

BOARD OF COUNTY COMMISSIONERS, WASHOE COUNTY, NEVADA

SPECIAL MEETING

MONDAY

9:00 A.M.

JULY 24, 2006

PRESENT:

Bob Larkin, Chairman
Bonnie Weber, Vice Chairman
Jim Galloway, Commissioner
David Humke, Commissioner*
Pete Sferrazza, Commissioner*

Amy Harvey, County Clerk
Katy Singlaub, County Manager
Melanie Foster, Legal Counsel

The Board met in special session at the Ranch House at Rancho San Rafael Regional Park, 1595 North Sierra Street, Reno, Nevada. Following the Pledge of Allegiance to the flag of our Country, the Clerk called the roll and the Board conducted the following business:

AGENDA

In accordance with the Open Meeting Law, on motion by Commissioner Galloway, seconded by Commissioner Weber, which motion duly carried with Commissioners Humke and Sferrazza absent, Chairman Larkin ordered that the agenda for the July 24, 2006 special meeting be approved.

PUBLIC COMMENT

Robert Cameron discussed the Mt. Rose Highway scenic corridor and the need to bury the power lines in that area.

County Manager Katy Singlaub commented the Board gave direction to staff to prepare a process and criteria by which decisions would be made concerning undergrounding projects.

***10:05 a.m.** Commissioner Humke arrived.

06-822 **2006/07 STRATEGIC PLAN UPDATE**

Erica Olsen, Facilitator, reviewed the Washoe County Strategic Planning Schedule dated July 21, 2006.

Commissioner Galloway asked if the plan was to focus on performance and indicators and not to revisit the strategic priorities. Chairman Larkin and Ms. Olsen agreed. Ms. Olsen noted information from the community would also be examined.

Commissioner Galloway commented on the importance of public safety as a strategic priority. He asked for data on methamphetamine use and questioned if that would be a meaningful indicator.

Chairman Larkin explained the Task Force related to public safety was looking at the measurements, and he suggested the Task Force include Commissioner Galloway's request in their future reports. He commented the Board was not interested in reevaluating the 2006 Strategic Priorities because they were set; however, items could be added if necessary.

Ms. Olsen confirmed the Task Forces were meeting, and they were facilitating implementation of a variety of goals and actions. She discussed the Task Force Charters as they related to the Strategic Priorities.

Chairman Larkin inquired if the goals and the Task Force follow-up on measurements would be adjusted in the future. Ms. Olsen agreed.

Ms. Olsen commented at the September 2005 retreat the Board asked that the effectiveness be measured as it related to achieving the different Strategic Priorities. She said the measurements were established as a group, and that information would be provided on an annual basis. Ms. Olsen stated a year from now staff would report on the changes from year to year by using the indicators as a bench mark against the progression towards the priorities overall. She explained the Status Report on 2005/06 Priorities and Goals dated July 24, 2006.

County Manager Katy Singlaub commented staff would go over the Status Report on 2005/06 Priorities and Goals at a later meeting because it was not agendaized for this meeting. She commented the County had a productive year and accomplished much. She indicated the item would be on an agenda for further discussion in August, and it would be part of her performance evaluation.

Chairman Larkin asked if any errors or omissions were found in the execution of the Board's priorities or goals that should be corrected in the future.

Ms. Singlaub stated no errors or omissions were found, but some phrasing of the goals was more ambitious due to the fact that the County was reliant on other partners to achieve those goals. She gave examples and said in the next cycle the goal statements should be written with accountability in mind.

Chairman Larkin commented on the 2005/06 and 2006/07 goals. He said the detail of the action items should be left out of the strategic priorities and goals and placed within the success measures or performance elements. Ms. Singlaub agreed. She

remarked it was vital to include stakeholders and partners in the process; however, that meant the County could only be accountable for the execution of the process. She acknowledged the wording of some goals needed to be refined, and staff would bring forward that information in August.

Commissioner Galloway said any goal could be blocked by circumstances that occurred. He suggested adding a strategy disclaimer to that effect. Ms. Singlaub concurred and noted another column could be included that would reflect other parties that were a part of the goal.

