

Douglas County Board of Commissioners

AGENDA ACTION SHEET

1. **Title:** Presentation by staff regarding an update on the status of the County's Strategic Plan.
2. **Recommended Motion:** Presentation only.
3. **Funds Available:** N/A
4. **Prepared by:** Lisa Granahan, Economic Vitality Manager
5. **Meeting Date:** October 21, 2010 **Time Required:** 30 minutes
6. **Agenda:** Administrative
7. **Background Information:** The Board adopted an initial Strategic Plan in May 2008, with direction to bring it back to the Board for regular updates and modifications. The Plan was modified on February 17, 2009, and again on March 4, 2010. The presentation will provide an overview and status update on plan objectives. The Board may want to consider modifying the Strategic Plan in January or February 2011 prior to the beginning the annual budget process.
8. **Committee/Other Agency Review:** N/A
9. **Reviewed by:**

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| <input type="checkbox"/> Department Manager | <input type="checkbox"/> County Manager |
| <input type="checkbox"/> District Attorney | <input type="checkbox"/> Other |
10. **Commission Action:**

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|-----------------------------------|--|
| <input type="checkbox"/> Approved | <input type="checkbox"/> Approved with Modifications |
| <input type="checkbox"/> Denied | <input type="checkbox"/> Deferred |
| <input type="checkbox"/> Other | |

Agenda Item # _____



BOARD OF COMMISSIONERS
1594 Esmeralda Avenue, Room 101, Minden, Nevada 89423

T. Michael Brown
COUNTY MANAGER
775-782-9821

COMMISSIONERS:
Michael A. Olson, CHAIRMAN
David J. Brady, VICE-CHAIRMAN
Doug N. Johnson
Nancy McDermid
Greg Lynn

To: The Board of County Commissioners
From: Lisa Granahan, Economic Vitality Manager *LG*
Subject: Update on the status of the County's Strategic Plan
Date: October 11, 2010

Recommended Motion:

This item is a presentation only. No action is required.

Background:

Through a series of workshops beginning in late 2007, the Board, working with county management, developed a number of goals, objectives and priorities to guide future staff work. The initial plan was adopted by the Board on May 1, 2008, with direction to bring it back to the Board for regular updates. The original plan identified eight goals and 53 objectives. Since the plan's initial adoption 35 objectives were accomplished in approximately two and one half years. (See Attachment A.)

On February 17, 2009, and again on March 4, 2010, the plan was modified to more clearly reflect the Board's priorities. The current plan consists of four priorities and 31 objectives in the areas of financial stability, public safety, economic vitality and infrastructure.

Current Plan:

The following is a summary of the status of the current plan objectives.

- √ – indicates the objective is complete
- SP – indicates substantial progress was made on the objective
- * – indicates the objective relates to a Community Assessment recommendation

| Financial Stability - Financial strength and integrity of organization | |
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| SP | 1 - Adopt an Airport Use Ordinance that reflects the community's desire for appropriate Airport uses and complies with federal law – The proposed Airport Use Ordinance was approved to be placed on the November 2010 ballot by the Board in February. County staff continues to provide factual and objective information to anyone who requests information about the issue. (Target date – 11/30/2010) |
| SP | 2 - Develop strategies to address long term financial stability – Ongoing. Strategies will be presented to the Board in January 2011 for consideration. (Target date – Ongoing) |

