

Washoe County Strategic Plan 2006-08

Vision and Mission	Strategic Priorities	Key Outcomes	Success Indicators	2006-2008 Supporting Goals (Achievement Oriented)	Performance Measure and Target	Lead Responsibility	
<p><i>Washoe County is home to Lake Tahoe, one of the most beautiful places on earth; to the majestic Sierra Nevada mountains; to the life-giving Truckee River; to vast open ranges and blue sky; to pastoral ranches and to the friendly, vibrant communities including cities of Reno and Sparks.</i></p> <p>Washoe County Vision Statement Our vision is that Washoe County will preserve and enhance our high-quality of life and thereby remain a healthy, safe and compelling place in which to live, work, recreate, visit and invest.</p> <p>Washoe County Mission Statement: The mission of Washoe County is to provide efficient, effective and high quality public services through:</p> <ul style="list-style-type: none"> • Excellent regional services; • Open informed and collaborative decision-making; • Valued staff that is accessible and accountable; • Quality, sustainable facilities and infrastructure; • Responsible growth management; and • Preservation of our natural resources, open spaces and magnificent natural landscape. <p>Our service role in fulfillment of this mission includes, but is not limited to, justice and public safety, health and sanitation, social services, culture and recreation, elections and administrative services, and public works.</p>	<h2>1. Improve public safety, security and health</h2>	<p>1.1 Clean and safe neighborhood communities.</p>	<p><i>Public Perception of Health and Safety</i></p> <p><i>Perception of Safety (TMT)</i></p>	<p>1.1.1 Combat graffiti, gangs, drug use, juvenile violent crime, sexual assaults, domestic violence, property crime, and cyber crime.</p> <p>1.1.2 Incorporate public health and safety policies in Regional Planning.</p> <p>1.1.3 Revise the Washoe County Development Code.</p> <p>1.1.4 Implement emergency management and homeland security plans.</p> <p>1.1.5 Improve disease prevention and control.</p> <p>1.1.6 Provide for safe and secure Detention/Courts Facility and jail programs.</p>	<p>M: Percentage of action plans complete will vary dependent upon trends identified in specific areas. T: Educate, Enforce, Eradicate</p> <p>M: TAC accepts proposed policies. Proposed policies included in draft regional plan. T: Adopt updated Regional Plan</p> <p>M: % of nuisance cases resolved. T: 90% M: Adopt admin enforcement regs. T: Adopt regulations M: Adopt safe design policies. T: Adopt policies M: Adopt codes for safe design. T: Adopt codes</p> <p>M: Number of Plans Updated T: Two Updates per Year M: Number of Exercises T: One full scale exercise per year</p> <p>M: Multiple measures (12) T: Multiple targets (12)</p> <p>M:TBD T: TBD</p>	<p>WCSCO</p> <p>Community Development, Health District, WCSCO</p> <p>Community Development</p> <p>Emergency Management Program; WCSCO</p> <p>Health District</p> <p>WCSCO</p>	
		<p>1.2 Successful implementation of the Truckee River Flood Management Project and Regional Flood Management Planning.</p>	<p><i>Emergency Preparedness (TMT)</i></p>	<p>1.2.1 Implement the Truckee River Flood Project.</p> <p>1.2.2 Develop and implement Flood Response Plan.</p>	<p>M: Land acquisition T: 100% M: Identification of local funding sources T: \$400 million M: Implementation of TRAction Projects T: 5 projects M: Completion of Flood Planning Process T: 100%</p> <p>M: WC-FRAP T: Update yearly T: County flood response plan update T: WC Emergency Response Plan M: Enhance Monitoring Ability T: Install River Monitoring Station at REOC</p>	<p>TRFC Project/Flood Project Coordinating Committee</p> <p>Emergency Management Program; Department of Water Resources; TRFC Project</p>	