In response to Chairman Larkin, Ms. Singlaub clarified the goals that had not been completed would be addressed at the Task Force level in the upcoming year. She confirmed citizens could locate contact information on the Task Force Charters on the County's website once it was refined.

Ms. Olsen discussed the status of the Task Force Charters. She said the Task Forces included different departments to help execute and facilitate the goals that were set forth. She noted the process was not adding additional work for County employees, but it was ensuring that what was most important was elevated in the budget and in the work of the various departments.

Chairman Larkin and Ms. Olsen discussed the levels at work in terms of identifying mission statements, goals, and objectives.

Ms. Singlaub commented this was an ongoing challenge for Washoe County because of the 30 plus operating departments. She said the primary focus of every department head was on the mission of their department and the work they were accountable for and constitutionally mandated to perform. Ms. Singlaub acknowledged work was being done to standardize the mission statements and performance matrix for departments. She stated the challenge was to link departmental activities with broader organizational initiatives that the Task Forces were working on.

Commissioner Galloway asked if that would be something the Task Forces or the departments could do. He noted the departments could feed information to the Task Forces. Ms. Singlaub said that was the direction from the Manager's Office and through the staff chain of command. Commissioner Galloway added for certain goals there would be a matrix, and the departments could fill in the blanks. Ms. Singlaub agreed.

Chairman Larkin asked about the importance of measurements. Ms. Olsen commented nothing would be done without measurements.

In response to Chairman Larkin, Ms. Singlaub stated Charting Our Course, performance measurements, and strategic planning were part of the County's best practice efforts. She confirmed Washoe County was working to implement best practices in the public sector. Ms. Singlaub said there was a world recognized process in place to

connect those systems, which was the Baldrige National Quality program. She clarified there were seven processes that best performing organizations evidenced under this program. She said these matters tied together as Washoe County was endeavoring to implement best practices in each of these critical process areas, to link them together, and to make sure departmental performance measures supported the strategic planning.

Ms. Olsen invited the Chairmen of the Task Force Charters to give an overview of their Task Forces.

John Berkich, Assistant County Manager, and Support a Health Economy Task Force Chairman, commented the members of the Task Force brought expertise and interest concerning the goals that were identified. Mr. Berkich reviewed the 2006/07 Indicators and Goals and Specific Actions as detailed in the Washoe County Strategic Plan Task Force Charter dated July 21, 2006. He noted the team added the following goals: encourage energy conservation and implementation of the action plan developed in the Economic Development Authority of Western Nevada's (EDAWN) Target 2010 Project. He recognized the County had an important role to play in that project, and the Task Force would work closely with EDAWN to develop action plans. He said the group had a keen interest in the goal to encourage renewable energy projects.

Chairman Larkin stressed there would need to be a connection between the goals of the Task Forces and the overall Strategic Plan.

In response to Commissioner Weber, Mr. Berkich confirmed the County was working with the Cities of Reno and Sparks in reference to the goal of supporting healthy, vibrant downtowns. He said the Task Force desired to meet with them, to examine the Growth Management Taskforce Plan, and to identify a specific action plan to accomplish the goals.

***10:49 a.m** Commissioner Sferrazza arrived.

Commissioner Galloway suggested, when a goal was added, it should be flagged to show how it related to the original goals. He noted this should apply to all Task Forces. He stated the goals were approved by the County Commission, and the supportive goals were matters identified by the Task Forces.

In response to Commissioner Humke, Mr. Berkich explained the Local Housing Affordability Index. He pointed out that Washoe County was above the national average for housing costs, and that was a significant issue for the area.

Commissioner Sferrazza believed the Affordable Housing Index was based on per capita income versus the medium cost of housing. He suggested one strategy would be to create higher paying jobs.

Mr. Berkich commented the Task Force was attempting to lower costs and create higher paying jobs through the established goals.

Ms. Singlaub verified the Affordability Housing Index addressed the income of residents and their ability to afford the medium housing price. She said it was important to include the average weekly wage and the Local Housing Affordability Index as indicators because both were important to the community.