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| √ | 3 - Address short term financial issues – the Board adopted the FY 10-11 budget on May 17, 2010. (Target date 5/30/2010) |
| √ | 4 - Explore placing a measure on the November 2010 ballot to increase Transient Occupancy Taxes –The Board used its authority to implement a Transient Lodging License Tax. A 3% increase was effective on August 1, 2010. (Target date 11/30/2010) |
| | 5 - Explore creation of a Tax Increment Area for the Stateline area* – 30% complete. With stakeholder input, County staff has prepared a list of projects, with an emphasis on environmental improvements. (Target date – 12/31/2010) |
| √ | 6 - Relocate the Election Center to the Historic Courthouse – relocation was completed in February 2010 saving approximately \$30,000 annually in leasing costs. (Target date 3/30/2010) |
| SP | 7 - Complete one performance analysis – 40% complete. A Roads Division performance analysis report will be complete by January 2011. (Target date – 12/31/2010) |
| Public Safety - Safe environment for residents, businesses, and visitors | |
| √ | 8 - Update the Emergency Preparedness Plan and conduct a training exercise – The plan was completed and adopted by the Board on July 1, 2010. A policy group training exercise was held on June 11, 2010. (Target date – 5/30/2010) |
| SP | 9 - Complete construction of the redesigned jail – Billed work is at 65%. Major structural improvements are complete and the building is weather tight. The project is on track for completion by the end of December. The Board received an update on the project at its October 7 th meeting. (Target date – 2/28/2011) |
| | 10 - Develop a multi-county public safety Ethernet interconnect – 25% complete. Currently doing a site assessment. Sierra Electronics was retained to assess the current infrastructure, provide a detailed cost to install the necessary microwave wireless data link equipment, and report back with a total cost for the project. (Target date – 12/31/2010) |
| SP | 11 - Adopt and implement a Citizen Emergency Response Team program to enhance opportunities for community involvement for emergency preparedness* – The Board received an update on the program at its October 7 th meeting. Development of the program is ahead of the January 31, 2011 target date. (Target date – 1/31/2011) |
| Economic Vitality | |
| √ | 12 - Develop an Economic Development Vitality Action Plan to enhance Douglas County's environmental, economic, social and cultural capital – The Board adopted the plan at a special meeting on September 13, 2010. The plan relies on bold partnerships of the business, government and the non-profit sectors to implement 12 projects in 3 focus areas. (Target date – 9/30/2010) |

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| SP | <p>13 - Complete public process in the development of County's federal lands bill – 60% complete. Initial input from 85 stakeholder groups was received. Legacy Land and Water, the County's consultant, continues to work with a team of staff to address stakeholder requests and concerns in the development of a recommendation that will be presented in public open house type meetings in the future. (Target date – 10/31/2010)</p> |
| | <p>14 - Develop plans for the Pony Express Trail to be a west coast "destination" attraction in Douglas County (with a focus on the top half of the trail) – Survey work has been completed and ownership determined to be Douglas County. Plan development for the upper portion of the trail will not begin until the summer of 2011. Additional work is being done to see if the Pony Express Trail can be extended to Hwy 50. (Target date – 3/31/2011)</p> |
| SP | <p>15 - Explore and improve upon the development application process – During the last year, changes include the implementation of a new development review process allowing for free pre-application meetings prior to submittal, and staff/applicant meetings after submittal. Additionally user-friendly improvements were made to the website and five Zoning Text Amendments were approved by the Board that further improve the process. Community Development continues to identify areas for improvement given limited staff. (Target date – 12/31/2010)</p> |
| √ | <p>16 - Complete an initial design and seek funding for a fiber optic backbone to connect Douglas County from the Minden/Gardnerville area to the Carson City line – A \$100 million federal grant was awarded to Praxis to run low-cost, high-speed fiber optic cable along the Hwy 395 corridor from Barstow, CA to Carson City, NV. Douglas County continues to work with Praxis and our local business community to identify the most appropriate route for the fiber to be located in Douglas County. (Target date – 9/30/2011)</p> |
| √ | <p>17 - Complete development of an Employment and Job Training program to connect employers with the skilled workforce they need – A program has been developed and implemented in the Social Services Division. Since September 2009, 91 clients have been officially enrolled of which 43 have found employment. (Target date – 12/31/2010)</p> |
| √ | <p>18 - Participate in the development of the Lake Tahoe Basin Prosperity Plan* – The plan has been developed though an extensive public process. The final plan should be available in late October. The Board will hear an overview of the plan at its October 21st meeting. (Target date – 8/31/2010)</p> |
| <p>Infrastructure - Efficiency and responsiveness in addressing community issues and needs</p> | |
| SP | <p>19 - Develop a Stormwater Master Plan for the Carson Valley – 20% complete. No work done in the past six months. Pending future Board direction. (Target date – 6/30/2011)</p> |
| | <p>20 - Develop a Stormwater Master Plan for the Lake Tahoe portion of Douglas County – Challenges with funding and GID infrastructure ownership were identified. In the near future the Board will be presented with an option to instead consider developing a plan for maintaining the County owned water quality infrastructure and other small water quality projects. (Target date – 12/31/2011)</p> |

