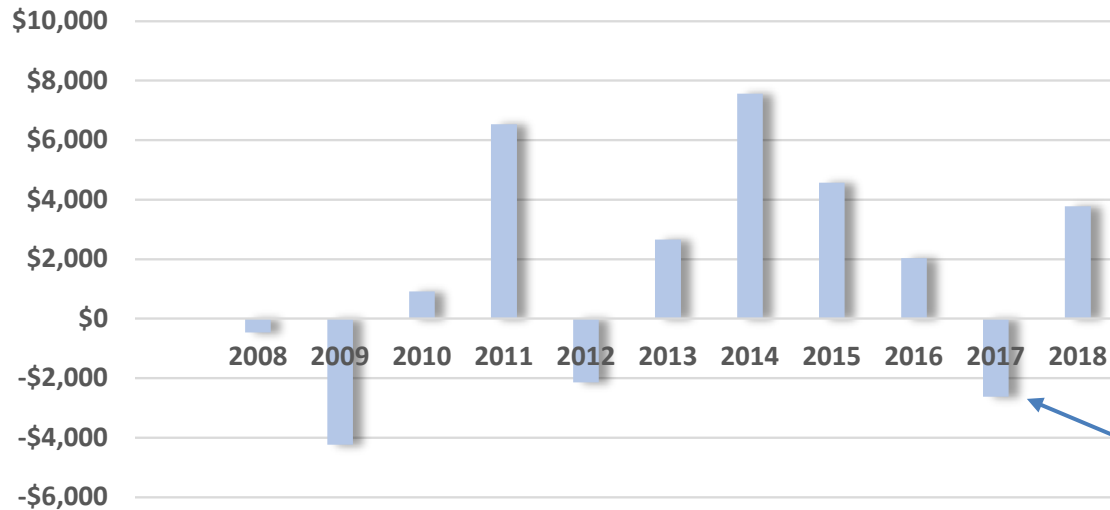
Governments should seek to replenish Fund Balances within 1-3 years.

Fund Balance protects taxpayers and employees from unexpected changes in financial condition.



Changes in Unrestricted Fund Balance

**Change in General Fund
Unrestricted Fund Balance**
(in \$1,000's)



Changes in Fund Balance are not a resource for ongoing operating expenses that recur each year because they are inconsistent, unpredictable and vary from year-to-year

Increase due to revenue 2% higher and expense 2% lower than budget

Reduction due to use of entire Stabilization Fund for flood disaster costs.



Stabilization Fund

- **NRS 354.6115 allows for a fund to “*stabilize operations of a local government and mitigate the effects of a natural disaster.*”**
- **Stabilization Fund is a critical resource, BCC policy level is \$3M, and current balance was \$0 at 6/30/2018.**
 - Previous BCC direction was to replenish from FEMA reimbursements
 - Reimbursements take an average of 5-7 years, or more, to receive
- **Recommendation: replenish Stabilization Fund now, at no additional cost, as an assignment within fund balance**
 - If so directed, staff will bring an item on a future BCC agenda to formalize this action.



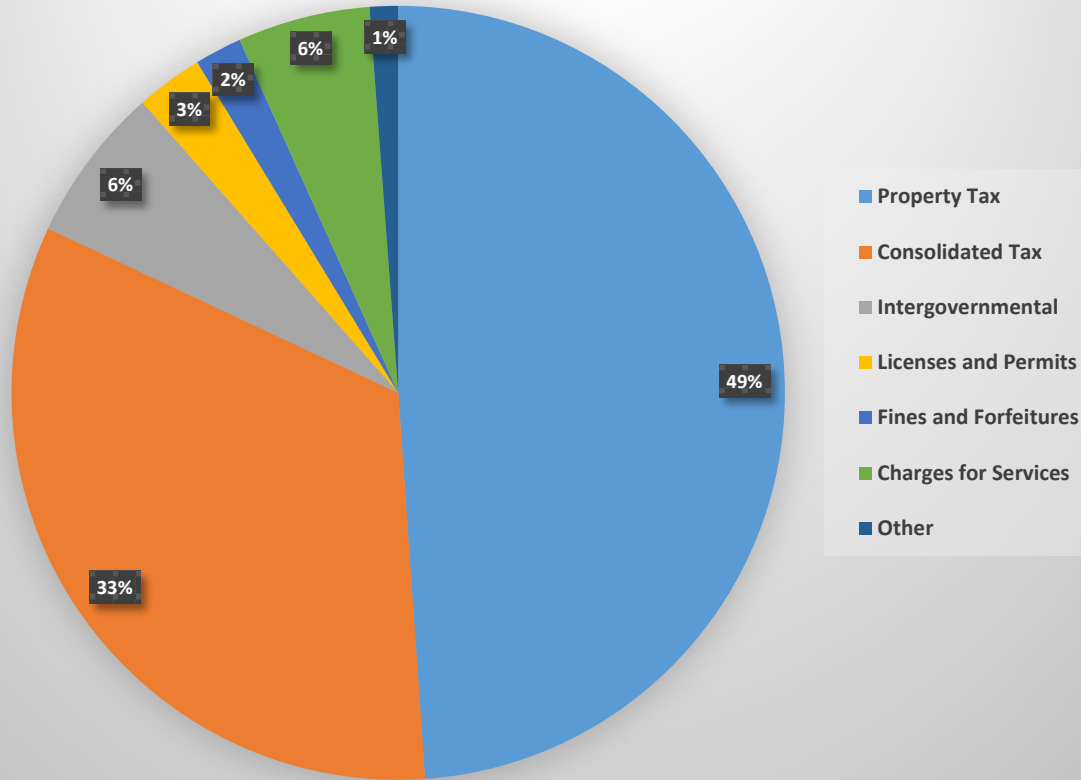
Washoe County

FY 2019 Mid-Year Budget Review



General Fund FY 19 Budget

General Fund Revenues by Type

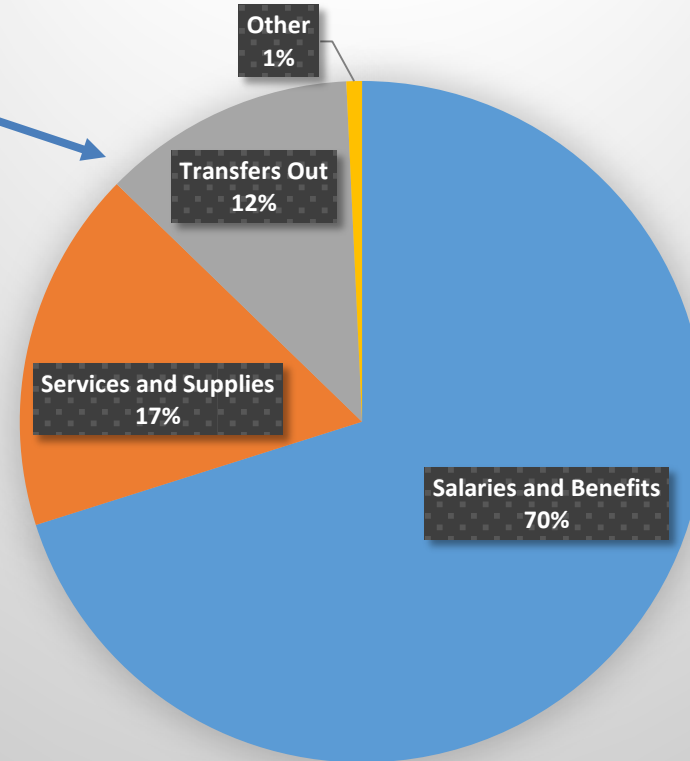


Property Tax & C-Tax are 82% of General Fund Revenue



General Fund FY 19 Budget

General Fund Expenditures by Type

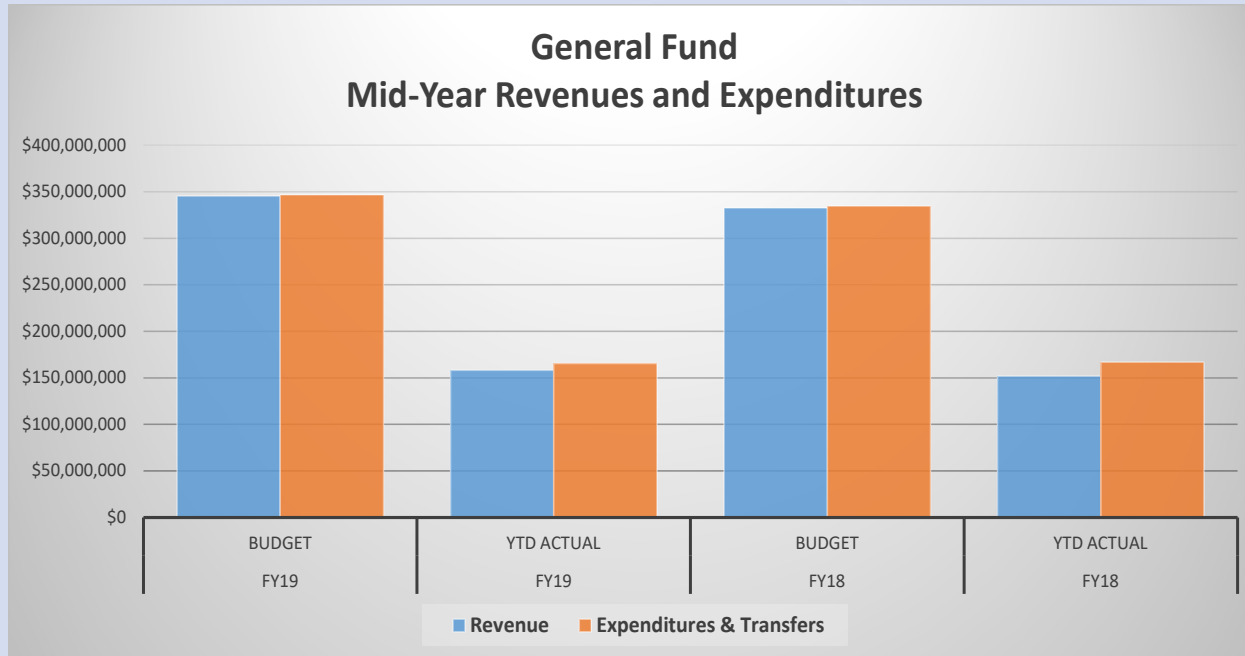


Transfers Out Support:
Capital Improvements
Child Protective Services
Debt Service
Health District
Indigent Fund
Roads Fund
Senior Services

Salaries & Benefits are 70% of General Fund Expenditures, a normal range for a service organization



General Fund Mid-Year FY 2019



YTD Actuals vs. Budget tracking as expected

General Fund FY19 Year-to-Date July-December	FY19 Budget	FY19 YTD Actual	% of Budget	FY18 Budget	FY18 YTD Actual	% of Budget
Revenue	\$ 345,383,942	\$ 158,115,433	46%	\$ 332,734,875.47	\$ 151,781,830	46%
Expenditures & Transfers	\$ 346,756,493	\$ 165,376,240	48%	\$ 334,732,735.64	\$ 166,809,759	50%



Washoe County

FY 2020 Preliminary Budget Outlook



Preliminary Budget Trends for FY 2020

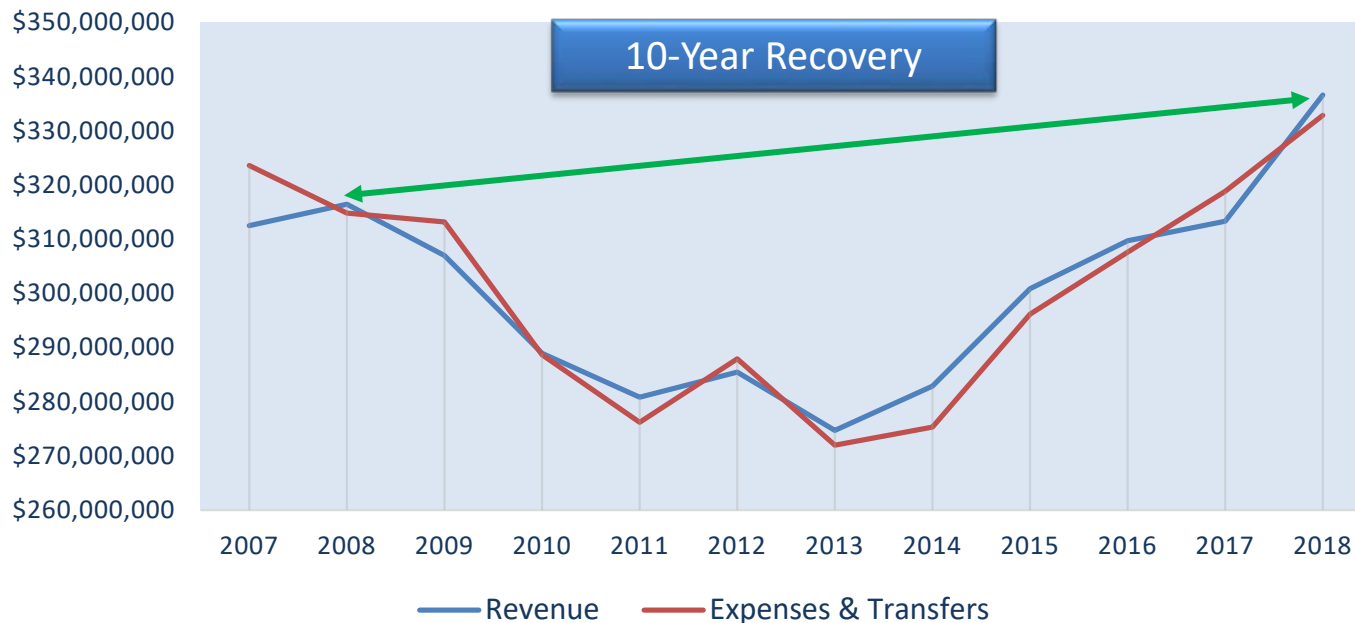
Outlook: Uncertainty

- Regional economy strong employment/job growth, but signs of eventual economic slow down are on the horizon
- Operating revenues growing moderately and will cover known expense increases, but
- Currently unknown or unquantifiable and potential expense increases still need to be determined (labor negotiations, departments' requests, and legislative impacts)
- Capital Improvement Program Funding Not Adequate Long-Term
 - Major new facilities, roads and infrastructure requirements (high cost)
 - Improvements/replacements to existing facilities and equipment needed