In response to Commissioner Sferrazza, Ms. Singlaub clarified the Task Force was proposing the 2006/07 Indicators; and the Board could communicate with staff if they wanted different indicators. She confirmed Mr. Berkich would report back to the Board on what was used for the indicator process.

Commissioner Galloway said the Task Force should use both indicators for right now. Commissioner Humke remarked the Task Force was not in a mandated format, and the indicators were based on a variety of things. He said it was important to look at the indicator material sources.

John Slaughter, Management Services Director, and Improve Regional Collaboration Task Force Chairman, commented the Task Force was focusing on the issue of collecting and identifying all regional agreements that existed. He explained the Task Force would use those as a baseline and begin the process of looking at opportunities for additional agreements. Mr. Slaughter added the Task Force was looking to interact with the Preserve and Enhance Our Quality of Life Task Force as it related to the goal to participate in collaborative planning of parks, trails, and open space with appropriate public and private regional agencies.

Mike Haley, Undersheriff, and Improve Public Safety, Security, and Health Task Force Chairman, thanked Ms. Olsen for her guidance in assisting the Task Force in creating action items for the goals and establishing measures for a majority of those. He noted the Task Force was working on measurements and targets for the goal to implement the Truckee River Flood Control Project and the Regional Flood Management Planning. Undersheriff Haley stated it was challenging to establish percentage measures and a narrative action that would explain the progress of the Task Force since the last quarterly report.

Commissioner Weber asked if the Task Force would include drug use, Volunteer Fire Departments, and Fire Safe Councils and incorporate those findings into the charter. She desired to see tougher language concerning neighborhood watch programs. Commissioner Weber requested indicators concerning Volunteer Fire Departments, graffiti, and traffic issues.

Undersheriff Haley explained specific percentages of success were identified as part of the budget process. He said the number of arrests and response times tied into the budget, and they were measurable from that perspective. He pointed out the action items were viewed more globally.

In response to Undersheriff Haley, Ms. Singlaub explained the Task Force and departments were charged with identifying the specific tasks and activities that would

result in clean and safe neighborhoods. She stated the Task Force and the Sheriff's Office would report on the items mentioned by the Board at the time of the 2006/07 execution.

Undersheriff Haley noted the Sheriff's Office completed an annual survey that identified matters the community believed were important. He said, if the Sheriff's Office was successful at their work, it would be measured by the responses from the community. Undersheriff Haley stated the public expressed that gangs and graffiti were top issues, and the Task Force would look at those as their indicators of whether or not success was being achieved as an organization.

Commissioner Humke commented traffic, Volunteer Fire Departments, drug use, and graffiti were indicators to be used by neighborhood. He said graffiti was a measure of a neighborhood as it could lead to gangs, drugs, and unsafe neighborhoods.

Commissioner Sferrazza and Undersheriff Haley discussed the response times included as 2006/07 Indicators. Undersheriff Haley explained Q-times were the administrative time required for processing calls before a unit began moving in the direction of an incident. He commented it would be important to note when the Task Force was having difficulty achieving their goals due to lack of collaboration with other entities. Undersheriff Haley suggested the Board discuss that with the entities to come up with a plan to make improvements to the overall responses.

Commissioner Galloway said the Task Force should look neighborhood-to-neighborhood to support clean and safe neighborhoods. He said the following ought to be added to the action items to accomplish that: monitor and improve law enforcement effectiveness, and monitor and improve neighborhood safety based on public opinion through surveys conducted by neighborhood.

Commissioner Humke commented on the indicators. Chairman Larkin remarked the indicators needed to be humanized to fit with local demographics.

Commissioner Galloway asked the Sheriff's Office to work with the Cities of Reno and Sparks so that response times included the Q-time report and the total time. He talked about public lands being defaced and mentioned the opportunity for the Sheriff's Office to contract with the Bureau of Land Management (BLM) or the Forest Service to help control that vandalism.

Undersheriff Haley confirmed the Sheriff's Office contracted with the BLM to provide patrol in the summer for fire purposes, and funding was available.

Ms. Singlaub commented on a conversation with the BLM in Carson City. She said they wanted the County to do the enforcement, but they did not want to pay for it. She confirmed regular conversations would continue on that matter, and the County could pursue the issue with the Congressional delegation.