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| SP | <p>21 - Consider the acquisition of the Seeman Ranch property for resource conservation and future facility needs – 70% complete. The Board approved a purchase agreement for the property in April 2010. Because the parcels need to be split, land use applications are being prepared and will soon be scheduled for submittal. Completion of the acquisition is expected in April 2011. (Target date – 6/30/2010)</p> |
| SP | <p>22 - Complete water system interconnection with Carson City, Indian Hills and Minden – 25% complete overall. The project consists of four sections. Design is complete and under construction for Section 1. Section 2 design is 90% complete and will go out to bid and be awarded by December 2010. Sections 3 and 4 are under preliminary design and are scheduled to be awarded in Spring 2011. (Target date – 9/30/2012)</p> |
| √ | <p>23 - Complete the scope of feasibility study for a consolidated County water system – The final presentation was made to the Board on June 17, 2010. The Board elected not to proceed with consolidated utility fund at this time. (Target date – 6/30/2010)</p> |
| | <p>24 – Develop a strategy to address critical road maintenance issues – 60% complete. General field work is 100% complete for the Pavement Management Program. Staff is in the process of inputting data into the computer model. A presentation regarding the program will be made to the Board in December 2010. (Target date – 12/31/2010)</p> |
| | <p>25 - Explore traffic congestion relief alternatives for the Minden/Gardnerville sections of Hwy. 395* – Construction of Muller Parkway will reduce congestion on Hwy. 395 downtown. We are continuing to work with our consultant, Stantec Consulting, to complete construction plans for two lanes through Edgewood property. We are also working with developers to assure construction of the other segments needed to complete the loop around town. (Target date – 12/31/2010)</p> |
| | <p>26 - Explore traffic improvements to improve access on Hwy. 208* – Staff participated in a NDOT road safety audit of this road several years ago. The audit report recommends the installation of left turn lanes and lighting at key intersections along this roadway. Staff is working with NDOT to get these items added to the NDOT project list for implementation. (Target date – 12/31/2010)</p> |
| | <p>27 - Complete sidewalk improvements on Loop Road in Stateline* – The project has been delayed by requirements for environmental reports and NDOT's requirement that they obtain the necessary right-of-way for the project. It is currently scheduled for construction in 2011 but that date is uncertain at this time. (Target date – 12/31/2011)</p> |
| SP | <p>28 - Complete the Stateline to Stateline Bicycle Demonstration Project* – The environmental document was completed and is currently under review. Plans and specifications for the South Demonstration Project are 30% complete and the project is on tract to be completed by December 2012. (Target date – 12/31/2012)</p> |

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| SP | 29 - Utilize grant funding through the Carson Valley Trails Association to further implement major portions of the Douglas County trails plan connecting communities in the Valley* – Work has begun and grant funds have been received with a private land owners document recently completed. CVTA is working with the USFS and BLM to plan trail alignment on federal land. (Target date – 12/31/2011) |
| | 30 - Develop a strategy to fund and operate a Community Center in the Valley portion of Douglas County* – Work has begun through the Senior Service Advisory Council, Parks and Recreation Commission and an Economic Vitality Team to complete a strategy by December 2011. (Target date – 12/31/2011) |
| | 31 - Participate in the Hwy. 50 Stateline Casino Core/Loop Road Project through NDOT – Staff continues to work with various entities including NDOT, CalTrans, and the City of South Lake Tahoe, on this project. In June 2010 staff participated in a value analysis workshop to brainstorm on all aspects of the project – enhancement, modifications, and cost savings. Planning documents anticipate construction in 2014, but due to lack of funding, design, environmental and permitting issues, construction may not occur until 2020. (Target date – 2/28/2013) |

Summary of Plan Progress

Progress on the plan to date can be summarized as follows.