General Fund History

General Fund
Actual Revenue vs. Expense History



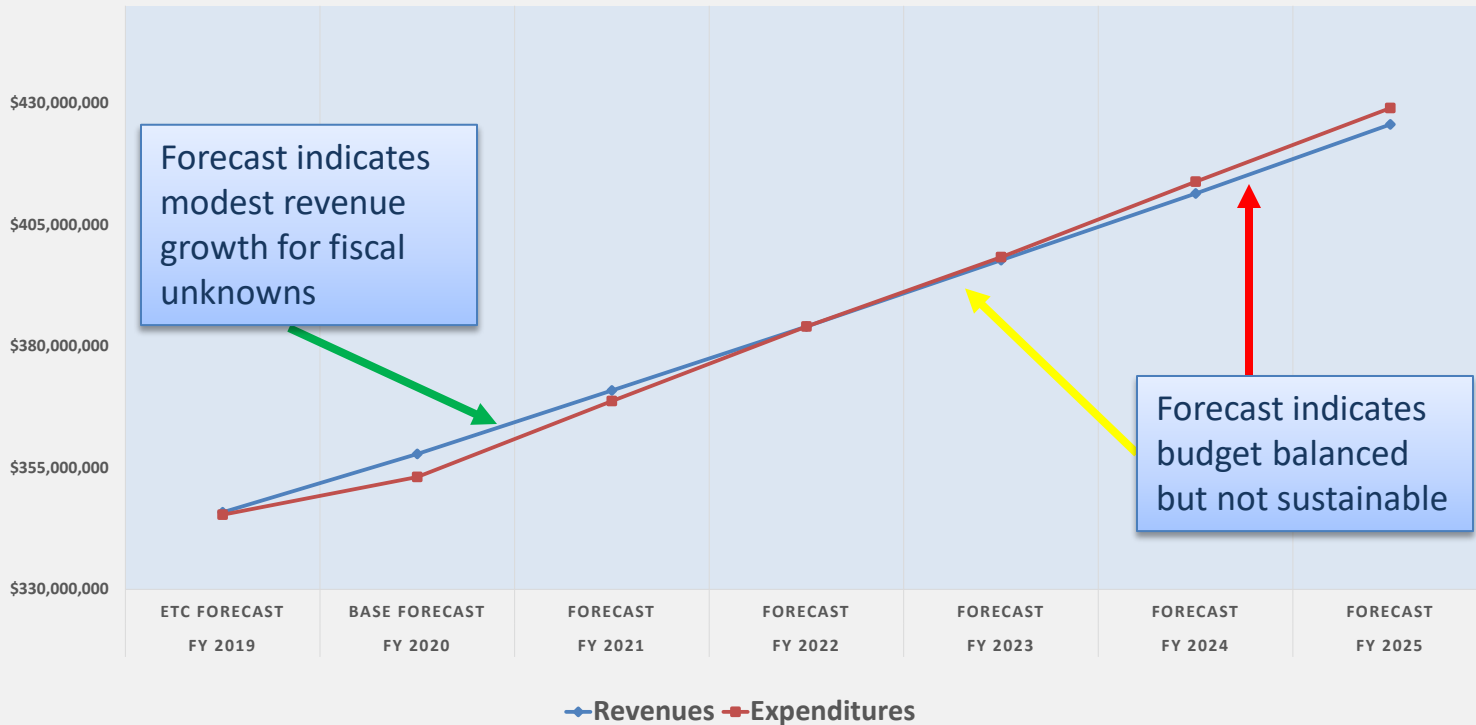
FY 2018
Revenues and
Expenses
exceeded Pre-
Great Recession
levels for first
time in a
decade.

Fund balance is
important to
weather a
normal
recession –
Great Recession
was prolonged



General Fund Long-term Trend

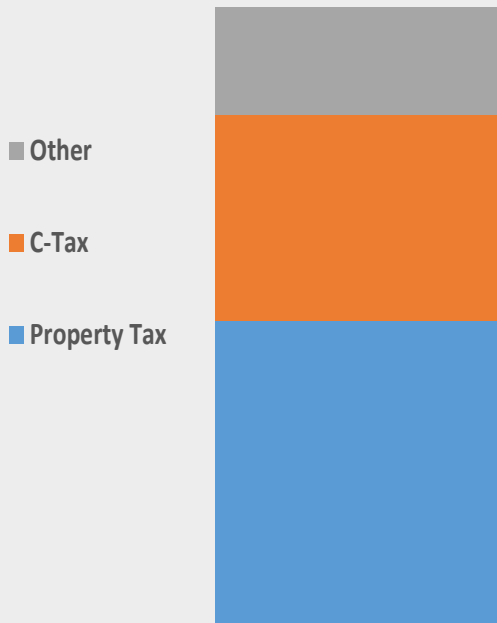
GENERAL FUND PRELIMINARY 5-YEAR FORECAST



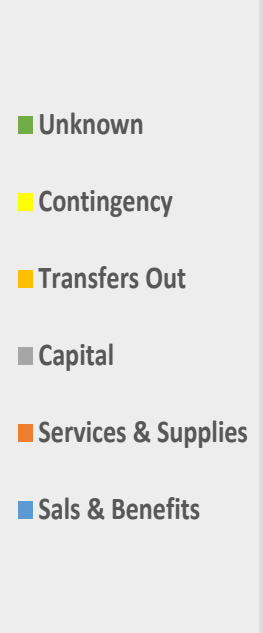


Preliminary General Fund FY 2020 Budget

General Fund Preliminary Revenue FY 2020






General Fund Preliminary Expense & Transfers FY 2020



Preliminary Budget is balanced with small amount for contingency and unknown fiscal impacts.



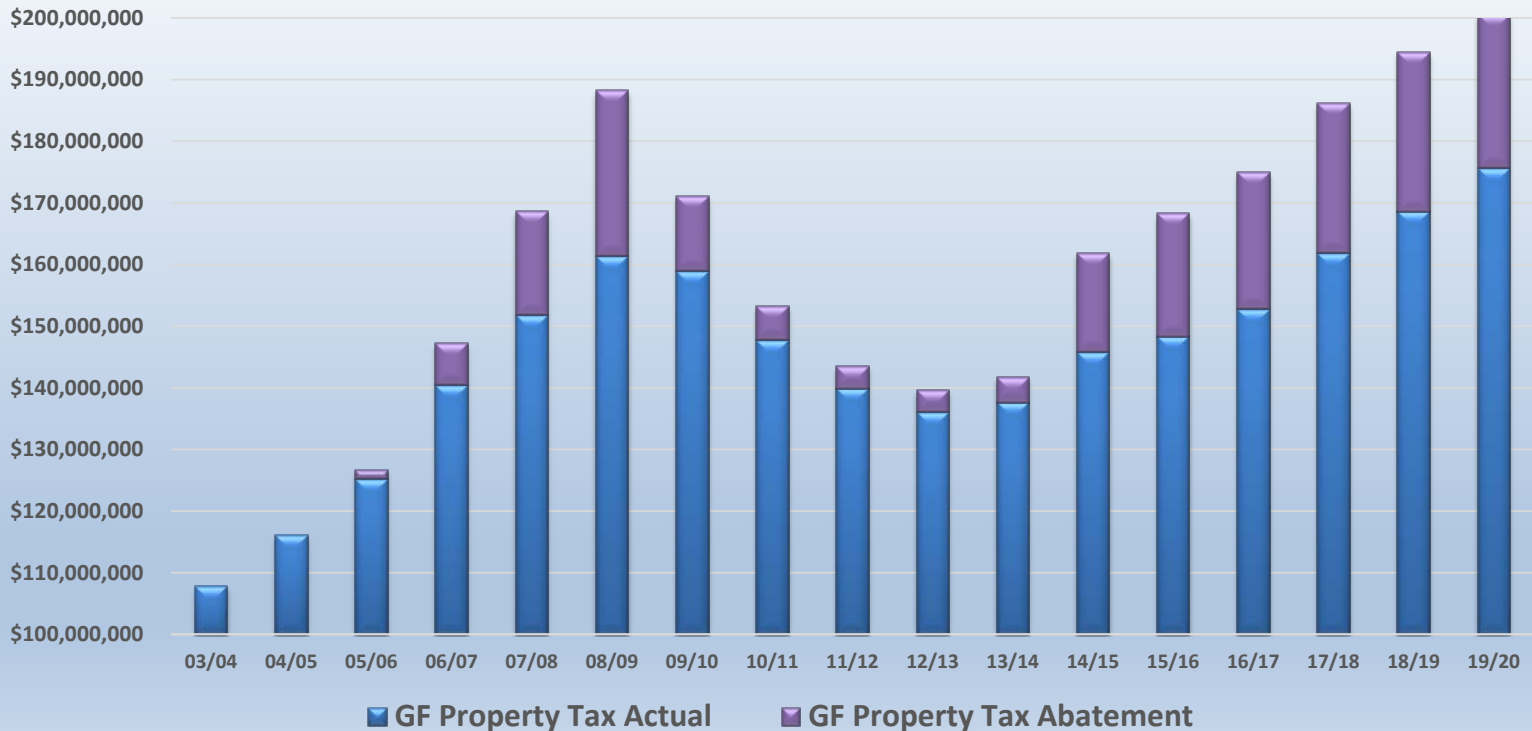
Revenue Trends

Item	Status	Notes
Consolidated Tax Revenues		<ul style="list-style-type: none">• Rate of growth of C-Tax revenues flattening.• With only four months reporting, FY19 revenues are up 6.2% adjusted for C-Tax refund, versus 9.3% same period last year.• FY19 C-Tax refund of ~\$3.1 M• FY20 C-Tax refund of ~\$1.5 M
Property Tax Revenues		<ul style="list-style-type: none">• FY20 estimated property tax caps ~ 3.0% residential; 4.8% general• New development may add ~ 1 – 1.25%.
Other General Fund Revenues		<ul style="list-style-type: none">• Other revenues relatively stable but are not keeping up with inflation and additional impacts due to voter approved exemptions



General Property Tax

Property Tax History - General Fund (FY19 & FY20 estimated)