Chairman Larkin commented the Task Forces had more work to do, and the Commission was not ready to buy off on the content at this time. He said the Board would have to see this again before the October retreat.

Ms. Singlaub confirmed staff would bring the information back to the Board in September.

Commissioner Sferrazza asked about the traffic congestion indicator under the Preserve and Enhance Our Quality of Life priority. He talked about impact fees, and he asked why the Board would approve a level "D" indicator.

Ms. Singlaub explained that was a regional standard that had been implemented at the Regional Transportation Commission (RTC). She stated the Board could have a higher goal within the unincorporated area. Commissioner Sferrazza remarked the incorporated area would be subsidizing the unincorporated area in terms of level of services. Chairman Larkin noted additional monies would be required if the County wanted to move to a level "C."

Chairman Larkin concluded the item did not require direct action. He asked if staff was satisfied with the direction from the Board, and Ms. Singlaub concurred. She commented strategic improvements were being made, and she thanked the Board for their ongoing attention to the process.

06-823 DISCUSSION - 2007/08 STRATEGIC PLANNING PROCESS

Erica Olsen, Facilitator, discussed the 2006/07 Strategic Priorities Survey Results dated July 24, 2006. She stated the information gathered would be used in the 2007/08 process.

Commissioner Sferrazza asked why this could not be part of the scientific survey that would provide an accurate reflection of what the population wanted.

County Manager Katy Singlaub explained the National Citizen Survey was the survey mechanism used by the County. She said staff expected similar information from that survey about what people believed were the primary issues. Ms. Singlaub confirmed the National Citizen Survey was mirrored this year in order to compare it to other communities nationally.

Commissioner Sferrazza commented it could not be assumed that the survey was statistically correct. Chairman Larkin acknowledged it was not statistically correct, but it was anecdotal data that could be useful to each individual Commissioner. Commissioner Sferrazza asked for a survey on the 2006/07 Strategic Priorities Survey Results if it was to be used for budgeting.

Ms. Singlaub anticipated further discussion by the Board when the National Citizen Survey results were in. She said it was likely a strong correlation would

be seen between the results. Ms. Singlaub noted the survey was currently in the field, and it should be completed by the end of July with results by early September.

Chairman Larkin inquired if the 2006/07 Strategic Priorities Survey Results was one of many vehicles being used to collect data for the 2007/08 effort. Ms. Olsen concurred. She said this should provide information specifically related to the work the Board did last year around goals and priorities.

Chairman Larkin said he was not sure if another survey was necessary based on the 2006/07 Strategic Priorities Survey Results. Chairman Larkin asked if Commissioner Sferrazza envisioned the statistically valid survey occurring between now and the October meeting.

Commissioner Sferrazza requested it be completed before the budget process began. He desired to see what the public wanted versus a portion of the public.

Commissioner Galloway remarked the results fell where he expected them to, and he was not surprised by the results.

Commissioner Humke said the survey proved why it was needed as part of the total package of data. He recognized it was based on a small selection of the population; however, all opinions were of value.

Ms. Singlaub explained staff would place the results of the various surveys side by side for the Board to give guidance on the 2007/08 priorities.

Ms. Singlaub discussed options for proposed community strategic planning workshops. She stated the 2006/07 plan was completed, and the community workshops would provide the Board input for the 2007/08 fiscal year. She acknowledged that Commissioners Larkin and Weber had mentioned their desire to include a broader array of perspectives in the strategic planning process including input from the Cities and other governing bodies.

Following discussion, the Commissioners agreed that one or two meetings would be possible in September. Ms. Singlaub confirmed staff would begin by scheduling one meeting and work from there. It was noted the meetings would be set in an open town hall format, and citizen input would be the objective.

COMMUNICATION POLICY AND PROTOCOL

No discussion took place on this item.

* * * * *

There being no further business to come before the Board, the meeting adjourned at 12:02 p.m.

ROBERT M. LARKIN, Chairman
Washoe County Commission

ATTEST:

AMY HARVEY, County Clerk
and Clerk of the Board of
County Commissioners

*Minutes Prepared by
Lori Rowe, Deputy County Clerk*