



Discussion Guide

Douglas County Strategic Planning Session

November 6-7, 2023

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Strategic Planning Process Overview

Desired Outcomes

- Engage stakeholders and staff in a re-visioning process to develop a five-year Strategic Plan for Douglas County.
- Establish and adopt an organizational process for capturing, sharing, and reporting on performance of the plan, as well as a process for annual refresh of the plan.
- Establish a five-year strategic plan that honors Douglas County's past, creates a vision for the future, and leaves a legacy for communities served.
- Align the decision-making of the Board with the actions of Douglas County to achieve a shared vision for the future.

Engagement Overview

Phase One GAIN INSIGHTS	Phase Two DESIGN STRATEGY	Phase Three BUILD THE PLAN	Phase Four MANAGE RESULTS
ACTIVITIES			
Collect & synthesize all current planning content 1:1 Interviews – BOCC + County Mgr/Dept Heads Onsite Public Meetings/Workshops (2) Focus Groups (5) Community Survey SWOT Assessment & Strategic Issues, Competitive Position	Day 1: ½-Day BOCC Planning Retreat: Create/Revisit Mission, Vision & Values Confirm and Prioritize Opportunities and Strategies Build the Strategic Framework	Day 2: 1-Day Planning Retreat: Confirm Org-Wide Goals Establish KPIs & Annual Initiatives Set Quarterly Milestones Develop 3-Year Roadmap	Establish the Strategic Execution Cycle – Set Structure for Monthly/Quarterly Reviews + Configure Plan in StrategyHub App, Implementation Playbook <i>Included w/ StrategyHub Software: App training</i>
DELIVERABLES			
Insights Report Discussion Guide	Final Strategic Framework	3-Year Roadmap Final Strategic Plan 2-Page Plan/Communication Document	Results Mgmt. Playbook <i>Included w/ StrategyHub Software: Standardize Performance Reports, App Training</i>
August - October	November 6-7, 2023		November/December +

Plan Structure

Level		Planning Element & Definition	Accountability	Frequency of Modification
1	What (overall)	Strategic Objectives	BOCC	5 years
1.1	What (this year)	County Goals	Directors	1-3 years
1.1.1	How	Initiatives & Community Indicators	County Manager, Department Heads, Town Managers & Elected Officials	~ 3 Years reviewed annual before the budget process
1.1.1.1		Major Milestones	Managers	Quarterly/Monthly

Insights Included

Included in this document is data collected through the following sources:

Insights Collection:

- **BOCC & Douglas County Leadership Insight Interviews:** 30-minute interviews
- **Community Survey:** Distributed via online survey
- **Public Workshops:** Two 3-hour public meeting workshops
- **BOCC Workshop:** One Board of County Commissioners Visioning workshop
- **Focus Groups:** Five, 90min focus groups (see appendix for detail)

Existing Data:

- Douglas County Staff Insights
- CHNA Quad County 2022 Report
- Douglas County Communications Survey
- Popular Annual Financial Report (21-22)
- Johnson Lane Area Drainage Master Plan Executive Summary
- Master Plan
- Plan for Prosperity
- Valley Vision
- Economic Vitality
- Library Master Plan
- Courts Maser Plan
- HIP Framework
- Tahoe Blue Center Economic Impact Memorandum

Current State

Strategic Questions to Address

(+ input from BOCC session, public workshops)

1. What are Douglas County's top five infrastructure needs?
2. What actions might Douglas County need to take to preserve its open spaces?
3. How might Douglas County increase transportation services for people to utilize county facilities, services and decongest traffic?
4. What might be done to improve the overall Douglas County experience for residents and visitors?
5. How might Douglas County meet health service and facility needs?
6. How might Douglas County increase funding to address the needs of the growing community?
7. How might Douglas County proliferate housing for the people working in the county?
8. What needs to be done to maximize public safety?
9. What needs to be done to mitigate flood waters?
10. How might Douglas County attract and retain an excellent workforce?
11. What might Douglas County do to maximize economic vitality while maintaining a high rural quality of life?
12. How will Douglas County complete new roadways?
13. How might Douglas County create locations to tend to county employee needs?
14. How might Douglas County need to update tax policies to address present future demands?
15. What might Douglas County do to attract and retain young families?
16. How and who could Douglas County partner with to provide needed services and facilities?

Strengths – What are we doing that is working well?

- Our county's staff
- Senior services
- Public safety
- Community & Senior Center
- Tourism revenue
- Engagement of the community
- Executing strategic planning and ordinances

Challenges – What is getting in our way?

- Price of housing for the workforce and young families
- Funding infrastructure needs
- Competitive wages for county employees
- Control and updates of Federal lands
- Government for "all" of the people
- Being business friendly

- Preventative and post-emergency health access
- Infrastructure development

Mega Trends

Headwinds

1. Housing Affordability:

- *Affordable Housing Shortage:* One of the major challenges in Douglas County is the shortage of affordable housing options for its residents. The demand for affordable homes often exceeds the supply, leading to increased housing costs.
- *Workforce Housing Gap:* There is a pressing need to address the gap in workforce housing. Many residents, including essential workers and young families, struggle to find affordable housing close to their workplaces.
- *Diverse Demographic Needs:* The community's demographics vary, and addressing housing affordability should consider the needs of different groups, including the workforce, seniors, low-income families, and young professionals.