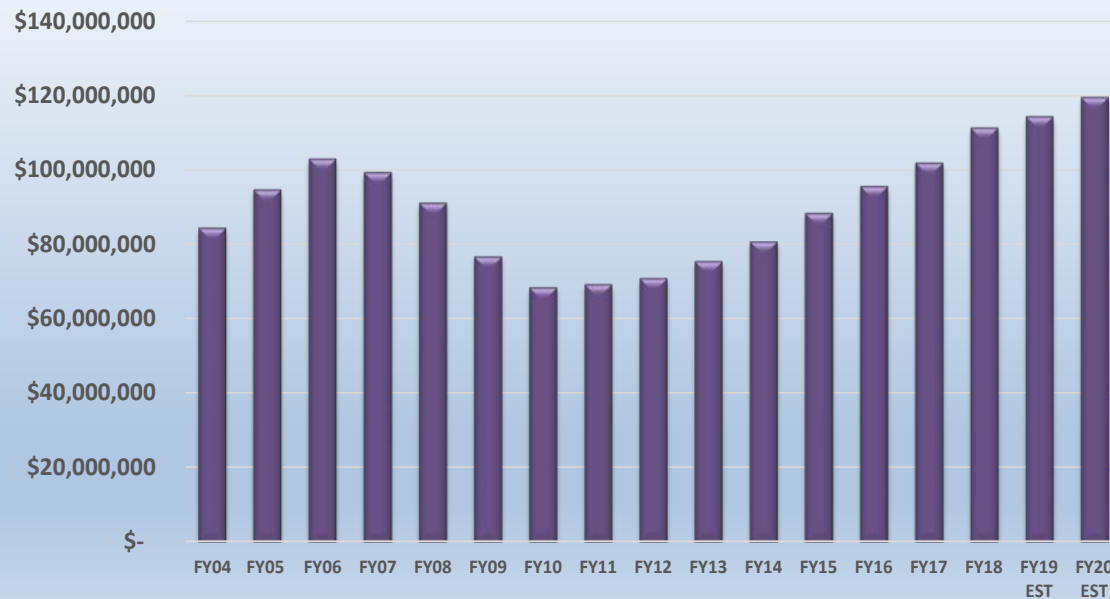


Cumulative GF abatement value FY 2005 through FY 2019 is \$189 million

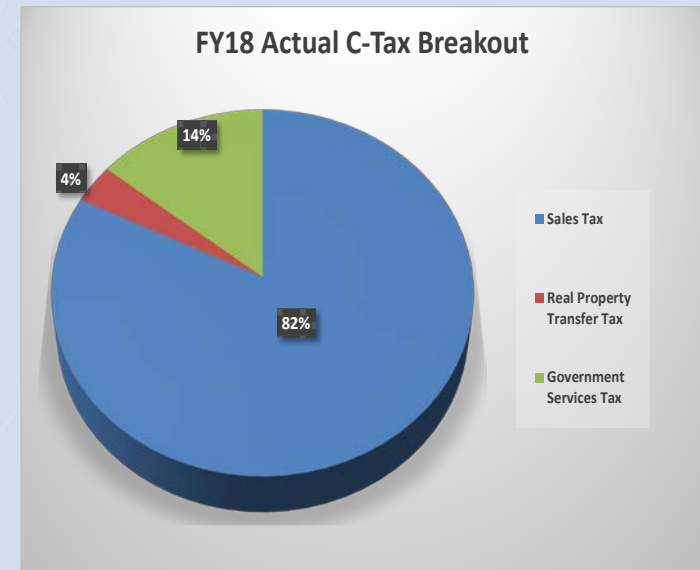


Consolidated Tax

C-Tax Revenue History



FY18 Actual C-Tax Breakout





General Fund Known Cost Increases

Item	Notes
Salaries & Wages	<ul style="list-style-type: none">Regular merit and associated salaries ~ \$2.6M (does not include possible impacts from collective bargaining)
Employee Benefits	<ul style="list-style-type: none">Associated retirement benefits ~ \$993KPERS contributions: Public Safety employees 2.0%, all other employees 1.25% ~ \$1.9MEstimated OPEB contributions ~ \$1.4M
Other Operational Increases	<ul style="list-style-type: none">Voting Machines ongoing maintenance contract ~ \$300KContingency funding to address uncertainty ~ \$1MIncludes various contractual, lease, maintenance, and service agreement increases
Transfers	<ul style="list-style-type: none">Debt service required ~ \$623KIndigent Fund ~ \$823KCapital Improvement Program ~ \$1M

Known cost increases total \$10.6M, and are included in the preliminary "base" Budget



Uncertainty

Unknown Impacts & Emerging Issues

Item	Notes
Economic Outlook	National and regional. Slow down on the horizon?
Federal Government Shut-Down	Impacts to be determined – cash flow and grant award concerns
2019 State Legislative Session	Impacts to be determined
Collective Bargaining	All current collective bargaining agreements expire June 30, 2019
Department Requests	Above Base Budget requests currently unknown

Fiscal impacts currently unknown, and are not included in preliminary “base” Budget



Capital Needs

Item	Notes
Annual Capital Improvement Program (CIP)	<ul style="list-style-type: none"> • Total 5-Year CIP requests are \$76 M • FY20 CIP requests total \$26 M (\$13 M requested from General Fund) • Current General Fund CIP funding level between \$5-6 M/year
Capital Infrastructure and Equipment Replacement	<ul style="list-style-type: none"> • CIP includes funding requests for replacement of roofs, HVACs, and other major equipment • Ongoing annual funding needed for replacements, minimal amount was set aside in FY 19
Major Long-Term Capital Considerations on the Horizon	<ul style="list-style-type: none"> • STMWRF Plant (Facility Plan/SRF Loan) • WCSO Infirmary/Crime Lab (Master Plan) • Downtown Project/Court Building (Master Plan) • 9th Street Facility (Master Plan) • Technology Infrastructure, and major systems • North Valleys Library (Master Plan) • Storm Water/TMDL/Flood

Long-term sustainable revenue sources are needed to finance major long-term capital considerations





Capital Financing Existing Resources

General Fund:

- Not a sufficient or sustainable source to finance high-cost projects, such as master plan projects, without significant changes in existing service levels and programs

Fees:

- Utility rate fees and connection charges (Sewer) used for debt service (STMWRF project)
- Agency user fees for participation in regional systems (NSRS P25 project)
- Other user fees (parks, public safety) supplemental in nature, generally utilized to offset ongoing operations expenses, not sufficient for debt service
- Technology fees in certain areas (Assessor, Recorder and Clerk) set by statute for restricted uses



Capital Financing Existing Resources

Library Expansion Fund:

- A 1994 voter approved Property Tax override
- Tax period is 30 years, beginning in FY 1995 and ending in FY 2025
- Allowable use is for acquiring, constructing, improving, equipping , operating and maintaining County library facilities
- Would require voter approval in November 2024 to continue the tax for Library purposes



Capital Financing Existing Resources

Infrastructure Sales Tax:

- In place since 1998, NRS allowable use is for public safety and flood projects
- Used to finance construction of the Regional Emergency Operations Center (REOC), Regional Public Safety Training Center (RPSTC), and Truckee River Flood Protection projects (TRFMA)
- Debt currently outstanding is \$27M, and terminates in FY 2036
- After annual debt service, balance of funding used to operate TRFMA project
- Capital investments **Spending Plan** is adopted and/or amended by the BCC (last amended in 2002 for debt issuance)
- Re-evaluate spending plan?



Potential New Capital Financing Resources

Grants:

- Capital construction grants are limited, subject to reduction and/or redirection
- Do not provide funding for ongoing operations, maintenance and replacement

Supplemental Government Services Tax:

- No minimum/base annual amount, revenue varies with annual motor vehicle registrations (Great Recession decrease was 24%, or \$3.1M)
- Previous supplemental GST imposed by BCC in 1991 and ended per AB 471 in 2005
- 2009 legislation broadened allowable uses, and 2011 Legislation allowed Washoe County to re-impose Supplemental GST without voter approval
- 2012 advisory ballot question failed with 59.6% of “no” votes
- 2016 Citizen Survey:
 - » 46% opposed GST for senior program
 - » 53% opposed for culture and recreational facilities



Summary

We are in a period of Uncertainty:

- Revenues likely sufficient to sustain known cost increases, but significant uncertainties exist, with fiscal impacts yet to be determined and quantified due to national and regional economy, federal government shutdown, legislative impacts, labor negotiations, emerging issues, and capital improvement needs

Structurally balanced GF Budget needed for fiscal sustainability:

- Goal is to present the BCC with a structurally balanced budget for FY 2020 and going forward in future years.

Recommendations:

- Replenish Stabilization Fund, as an assignment within fund balance for FY 2019
- Increase Contingency funding due to uncertainties, and Capital Improvement funding for major equipment replacements
- Departments should continue to prioritize, restructure and/or reallocate resources from within existing budgets, before requesting above base increases



Budget Timeline & Next Steps

Date/Month	Item
Jan. 22	BCC Strategic Planning Retreat
Jan. 30 & 31	Departments attend Budget Training Sessions
February 8	Due date to submit personnel requests to HR & Budget
Jan. 31 – Feb. 22	Departments review budgets and submit requested changes
March 8-15	Departments meet with Manager's Office to review budgets
Mar. 15-25	C-Tax and Property Tax revenue projections finalized
Mar. 25-29	Finalize budget recommendations to County Manager
April 15	State deadline to submit Tentative Budget
April 23	County Manager presents recommendations to BCC
May 21	BCC Public Hearing and Adoption of Final Budget
May 31	State deadline to submit Final Budget



Questions?



CITIZEN SURVEY RESULTS





Washoe County, NV

Key Findings 2018

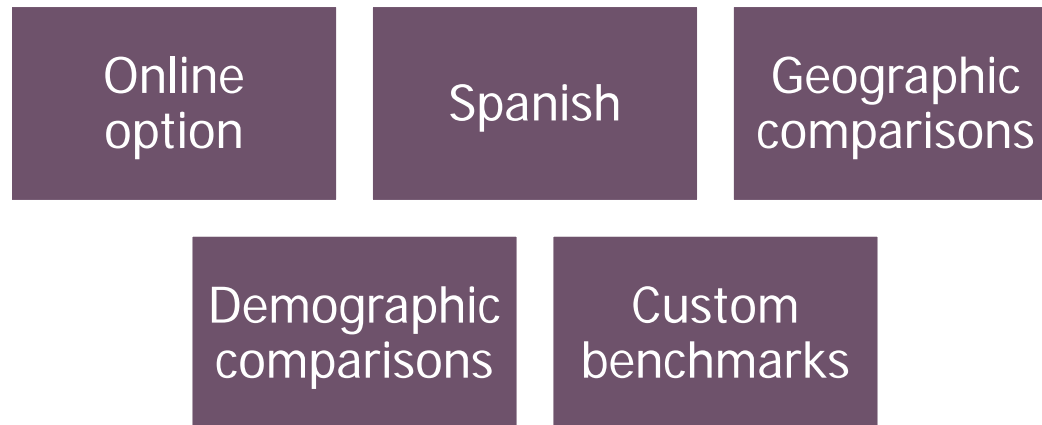
The NCS is presented by NRC in collaboration with ICMA



Leaders at the Core of Better Communities

The NCS & Washoe County

- Participant in The NCS since 2006
 - 2006, 2016, 2018
- Scientific sample of 1,500 households
 - 314 returned surveys; 22% response rate
 - $\pm 6\%$ margin of error