		<p>1.3 Improved fire safety and fire service.</p>	<p><i>Fire Insurance Ratings (ISO Ratings)</i></p>	<p>1.3.1 Coordinate strategic planning process with both unincorporated and incorporated areas fire service agencies to develop and implement a comprehensive master plan for Washoe.</p> <p>1.3.2 Be proactive through public education, reduction of dangerous fuels in buffer areas, and cooperation with the business community, community members, non-profit organizations and other agencies in reducing community fire danger.</p> <p>1.3.3 Clearly identify, encourage, and support opportunities for community members to volunteer in the fire service.</p>	<p>M:TBD T: TBD</p>	<p>Management Services (Fire Services)</p>	
		<h2>2. Preserve and enhance our quality of life</h2>	<p>2.1 Protect and cooperatively plan regional parks, open space, trails and ecosystems.</p>	<p><i>Open space access and connectivity (TMT)</i> <i>Recreation (TMT)</i> <i>Land use balance and connectivity (TMT)</i></p>	<p>2.1.1 Complete natural resource management plan.</p> <p>2.1.2 Preserve and plan for regional parks, trails and open space.</p>	<p>M: % of plan complete by 11/21/07 T: 100%</p> <p>M: # of collaborative efforts & projects initiated, # of area plans adopted T: 5-10 projects, remaining area plans adopted by Fall 07</p>	<p>Regional Parks & Open Space</p> <p>Regional Parks & Open Space</p>
			<p>2.2 Improved traffic flow in the region.</p>	<p><i>Mobility and convenience (TMT)</i></p>	<p>2.2.1 Collaborate with regional partners for planning infrastructure including transportation and transit services.</p> <p>2.2.2 Continue regional collaboration on transportation improvements.</p> <p>2.2.3 Promote mass transit/reduce single occupancy vehicle trips.</p> <p>2.2.4 Encourage Washoe County Workforce to reduce work related vehicle miles traveled.</p> <p>2.2.5 Include Quality of Life issues in review of development.</p>	<p>M: # of collaborative meeting T: 1 per quarter</p> <p>M:% completed T: 100% M: % reviewed T: 100% M: % of study complete T: Continue plan & study M: D-Increased use of program T: D-Increased use</p> <p>M: Increased use of programs T: Reduced rate of vehicle miles traveled</p> <p>M: % of compliance with plan T: Plan compliance in Development review</p>	<p>Public Works</p> <p>Public Works</p> <p>Human Resources; Public Works</p> <p>Community Development; Building and Safety; Public Works</p>
			<p>2.3 Successful implementation of a regional water management plan consistent with statewide and regional water management goals and policies.</p>	<p><i>Clean and available water (TMT)</i></p>	<p>2.3.1 Coordinate land use master plans, community management plans, & regional water management plan.</p> <p>2.3.2 Promote coordination of groundwater data collection & evaluation in support of resource planning, management & protection of human health.</p> <p>2.3.3 Adopt groundwater quality indicators for possible inclusion in TMT Quality of Life indicators</p>	<p>M: Meet to support plan update T: Monthly</p> <p>M: Coordinate collection of groundwater data T: Groundwater data collected & evaluated</p> <p>M: % of List complete T: 100% by June 2007</p>	<p>Community Development, Department of Water Resources Department of Water Resources</p>
			<p>2.4 Pursue a leadership role in efforts to maintain an environmentally responsible community.</p>	<p><i>Renewable energy (TMT)</i> <i>Transformative community initiatives (TMT)</i></p>	<p>2.4.1 Encourage renewable materials</p> <p>2.4.2 Increase renewable energy & conservation</p> <p>2.4.3 Develop environmentally responsible policies & practices</p> <p>2.4.4 Pursue Leadership in Energy & Environmental Design (LEED principles for county facilities)</p>	<p>M:TBD T: TBD</p>	<p>TBD</p>

Strategic Priorities	Key Outcomes	Success Indicators	2006-2008 Supporting Goals	Measure and Target	Lead Responsibility
3. Improve regional collaboration	3.1 Improved communication among Regional Partners.	<i>Number of recommendations implemented</i>	3.1.1. Conduct joint meetings on regional issues at least quarterly.	M: # of meetings T: 1	<i>Manager's Office</i>
			3.1.2. Facilitate quarterly city/county manager's roundtables to discuss regional issues.	M: Quarterly meetings T: 1	<i>Manager's Office</i>