- 31 total plan objectives
- 13 objectives have achieved substantial progress
- 9 objectives complete
- All objectives are making progress or have made progress

See Attachment B for a one page summary.

Future Modifications:

Through the Board's leadership the Strategic Plan continues as a dynamic document. It has guided staff work through the past several years and has expanded and contracted in line with Board priorities, available resources, and external factors such as the economy. It is suggested the Board again consider modifying its Strategic Plan prior to consideration on the next budget cycle, most likely in January or February of 2011. In the meantime County Manager Departments are evaluating needs, priorities, and their own strategic plans in preparation for overall Strategic Planning discussions early next year.

ATTACHMENTS:

Attachment A – Strategic Plan Progress

Attachment B – One Page Strategic Plan Summary

Attachment C – Strategic Plan as modified by the Board on March 4, 2010



Douglas County, Nevada Strategic Plan Progress

The County's Strategic Plan is a living, breathing document. The Board of County Commissioners receives regular progress updates to the Plan and makes modifications as needed.

The Plan was first adopted in May 2008 and contained eight priorities and 53 objectives. In February 2009 and March of 2010, the Board modified the plan to give clear direction about its priorities and to respond to economic challenges and reduced staffing levels. The current plan consists of four priorities and 31 objectives.

Reporting progress to the residents of Douglas County is very important. Since the plan's initial adoption, the following 35 objectives were accomplished:

| Financial Stability | |
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| √√ | Develop a strategy to address short-term (both in 2008 & 2009) and long-term financial shortfall by 3/31/2009. |
| √ | Prepare Master Plan for the 25-cent E-911 Fee by 3/31/2008. |
| √ | Review and update existing financial policies by 12/31/2008. |
| √ | Perform four departmental performance analyses (911/Dispatch, Records/Records Management, Social Services and GIS). |
| √ | Explore placing a measure on the Nov. 2010 ballot to increase Transient Occupancy Taxes –The Board used its authority to implement a 3% Transient Lodging License Tax which became effective on August 1, 2010. |
| √ | Relocate the Election Center to the Historic Courthouse by 3/30/2010. |
| Public Safety | |
| √ | Update sewer/septic ordinance by 9/30/2008. |
| √ | Respond to the 2008 Grand Jury Report by 1/31/2009. |
| √ | Start construction of redesigned jail facility by 6/30/2009. |
| √ | Update the Emergency Preparedness Plan and conduct a training exercise – by 5/30/2010. |
| Economic Vitality | |
| √ | Secure one additional event to promote tourism in Douglas County by 12/31/2009 (Motocross). |
| √ | Define opportunities for economic revitalization in various communities by 12/31/2009. |
| √ | Develop an Economic Development Vitality Action Plan to enhance Douglas |

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| | County's environmental, economic, social and cultural capital by 9/30/2010. |
| √ | Complete an initial design and seek funding for a fiber optic backbone to connect Douglas County from the Minden/Gardnerville area to the Carson City line by 9/30/2011. |
| √ | Complete development of an Employment and Job Training program to connect employers with the skilled workforce they need by 12/31/2010. |
| √ | Participate in the development of the Lake Tahoe Basin Prosperity Plan by 8/31/2010. |

Infrastructure

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| √ | Complete design and arrange financing for Phase II of the NV Wastewater Treatment Plant by 7/31/2009. |
| | Define options for necessary facility expansion by 6/30/2009. |
| √ | Tahoe Bike Path |
| √ | Detention facility |
| √ | Define backbone utilities for Airport by 12/31/2008. |
| √ | Expand and enhance the County's Capital Improvement Plan by 9/30/2009. |
| √ | Implement two new energy efficiency programs by 12/31/2008. |
| √ | Complete the scope of feasibility study for a consolidated County water system by 6/30/2010. |