Facets of Community Livability

Safety

Mobility

Economy

Recreation
and Wellness

Quality of
Community
Overall

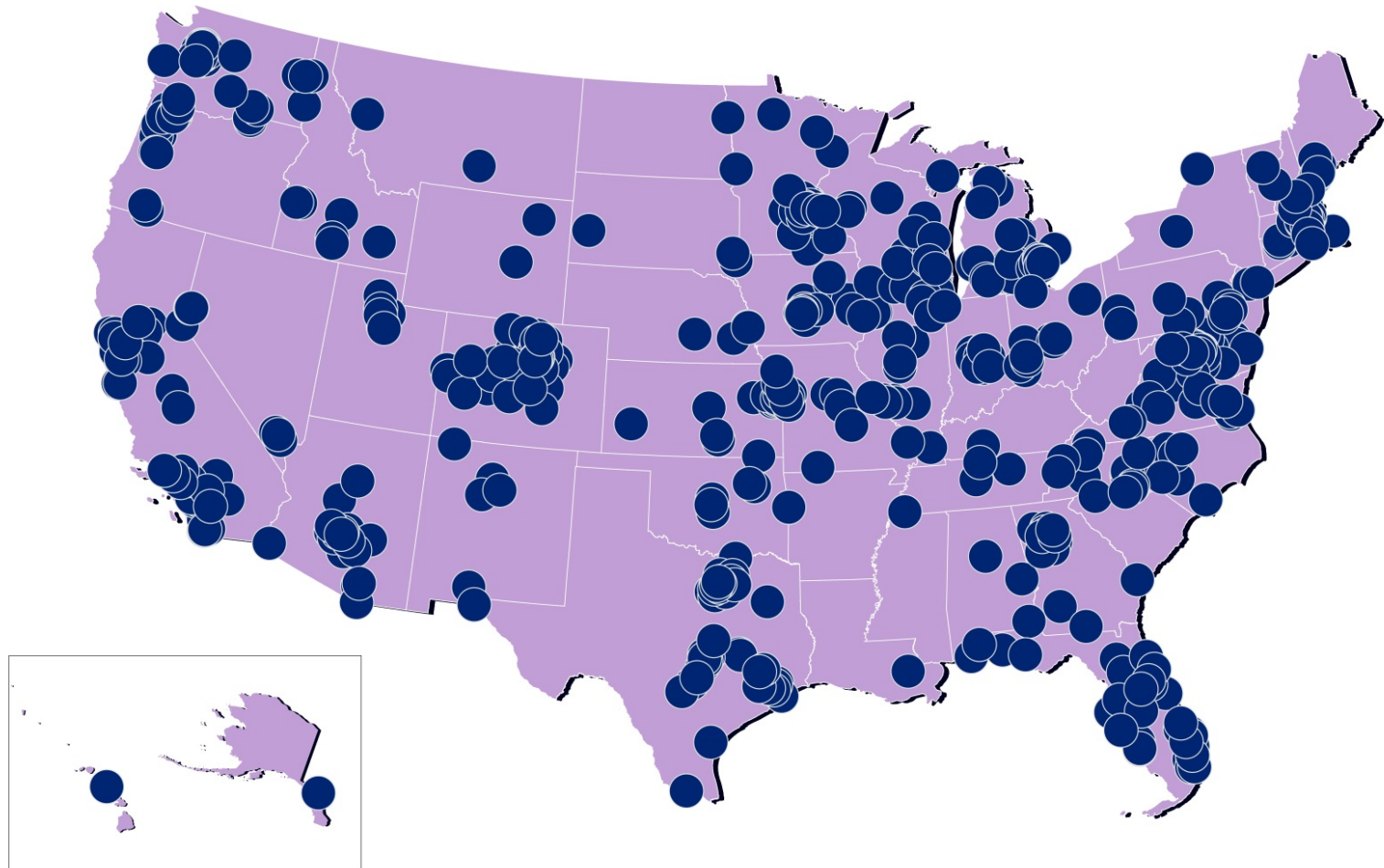
Natural
Environment

Built
Environment

Education
and
Enrichment

Community
Engagement

National Benchmark Comparisons

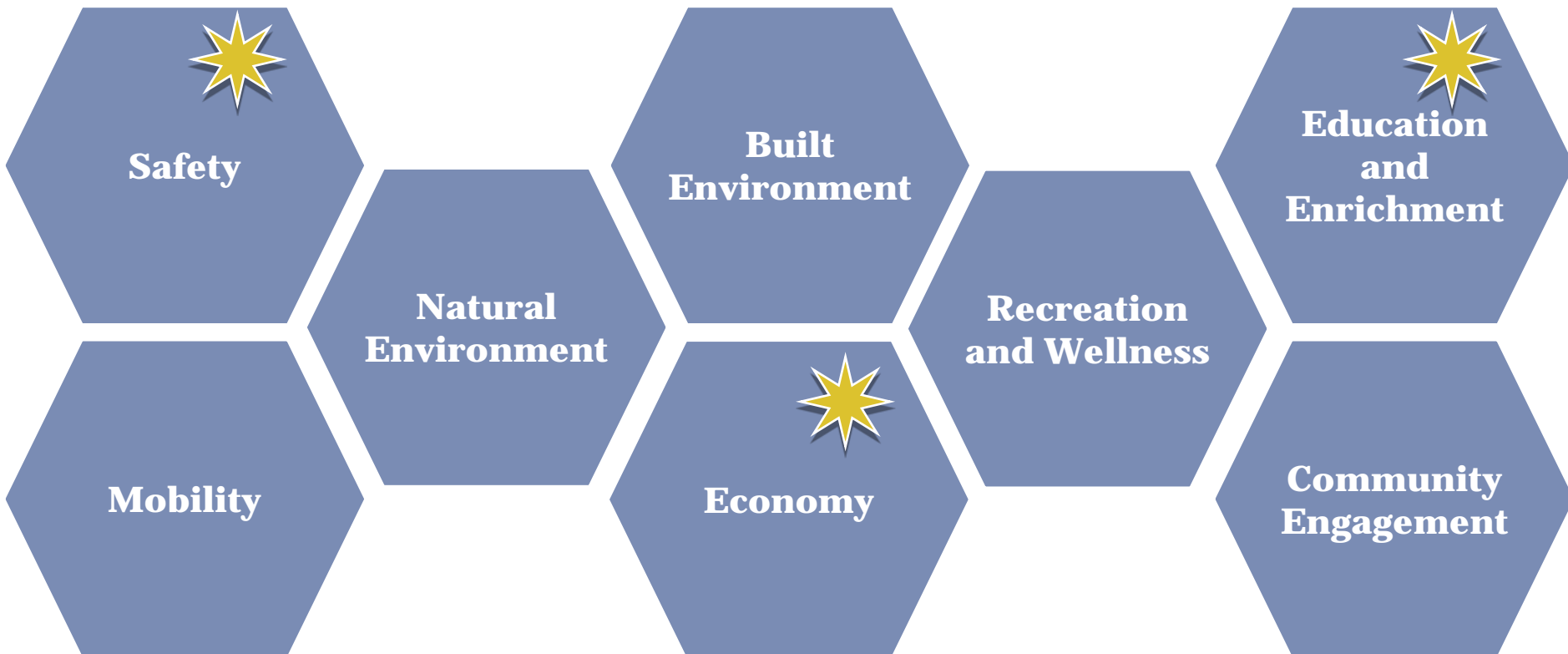


Key Focus Areas

Legend

- Higher than national benchmark
- Similar to national benchmark
- Lower than national benchmark

* Most important

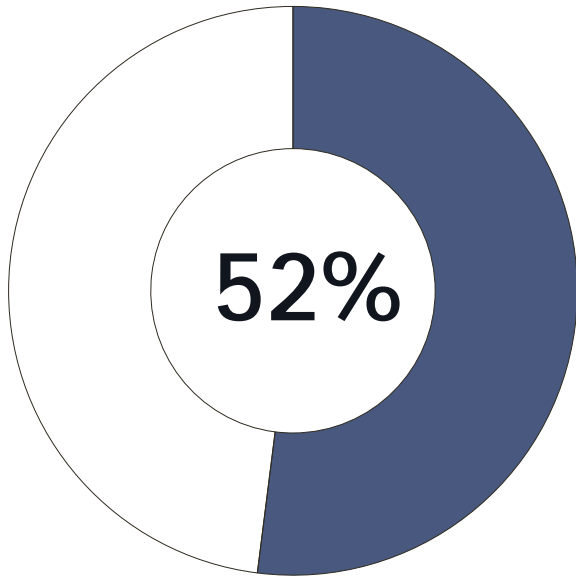


Key
Finding
#1

**Economy is a *priority*
with residents
applauding
employment, but
have *concerns* about
*housing affordability***

Economy Measures

Overall economic health



Higher than benchmarks
Percent excellent or good

Affordability



Cost of living
30%



Variety of housing options
29%



Availability of affordable housing
16%



NOT under housing stress
65%



Percent excellent or good
Lower than benchmarks

Key
Finding
#2

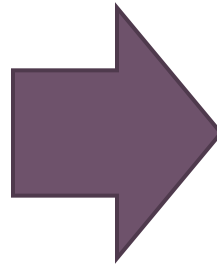
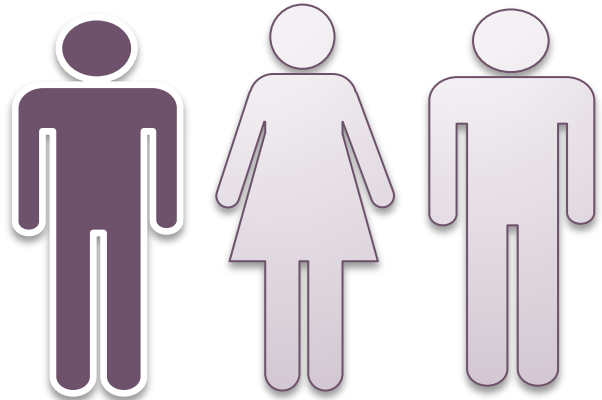
*Community
Enrichment*
**activities are
under-utilized**
assets