	3.2 Pursue additional shared services to improve efficiency, cost effectiveness and/or customer services.	<i>Number of regional agreements for shared services</i>	3.2.1. Evaluate County services for possible collaboration or consolidation.	M: See below	<i>Manager's Office</i>
4. Support a healthy economy	4.1 Increased affordable housing opportunities.	<i>Individual & family wellbeing (TMT)</i> <i>Affordable housing (TMT)</i>	4.1.1. Implement approved strategies to address barriers to affordable housing.	M:TBD T: TBD	<i>Community Development; Manager's Office</i>
			4.1.2. Review/revise county code to create incentives.	M: Number of incentives included in the code T: Three new incentives	<i>Community Development</i>
	4.2 Enhanced economic impact pursuant to Target 2010.	<i>Economic vitality (TMT)</i>	4.2.1. Implement County's actionable items to support <i>Target 2010</i> .	M: Support attracting new businesses and expanding existing T: Attract three new businesses and three expansions	<i>Manager's Office</i>
	4.3 Healthy vibrant downtowns, emphasizing the utilization of infill development.	<i>Taxable value of downtowns</i> <i>Population living downtown</i>	4.3.1. Conduct a needs assessment with the Cities of Reno and Sparks	M: The creation of a needs assessment T: Completion of the assessment	<i>Manager's Office</i>
			4.3.2. Implement Washoe County's actionable items from the Growth Management Task Force Plan.	M:Implementation of the actionable items T: All items implemented	
			4.3.3. Implement County policies to support infill development in the Truckee Meadows Regional Plan Update.	M: The number of county policies implemented T: Implementation of all appropriate policies	<i>Community Development</i>
		4.3.4. Support efforts to expand tourism, capitalizing on our unique natural setting.	M: The number of new tourists attracted T: Increase tourism by 3% annually	<i>Regional Parks and Open Space</i>	
5. Provide excellent public service	5.1 Improved customer satisfaction.	<i>Citizen survey: Satisfaction index</i>	5.1.1. Create an organization-wide citizen response and referral system.	M:TBD T: TBD	<i>Manager's Office</i>
			5.1.2. Implement Permits Plus system.	M:TBD T: TBD	<i>Community Development, Building and Safety,</i>
	5.2 Active citizen participation in County Government.	<i>Civic Engagement (TMT)</i> <i># of citizens attending public events</i>	5.2.1. Continue expansion of Washoe County Leadership Academy.	M:TBD T: TBD	<i>Community Relations</i>
			5.2.2. Develop Washoe County Youth Commission program.	M:TBD T: TBD	<i>Manager's Office</i>
			5.2.3. Establish regional youth success initiative.	M:TBD T: TBD	<i>Juvenile Services</i>
			5.2.4. Implement programs and policies that encourage civility within the Washoe County organization.	M:TBD T: TBD	<i>Manager's Office</i>
			5.2.5. Promote the utilization of volunteer support throughout the County, with emphasis on recruitment and retention.	M:TBD T: TBD	<i>Community Relations</i>
6. Promote financial accountability of Washoe County	6.1 Continuously improved cost effectiveness of Washoe County.	<i>Washoe County's Bond Rating</i> <i>Budget Growth: Less than CPI and Population growth (ratio)</i> <i>FTEs per capita</i>	6.1.1. Implement quarterly performance reporting and benchmarking for all departments.	M: % of Qlty Performance Reports submitted T: 95%	<i>Manager's Office</i>
			6.1.2. Complete Phase 1 of the Baldrige National Quality Program.	M: % complete T: 100%	
			6.1.3. Enhance Teamwork within the Washoe County organization.	M: % of completed projects T: 95%	
			6.1.4. Implement the Technology Strategic Plan.	M: Percent of technology strategic plan implemented T: 70%	<i>Technology Services Department</i>
7. Develop our workforce	7.1 Ensured the quality and availability of our workforce.	<i>Employee Satisfaction</i> <i>Wellness Program: Employee Participation</i> <i>Workforce development (TMT)</i>	7.1.1. Establish strategic workforce plan in each department.	M: Complete 12 Department Workplace Plans by June 2008 T: 30-Jun-08	<i>Human Resources Department</i>
			7.1.2. Implement Employee Wellness Program.	M: Increase participation in wellness program by 15% T: 30-Jun-08	