Natural environment, resources and cultural heritage

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| √ | Participate in the securing of agricultural easements under SNPLMA by 1/31/2009. |
| √ | Participate in the purchase of defined lands under SNPLMA by 8/31/2009. |

Manage Growth and Change

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| √ | Define Airport ballot question for 2010 election by 1/31/2009. |
| √ | Update the Airport Master Plan by 9/30/2008. |
| √ | Identify multi-family density levels (Title 20) by 9/30/2009. |
| √ | Advisory ballot question on Growth Ordinance by 11/30/2008. |

Address Regional Issues

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| √ | Prepare ordinances to modify existing outdoor festival ordinances to address health, safety, and welfare issues by 12/31/2008. |
| √ | Renewal of MOU (Memorandum of Understanding) between law enforcement, prosecutor, Washoe tribes, Douglas County, and Carson City by 6/30/2008. |
| √ | Complete interface of Spillman and Justware software by 6/30/2008. |

Employer of Choice

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| √ | Develop four new recruitment strategies for critical positions by 12/31/2008. |
| √ | Identify and conduct technical and related training to enhance employee performance by 12/31/2009. |

Douglas County Strategic Plan



1. Financial Stability

Objectives

1. Airport Use Ordinance
2. & 3. **Long term and (√) short term financial strategies – priority objective**
4. (√) **Transient Occupancy Tax ballot measure – priority objective**
5. Tax Increment Area creation*
6. (√) Election Center relocation
7. Performance analysis

2. Public Safety

Objectives

8. (√) Emergency Preparedness Plan
9. Construction of redesigned jail
10. Multi-county Ethernet interconnection
11. Citizen Emergency Response Team Program*

3. Economic Vitality

Objectives

12. (√) **Economic Development Vitality Action Plan – priority objective**
13. Lands Bill
14. Pony Express Trail
15. Development application process
16. (√) Fiber optic backbone application
17. (√) Employment and Job Training Program
18. (√) Lake Tahoe Prosperity Plan*

4. Infrastructure

Objectives

- 19 & 20. Storm Water Master Plans – Carson Valley and Lake Tahoe areas
21. Seeman Ranch Acquisition
22. Water system Interconnection with Carson, Minden and Indian Hills General Improvement District
23. (√) Consolidated County water system feasibility study
24. Road Maintenance strategy
25. Congestion relief on Hwy. 395 in the Minden and Gardnerville area*
26. Traffic improvements on Hwy. 208*
27. Sidewalk improvements on Loop Road – Stateline*
28. Stateline to Stateline Bicycle demonstration project*
29. Implement portions of the trails plan through a Carson Valley Trails Association grant*
30. Community Center strategy – Valley*
31. Realignment of Hwy. 50 – Stateline