87%

Residents think
Education and Enrichment is
essential or very important

Engagement with Amenities



Social events and activities

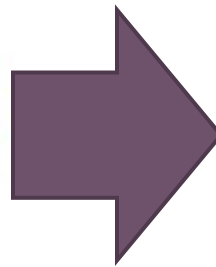
75%

Special events

65%



Attended a special event in the last year



Public libraries

83%



Used public libraries



Percent have attended/excellent or good
Lower than benchmarks

Community Enrichment Trends



Public
libraries

83%



Cultural, music
and art
opportunities

84%

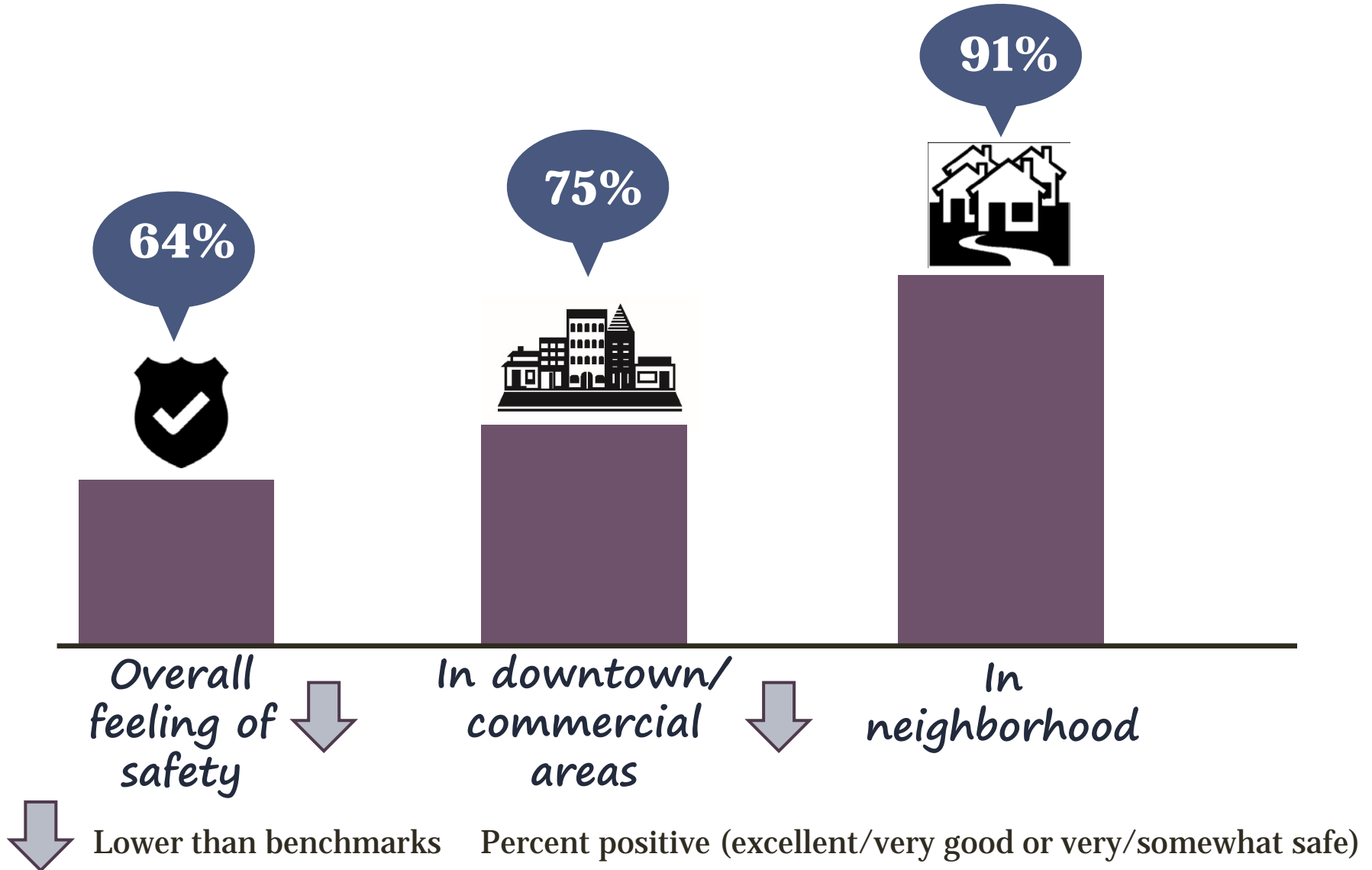


Higher than benchmarks
Percent excellent or good

Key
Finding
#3

Safety merits continued *focus*

Safety in Washoe County



8 in 10

Sheriff services



excellent or good

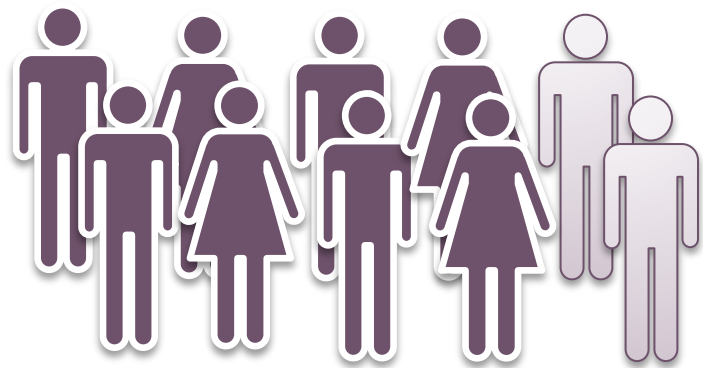


2 in 3

Animal control

Emergency preparedness

excellent or good



8 in 10

**Did NOT report a crime
NOT a victim of a crime**

35%



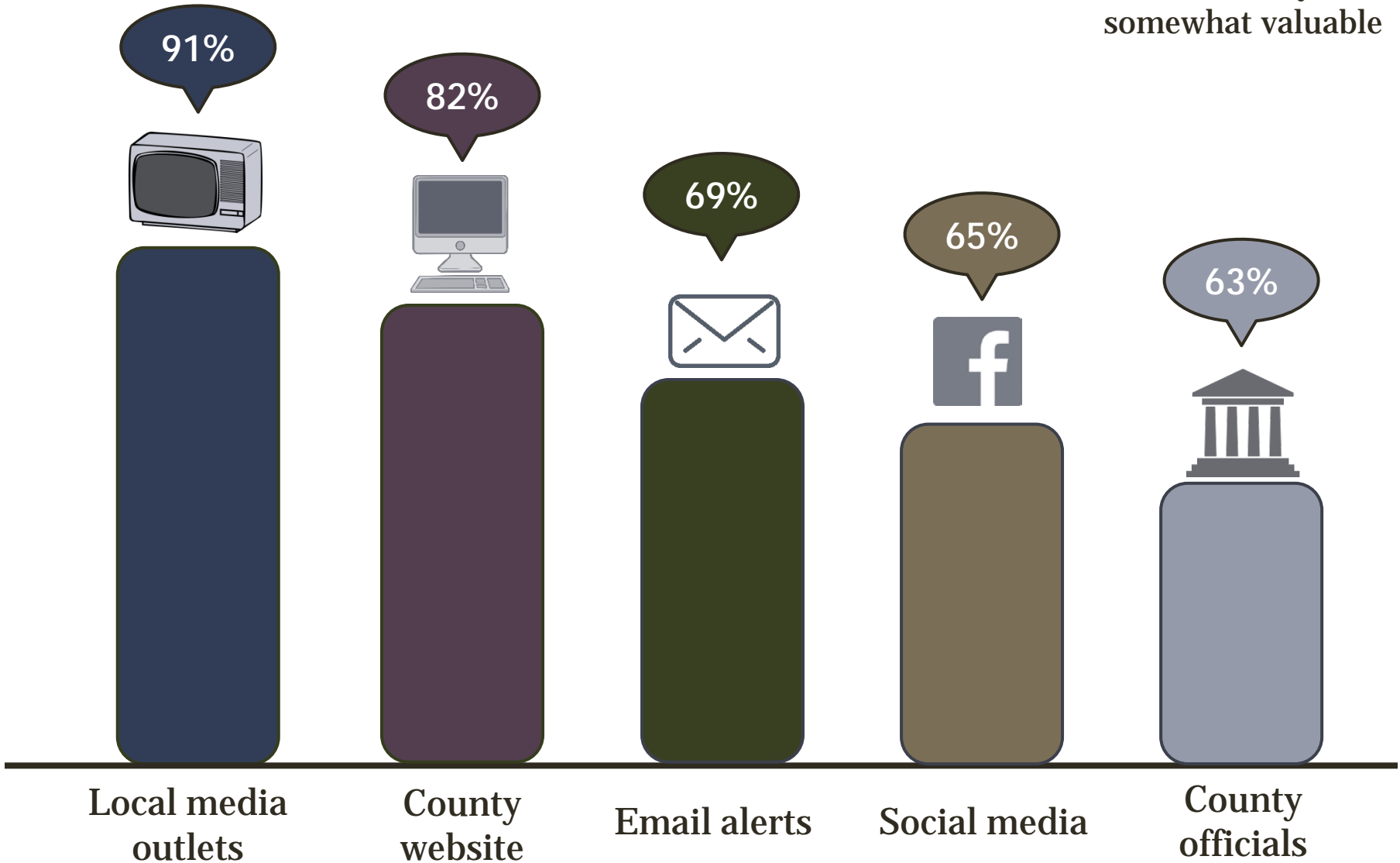
**Stocked supplies for an
emergency**

Percent yes

Special Topics

Sources of Information

Percent very or somewhat valuable

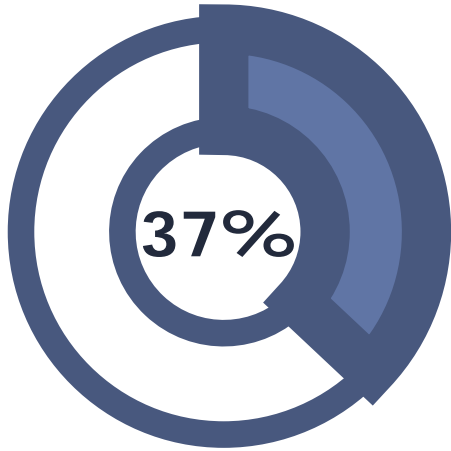


Familiarity with Services

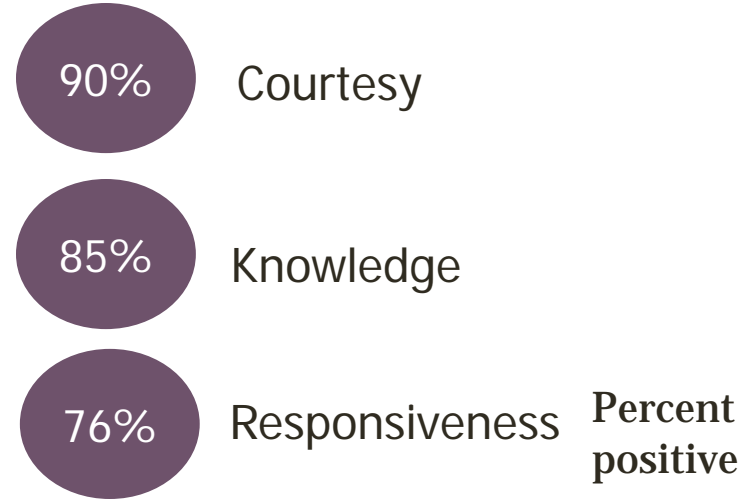


Percent very or somewhat familiar

Contact with County Employees

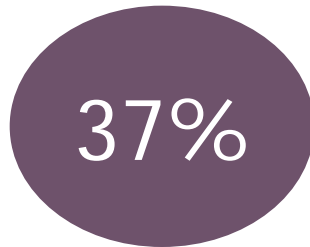


Impressions

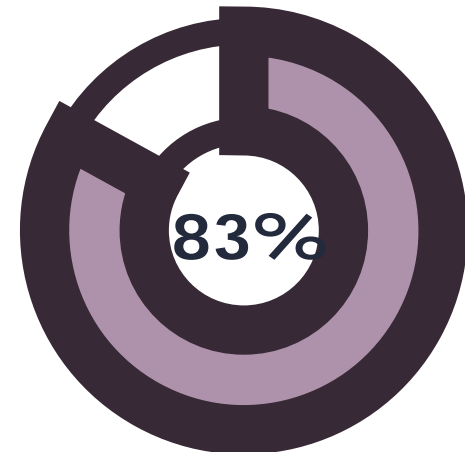


Compared to other government agencies

Much or somewhat better



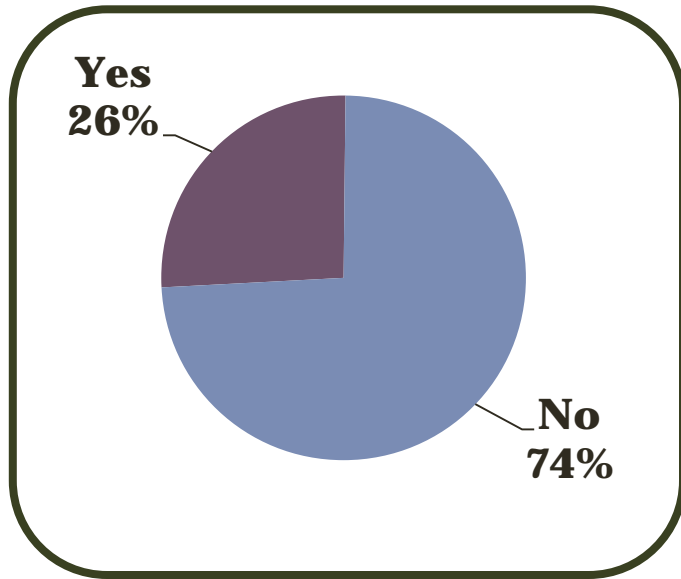
Overall impression



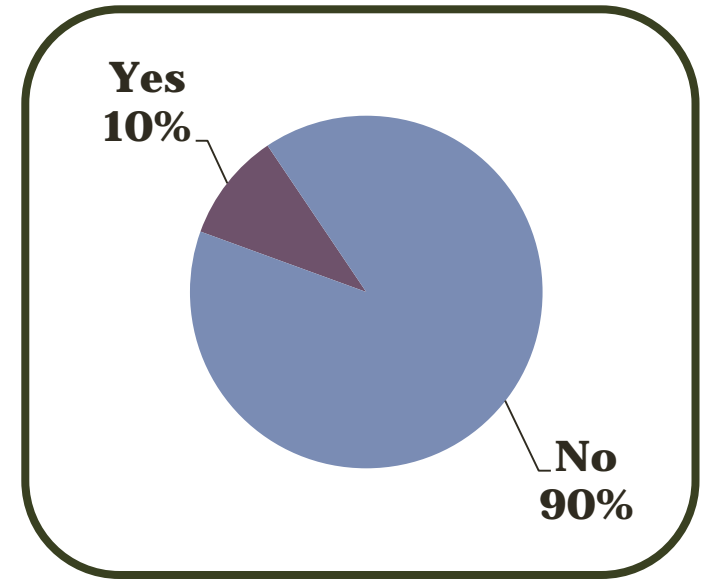
Percent positive

Respondent Household Locations

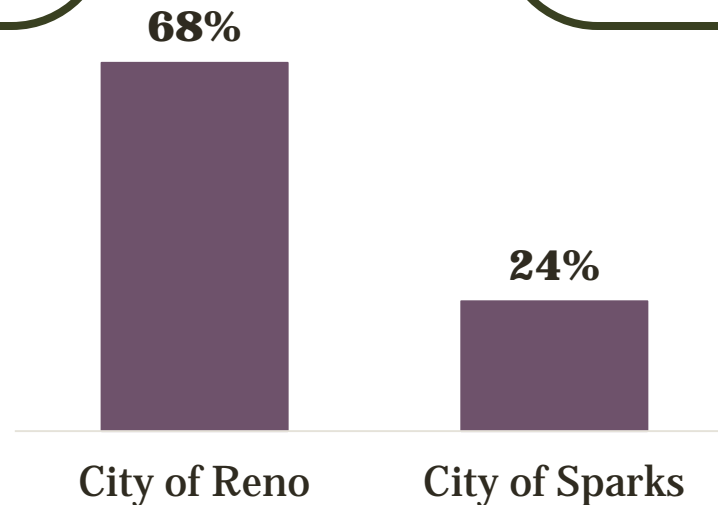
General Improvement District



Special Assessment District



Respondent City
Respondent City



Conclusions

Residents think highly of employment opportunities, but housing affordability is a concern

Community Enrichment activities are under-utilized in the community

Safety merits continued focus in:

- **Overall feeling of safety**
- **Feelings of safety in downtown/commercial areas**



Questions?



STRATEGIC GOAL BRIEFINGS, CLARIFICATIONS & RECOMMENDATIONS





Strategic Direction

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

We will accomplish this by:

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



FY19 County Goals

Flow of discussion:

- **Fiscal Sustainability**
- **Economic Impacts**
- **Vulnerable Populations**
- **Marijuana**
- **Unified Team**
- **Employee Engagement**

While Reading...

- Connect with the successes
- Note the FY20 focus
- Some goals are completed
- Less is more

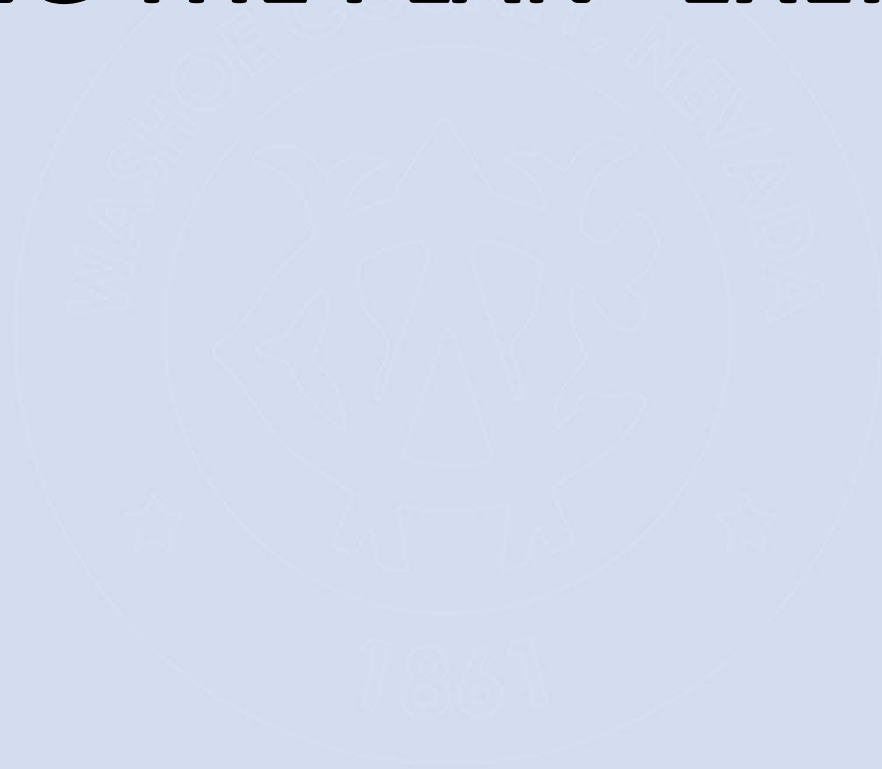


Goal Team Briefings

1. **Read the 1-2 page Accomplishments & FY20 Focus Summaries.**
2. **Share highlights** from the Goal Team Lead. Address **clarifying questions** by Goal Team.
3. Direction from BCC regarding **FY20 Goals & initiatives.**
4. Confirm **Commissioner Champion.**



“LIVING THE PLAN” EXERCISE





Assumptions

- **There will always be new and emerging priorities.**
- **Presently, there is no extra "fat" or resource capacity at the County.**
- **Staff cannot say "no" or "not now" to commissioners.**
- **The business of the County is diverse and complex.**
- **The "plan" does not contain everything.**
- **County-wide efforts/implications - not department specific**



NNAMHS After Action

Partnerships and Process:

- City of Reno brought forward a **proposal to build a Men's Shelter** on the NNAMHS campus on a 5 acre parcel of land.
- Washoe County proposed utilizing some of the existing buildings and **remodeling them to house the Women, Families, and Post-Partum** homeless populations.
- The **Governor's office agreed to Washoe County's proposal** and offered a 15 year lease, to be extended every 5 years thereafter.
- The proposal went before the BCC and the BOE and was **approved by both boards.**
- The proposal was simultaneously presented to the **CHAB (Community Homeless Advisory Board)** which has two City of Sparks Councilmembers, two City of Reno Councilmembers and two Washoe County Commissioners. The proposal was also **approved** by this board.



NNAMHS After Action

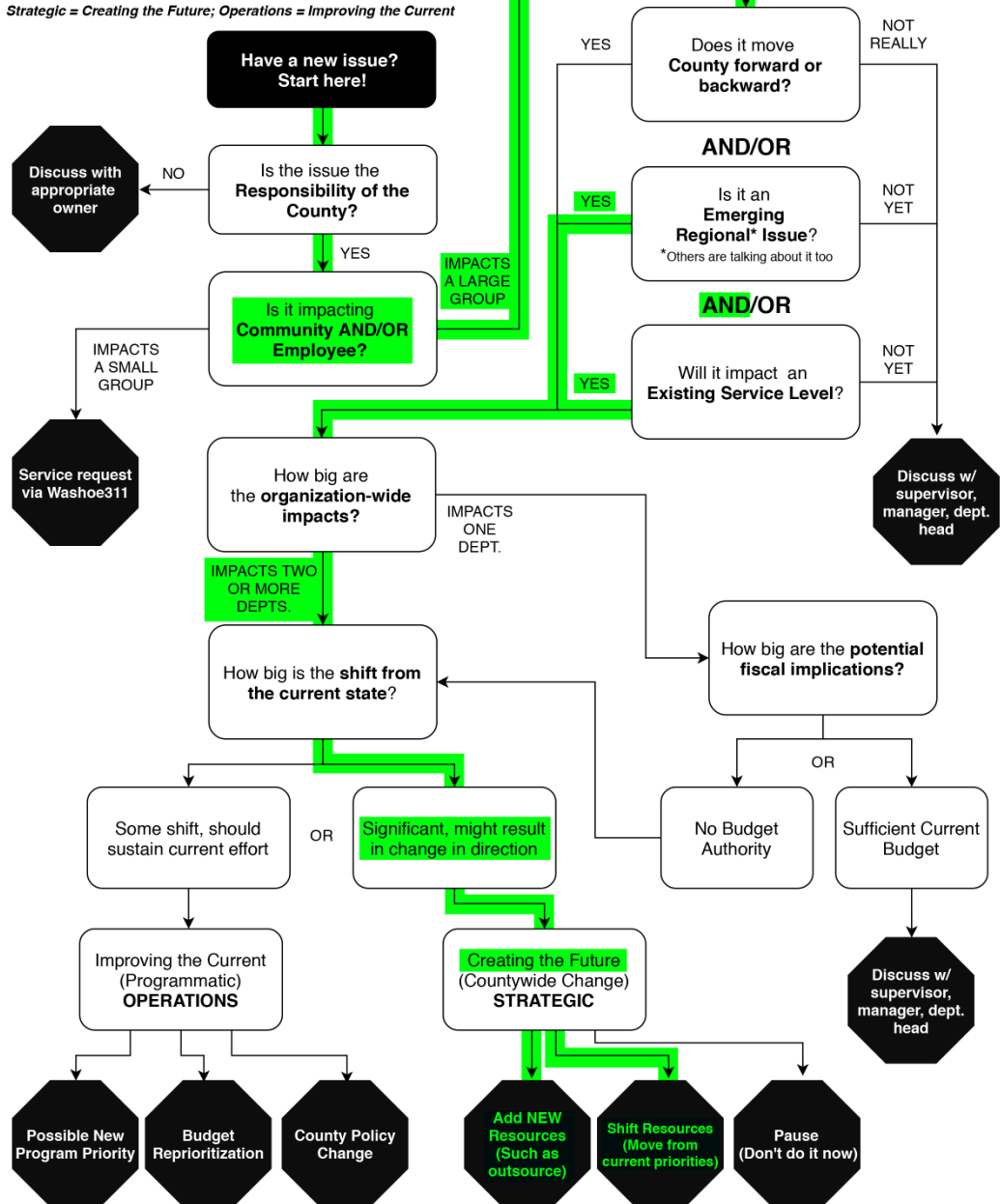
NNAMHS Campus – what will it take?

- Most of the buildings were built in the 1960's and 70's, therefore require a **significante amount of work** to be done to bring them **up to code**.
- **Usage of the building is changing** to meet the needs of homeless populations requires unique specifications.
- Timeline? We would like to **not have to go through another winter** with these populations downtown.
- This has brought this project to the forefront with CSD and made it a priority. Essentially **taking on 54,000 square feet of new building space**.
- CSD has had to defer approved projects. Currently **this project is utilizing 1/8th of the entire staff** working on delivering county CIP projects.
- HSA found **funds for maintenance and utilities, roughly \$700,000** and we were able to do that by **reprioritizing existing, budgeted items**.
- **HSA is pursuing several grants** for completion of construction.

Strategic or Not

Purpose of this flow chart is to determine where to address issue as they come up over the usual course of operations. Issues need to be addressed at the correct level in County. Where the issue is addressed ideally is based on the size and scale of the issue itself.
Strategic = Creating the Future; Operations = Improving the Current

NNAMHS

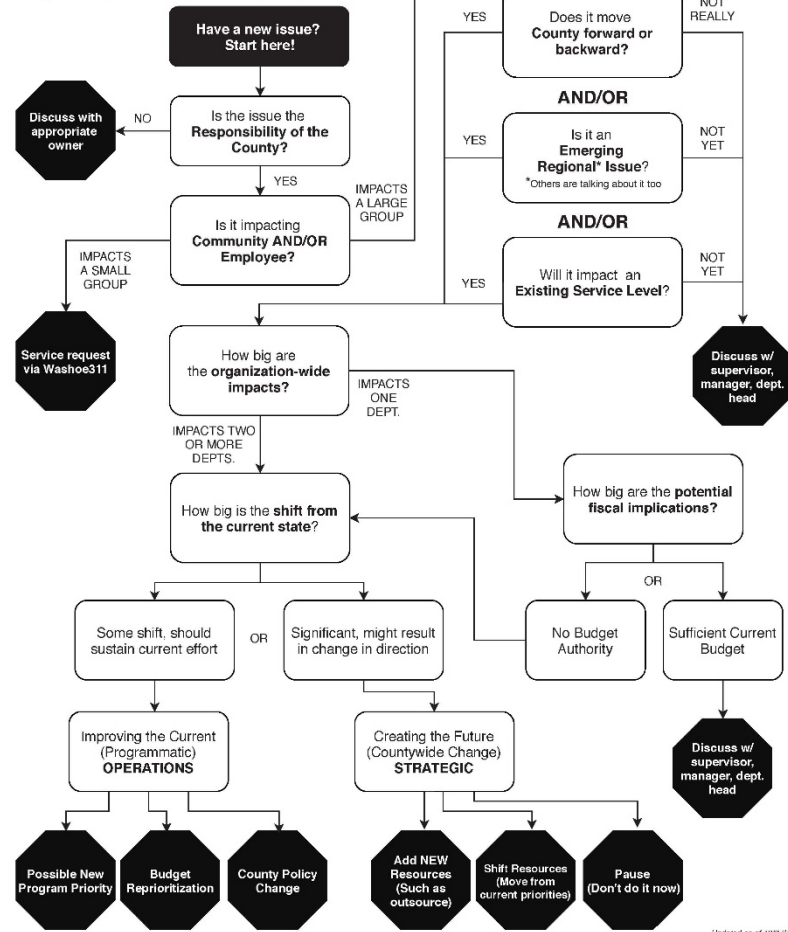




Strategic or Not Thinking Tool

Strategic or Not

Purpose of this flow chart is to determine where to address issue as they come up over the usual course of operations. Issues need to be addressed at the correct level in County. Where the issue is addressed ideally is based on the size and scale of the issue itself.
Strategic = Creating the Future; Operations = Improving the Current



Updated as of 12/2/18



Five Emerging Priorities

- **Marijuana Smoking Lounges**
- **Pesticide Free Parks**
- **Affordable Housing Trust Fund**
- **Neighborhood Speeding**
- **Added Transit Services in North Valleys**



Breakout Group Instructions

At your Tables:

- **Pick One Priority:** Select one of the four that your group has the most familiarity with.
- **Strategic or Not?** Process through the flow chart.
- **Conclusion:** Is it Strategic? Or Not? Why or why not?

Outcome from this exercise is conceptual.

Intent is NOT to actually make decisions about these priorities, but rather to learn how to use the tool and improve our collective decision making.



Marijuana Smoking Lounges

The State Legislature may potentially create legislation related to the ability for Counties to allow the creation of lounges specific for the consumption of legalized marijuana.

The legislature routinely passes laws that require changes or updates to Washoe County Codes. If the legislature allows a pathway for the creation of lounges in Washoe County policy direction will be necessary from the Board of County Commissioners on how to move forward.

Codes exist for the governance of Medical and Recreational Marijuana within Washoe County Code.



Pesticide Free Parks

Washoe County owns and operates over 12,000 acres of developed and undeveloped park space throughout the county. Management of the property falls to the Community Services Department which has specific budget for the operation and maintenance of both developed and undeveloped space.

Pesticides are not utilized on open turf areas, they are used to control weeds in open spaces and landscaped areas within many parks, and is a cost effective strategy given current resource allocations.

Pesticides are regulated for use by the State of Nevada and are applied using licensed applicators on staff. The adoption of pesticide free management practices could result in an increase need for resources, mainly staff to manually manage weeds.



Affordable Housing Trust Fund

After hosting multiple meetings and researching best practices, Acting in Community Together in Organizing Northern Nevada (ACTIONN) approached Washoe County to advocate for, and assist with, the establishment of a Washoe County Affordable Housing Trust Fund (AHTF).

The Washoe County AHTF is intended to address the growing need for affordable housing in our community. The AHTF structure is used nationally - typically by dedicating sources of public funding and leverage that funding to increase incentives for affordable housing and is a recommendation of the Enterprise Housing effort being conducted by the Truckee Meadows Regional Planning Agency.

Currently no ordinance or structure is in place within Washoe County Code.