* Relates to a Community Assessment recommendation

**Douglas County
Modified Strategic Plan**

| Strategic Priority/Goal | | Target Date | Dept. |
|---|--|-------------|-------|
| #1 Financial Stability - Financial strength and integrity of organization | | | |
| <i>Strategic Goal: Douglas County will enhance the fiscal stability and financial structure of the County.</i> | | | |
| SP | Adopt an Airport Use Ordinance that reflects the community's desire for appropriate Airport uses and complies with federal law | 11/30/2010 | AP |
| P SP | Develop strategies to address long term financial stability | Ongoing | CM |
| P | Address short term financial issues | 5/30/2010 | CM |
| P SP | Explore placing a measure on the Nov. 2010 ballot to increase Transient Occupancy Taxes | 11/30/2010 | CM |
| | Explore creation of a Tax Increment Area for the Stateline area* | 12/31/2010 | CD |
| | Relocate the Election Center to the Historic Courthouse | 3/30/2010 | CT |
| | Complete one performance analysis | 12/31/2010 | AS |
| #2 Public Safety - Safe environment for residents, businesses, and visitors | | | |
| <i>Strategic Goal: Douglas County will enhance and improve the provision of public safety and related services.</i> | | | |
| SP | Update the Emergency Preparedness Plan and conduct a training exercise | 5/30/2010 | EM |
| | Complete construction of the redesigned jail | 2/28/2011 | CM |
| | Develop a multi-county public safety Ethernet interconnect | 12/31/2010 | Tech |
| | Adopt and implement a Citizen Emergency Response Team program to enhance opportunities for community involvement for emergency preparedness* | 1/31/2011 | EM |
| #3 Economic Vitality | | | |
| <i>Strategic Goal: Douglas County will promote the economic vitality of the community.</i> | | | |
| P SP | Develop an Economic Development Vitality Action Plan to enhance Douglas County's environmental, economic, social and cultural capital | 9/30/2010 | CM |
| SP | Complete public process in the development of County's federal lands bill | 10/31/2010 | CM |
| | Develop plans for the Pony Express Trail to be a west coast "destination" attraction in Douglas County (with a focus on the top half of the trail) | 3/31/2011 | CS |

P -- Priority objective, SP -- Substantial progress

* Relates to a Community Assessment recommendation

**Douglas County
Modified Strategic Plan**

| Strategic Priority/Goal | | Target Date | Dept. |
|--|--|--------------------|--------------|
| SP | Explore and improve upon the development application process | 12/30/2010 | CD |
| | Complete an initial design and seek funding for a fiber optic backbone to connect Douglas County from the Minden/Gardnerville area to the Carson City line | 9/30/2011 | Lib |
| | Complete development of an Employment and Job Training program to connect employers with the skilled workforce they need | 12/31/2010 | CS |
| | Participate in the development of the Lake Tahoe Prosperity Plan* | 8/31/2010 | CM |
| #4 Infrastructure - Efficiency and responsiveness in addressing community issues and needs | | | |
| <i>Strategic Goal: Douglas County will provide for the maintenance and infrastructure necessary to meet current and future service levels.</i> | | | |
| SP | Develop a Stormwater Master Plan for the Carson Valley | 6/30/2011 | CD |
| | Develop a Stormwater Master Plan for the Lake Tahoe portion of Douglas County | 12/31/2011 | CD |
| SP | Consider the acquisition of the Seeman Ranch property for resource conservation and future facility needs | 6/30/2010 | CM |
| SP | Complete water system interconnection with Carson City, Indian Hills and Minden | 9/30/2012 | PW |
| SP | Complete the scope of feasibility study for a consolidated County water system | 6/30/2010 | PW |
| | Develop a strategy to address critical road maintenance issues | 12/31/2010 | PW |
| | Explore traffic congestion relief alternatives for the Minden/Gardnerville sections of Hwy. 395* | 12/31/2010 | CD |
| | Explore traffic improvements to improve access on Hwy. 208* | 12/31/2010 | CD |
| | Complete sidewalk improvements on Loop Road in Stateline* | 12/31/2010 | CD |
| | Complete the Stateline to Stateline Bicycle Demonstration Project* | 12/31/2012 | CS |
| | Utilize grant funding through the Carson Valley Trails Association to further implement major portions of the Douglas County trails plan connecting communities in the Valley* | 12/31/2011 | CS |
| | Develop a strategy to fund and operate a Community Center in the Valley portion of Douglas County* | 12/31/2011 | CS |
| | Participate in the Hwy. 50 Stateline Casino Core/Loop Road Project through NDOT | 2/28/2013 | CD |

P – Priority objective, SP – Substantial progress

* Relates to a Community Assessment recommendation

**Douglas County
Modified Strategic Plan**

Department Key:

- AS - Administrative Services
- AP - Airport
- CD - Community Development
- CT - Clerk-Treasurer
- CS - Community Services
- CM - County Manager
- EM - Emergency Management
- Lib - Library
- PW - Public Works
- Tech - Technology Services

P – Priority objective, SP – Substantial progress

* Relates to a Community Assessment recommendation