Speeding in Neighborhoods

Washoe County owns, maintains, and regulates the roadway right of way in Washoe County. Washoe County development code addresses general roadway size requirements for developers and builders to use in creating subdivisions. Although it is the responsibility of the driving public to obey traffic laws it does not always happen. A process has been addressed in Washoe County Code Chapter:

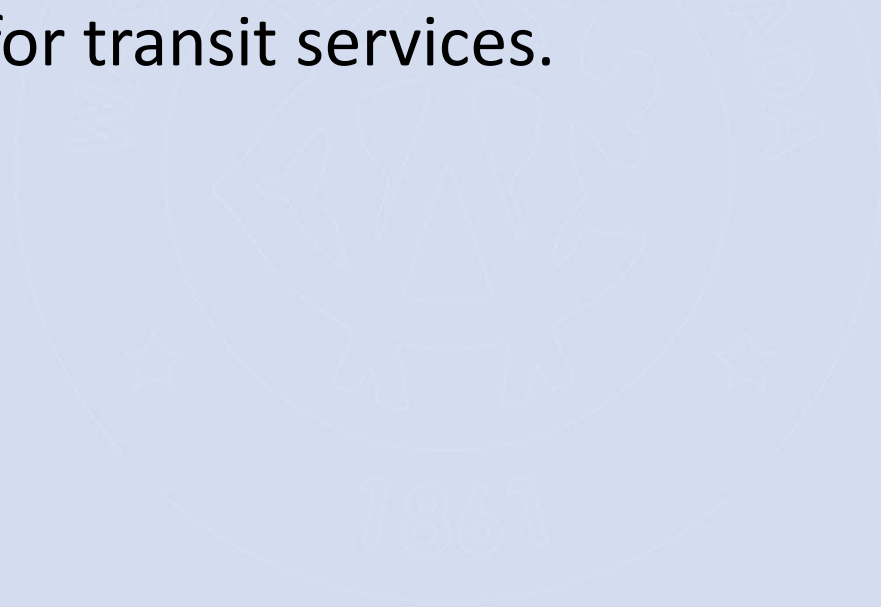
70.200 - Traffic-control committee: Creation; membership; duties

1. The traffic-control committee is hereby created and consists of three members. One member shall be a member of the sheriff's department recommended by the sheriff. Two members shall be recommended by the director of public works, one of whom shall be from the engineering division of the department of public works and one of whom shall be from the road division of the department of public works.
2. The members serve at the pleasure of the public works director.
3. The traffic-control committee shall make recommendations to the public works director concerning the establishment of maximum and minimum speed limits, traffic patterns, safety regulations, parking regulations, traffic-control devices and other matters properly relating to traffic control and safety in the county.
4. Any action taken by the public works director pursuant to the recommendations of the traffic-control committee may be appealed to the board of county commissioners.



Added Transit Services in North Valleys

While Washoe County owns and maintains the roadway infrastructure in Unincorporated Washoe County the Regional Transportation Commission (RTC) is responsible for transit services.

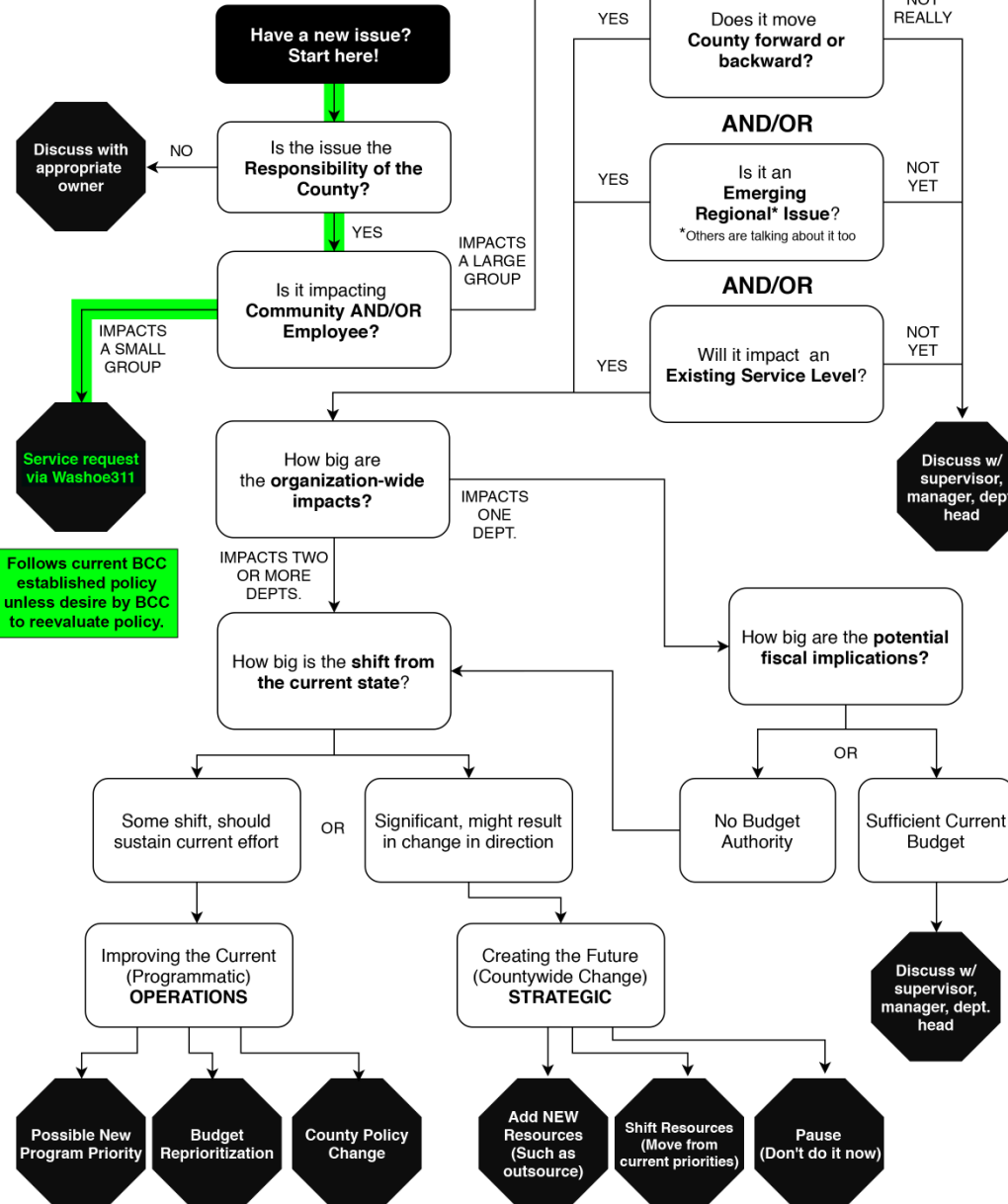


Strategic or Not

Purpose of this flow chart is to determine where to address issue as they come up over the usual course of operations. Issues need to be addressed at the correct level in County. Where the issue is addressed ideally is based on the size and scale of the issue itself.

Strategic = Creating the Future; Operations = Improving the Current

REQUEST TO ADDRESS SPEEDING IN NEIGHBORHOOD



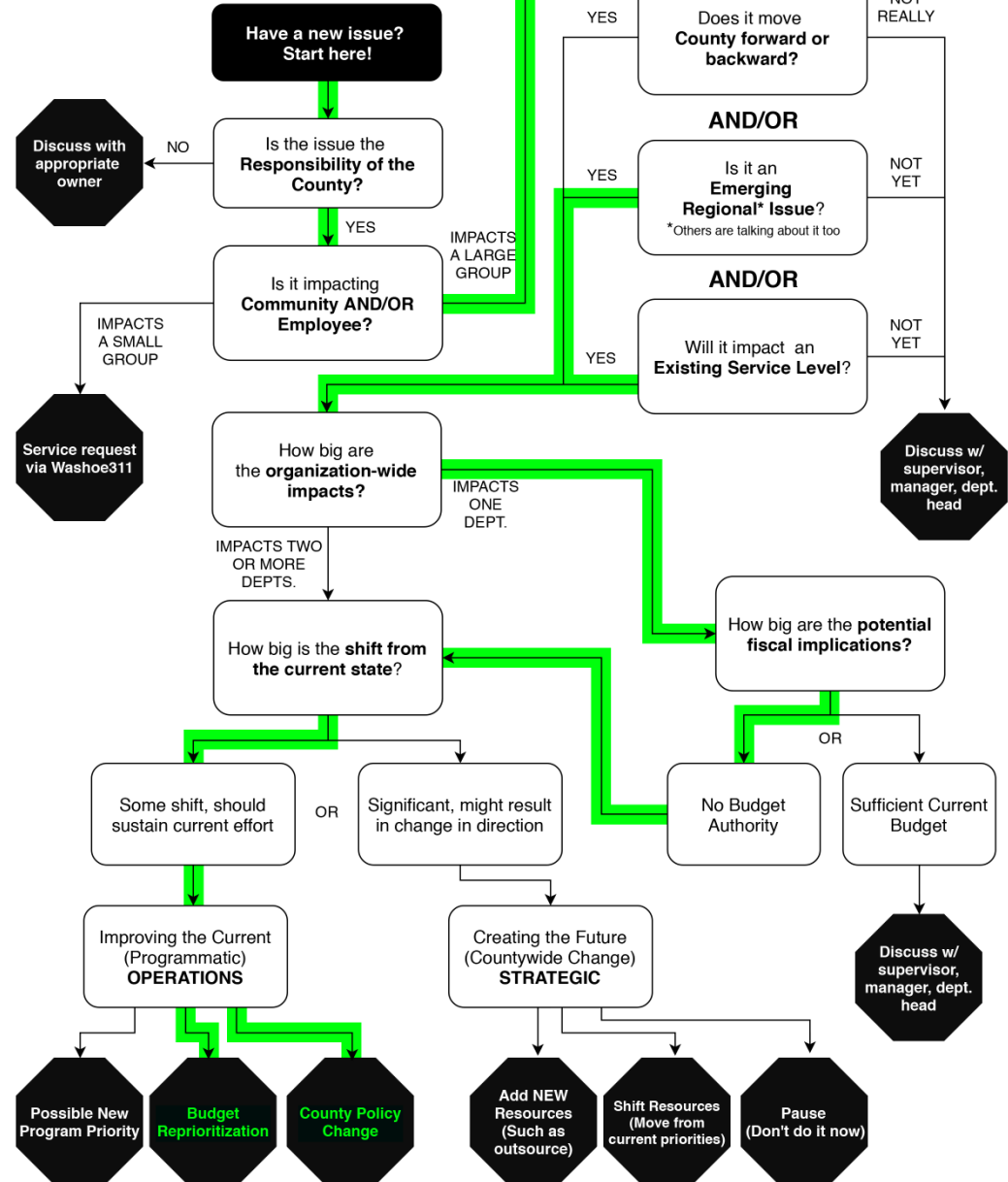
Follows current BCC established policy unless desire by BCC to reevaluate policy.

Strategic or Not

REQUEST FOR PESTICIDE FREE PARKS



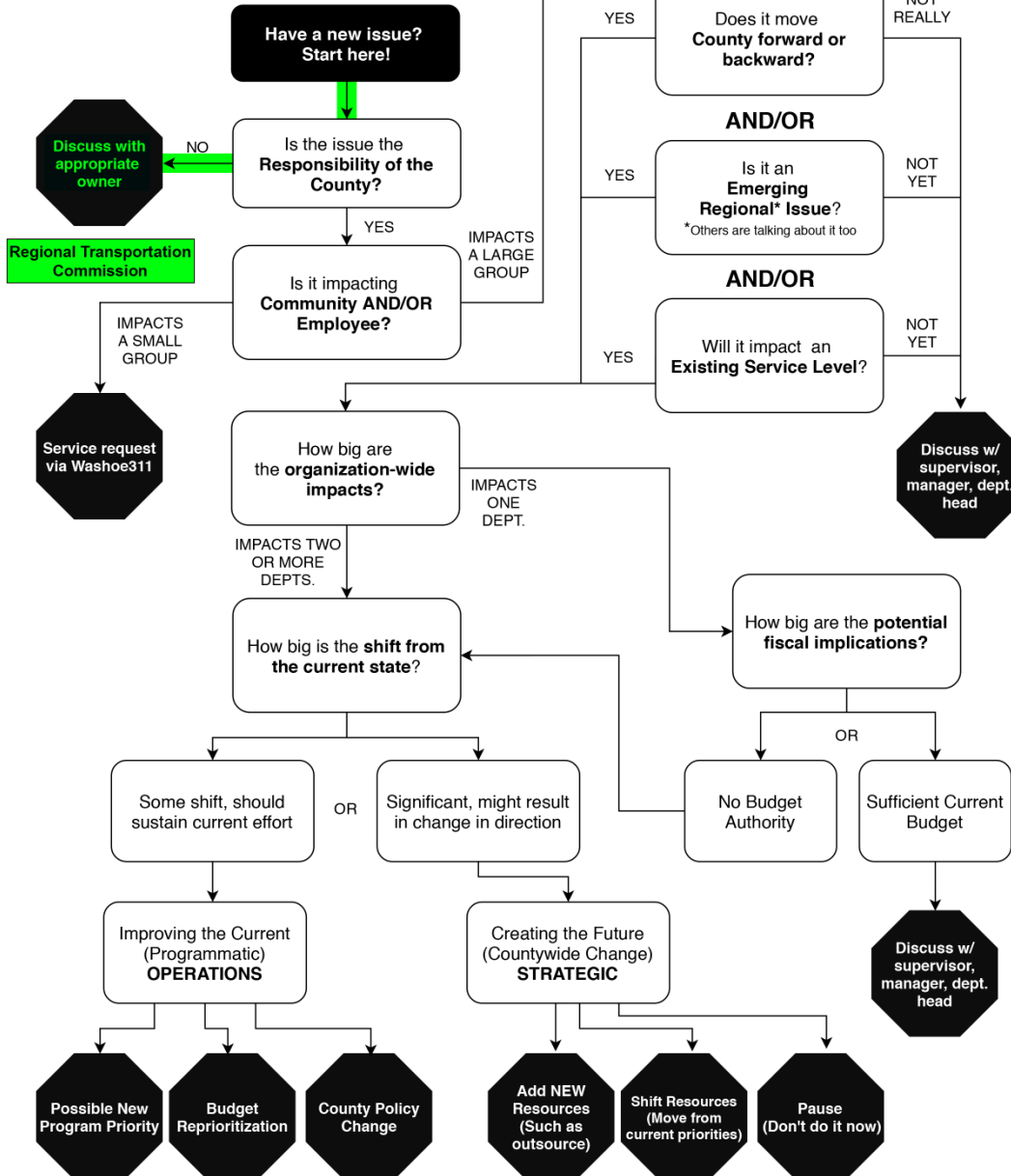
Purpose of this flow chart is to determine where to address issue as they come up over the usual course of operations. Issues need to be addressed at the correct level in County. Where the issue is addressed ideally is based on the size and scale of the issue itself.
Strategic = Creating the Future; Operations = Improving the Current



Strategic or Not

Purpose of this flow chart is to determine where to address issue as they come up over the usual course of operations. Issues need to be addressed at the correct level in County. Where the issue is addressed ideally is based on the size and scale of the issue itself.
Strategic = Creating the Future; Operations = Improving the Current

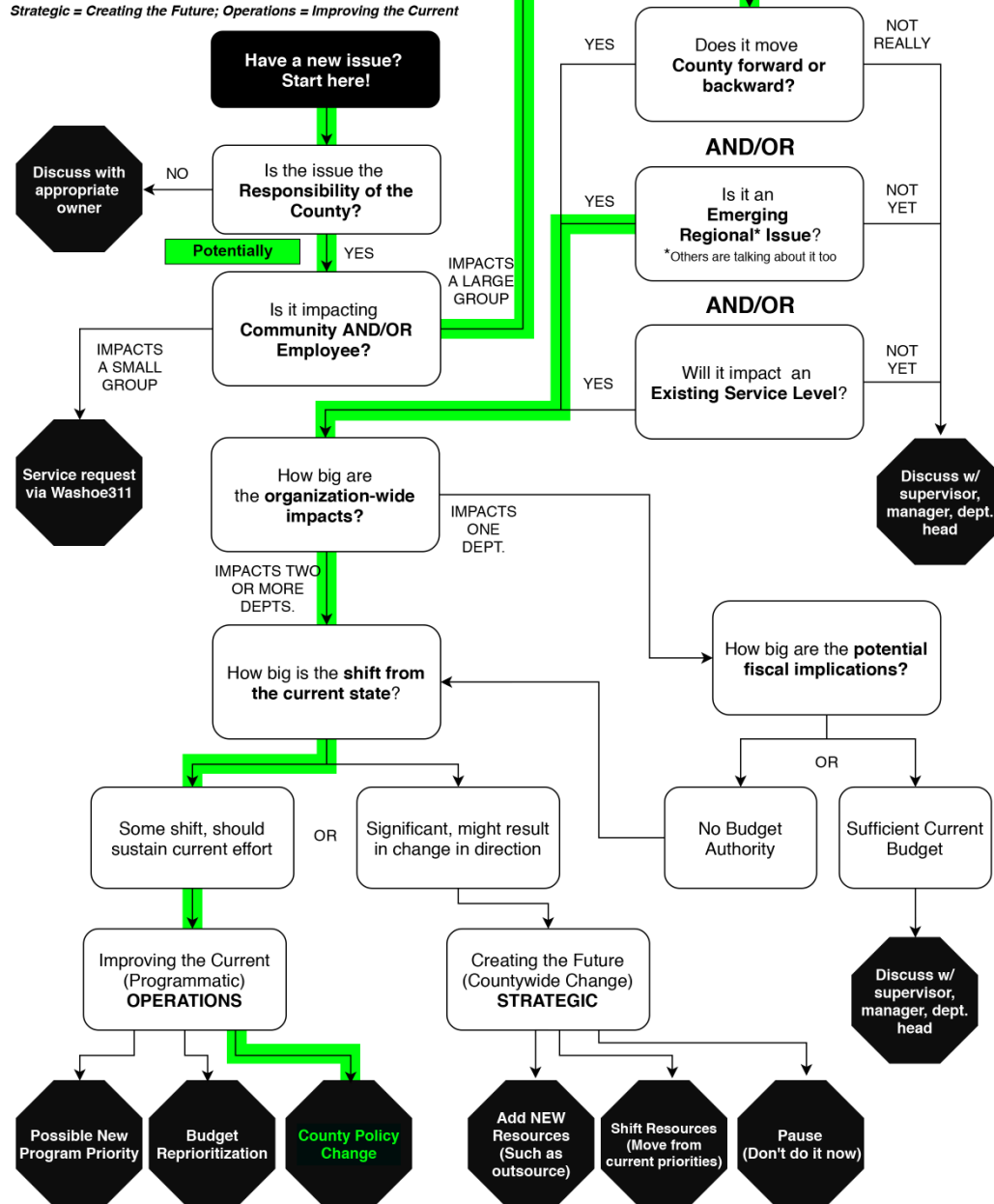
REQUEST FOR ADDED TRANSIT SERVICES IN NORTH VALLEYS



Strategic or Not

Purpose of this flow chart is to determine where to address issue as they come up over the usual course of operations. Issues need to be addressed at the correct level in County. Where the issue is addressed ideally is based on the size and scale of the issue itself.
Strategic = Creating the Future; Operations = Improving the Current

MARIJUANA SMOKING LOUNGES

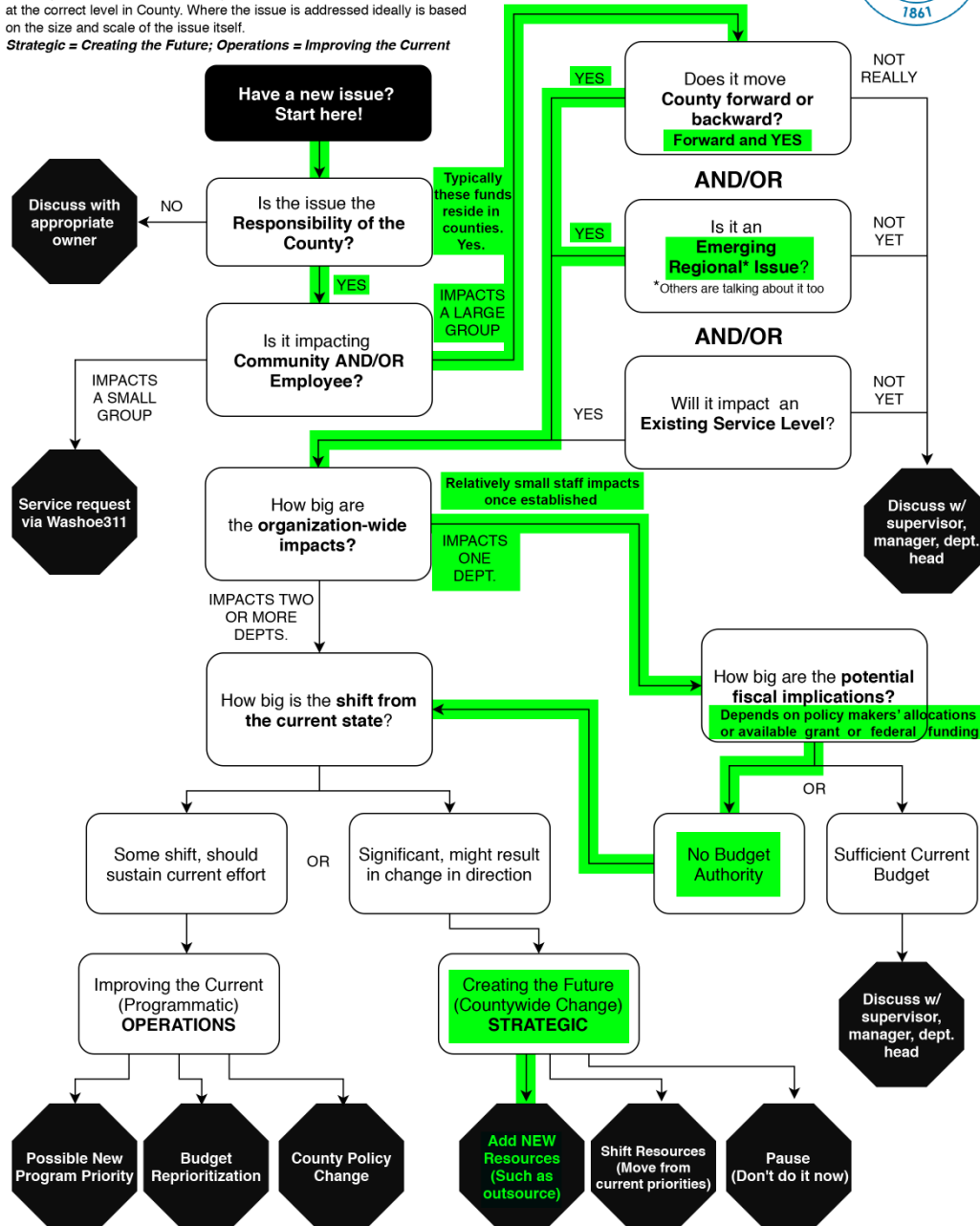


Strategic or Not

Purpose of this flow chart is to determine where to address issue as they come up over the usual course of operations. Issues need to be addressed at the correct level in County. Where the issue is addressed ideally is based on the size and scale of the issue itself.

Strategic = Creating the Future; Operations = Improving the Current

AFFORDABLE HOUSING TRUST FUND





Conclusion

What can we agree to do differently when new priorities emerge?

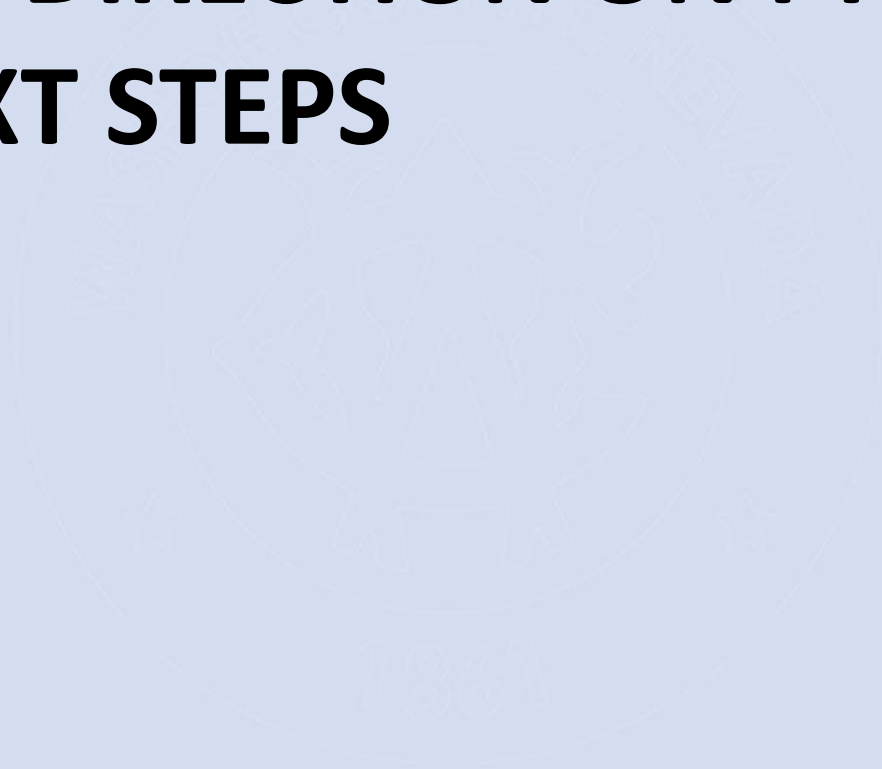
Examples:

* If something comes “on” something else comes “off” *

** New efforts require identified funding sources to move forward **



FINAL DIRECTION ON FY20 GOALS & NEXT STEPS





FY20 County Goals – Proposed

- **Unified Team & Engaged Employees**
- **Vulnerable Populations**
- **Economic Impacts**
- **Fiscal Sustainability**