2. County Staffing:

- *Recruitment and Retention:* Douglas County faces challenges in recruiting and retaining skilled staff across various county departments. Attracting and keeping qualified personnel is essential for efficient government operations.
- *Competitive Compensation:* Offering competitive compensation packages is crucial to attract talented individuals to county positions. County employees play a vital role in delivering essential services to residents.
- *Succession Planning:* Implementing effective succession planning strategies is essential to ensure a smooth transition as experienced staff members retire, people transfer, and new talent joins the county workforce.

3. Organizational Sustainability:

- *Financial Sustainability:* The county must increase financial stability to fund essential services and infrastructure projects. Sustainable budgeting practices are needed to ensure long-term fiscal health.
- *Environmental Sustainability:* Environmental concerns, such as conservation and responsible land management, play a significant role in maintaining the county's sustainability. Balancing development with conservation is a key challenge.
- *Community Engagement:* Building and sustaining a robust and engaged community is vital for long-term organizational sustainability. Involving residents in decision-making processes and initiatives fosters a sense of ownership and commitment.

4. Cost of Infrastructure:

- *Infrastructure Maintenance:* The cost of maintaining and upgrading critical infrastructure, including roads, bridges, and utilities, is a significant concern. Aging infrastructure requires ongoing investment.
- *Funding Sources:* Identifying sustainable funding sources for infrastructure projects is challenging. Balancing infrastructure needs with budgetary constraints is a complex task.
- *Quality of Life:* The cost of infrastructure projects directly impacts the quality of life for residents. Addressing infrastructure needs efficiently contributes to safer roads, better water resources, and improved public services.

Tailwinds

1. Tourism:

- *Economic Boon:* Tourism at Lake Tahoe is a significant tailwind for Douglas County. The region attracts visitors from around the world, leading to a robust tourism industry that bolsters the local economy. This includes revenue from the new event center, hotels, restaurants, outdoor activities, and cultural attractions.
- *Job Opportunities:* The tourism sector generates numerous job opportunities for local residents. These jobs span various roles, from hospitality and recreation to retail and entertainment, contributing to employment stability within the county.
- *Economic Diversification:* Relying on tourism diversifies the county's economic base. The influx of tourists throughout the year provides a steady stream of income, reducing dependence on specific industries and creating resilience in the face of economic fluctuations.
- *Promotion of Natural Beauty:* The appeal of Lake Tahoe as a tourist destination encourages the preservation of the region's natural beauty. The community recognizes the importance of maintaining pristine landscapes, which benefits both residents and visitors alike.

2. Geographic Location:

- *Scenic Beauty:* Douglas County's geographic location in the Sierra Nevada mountains offers breathtaking scenic beauty. The proximity to Lake Tahoe, alpine landscapes, and outdoor recreational opportunities draws residents and tourists seeking a high-quality of life and leisure activities.
- *Outdoor Recreation Hub:* The county's location near national forests and wilderness areas positions it as an outdoor recreation hub. Activities such as hiking, skiing, boating, and fishing contribute to a healthy and active lifestyle for residents.
- *Appeal for Residents:* The attractive geography of Douglas County plays a role in retaining residents and attracting newcomers who appreciate the natural surroundings and outdoor amenities. It fosters a sense of well-being and community connection.
- *Strategic business location:* Northern Nevada is close to major markets, contains major shipping routes, and predominantly has existing transportation infrastructure.

3. Stabilized Leadership:

- *Consistency in Governance:* A stable leadership within the county government ensures consistency in policymaking, decision implementation, and long-term planning. Residents benefit from predictable and reliable governance.
- *Effective Decision-Making:* Stabilized leadership provides elected officials and administrators with the opportunity to gain experience and expertise. This can lead to more effective and informed decision-making.
- *Engagement and Trust:* Continuity in leadership can foster trust and engagement between government and the community. Residents become familiar with their leaders, which can promote collaboration and open communication.

4. Community Communications:

- *Information Sharing:* Effective community communications can serve as a tailwind by ensuring residents are well-informed about county initiatives, events, and services. This can be achieved through various channels, including websites, social media, mailers, and local newsletters.
- *Engagement and Participation:* Transparent and accessible communication channels encourage community engagement and participation. Residents are more likely to get involved in local projects and initiatives when they are informed and have a platform to voice their opinions.
- *Building a Stronger Community:* Robust community communications help build a sense of unity and connectedness among residents. It fosters a shared identity and pride in Douglas County, promoting a stronger and more resilient community.

SWOT Summary – Where are we today?

<p>Strengths</p> <ul style="list-style-type: none">• County staff leadership• Community & Senior Center• Geographic location• Rural heritage• Public Safety• Lake Tahoe Tourism	<p>Opportunities</p> <ul style="list-style-type: none">• Attracting business• Multi-county collaborations/networks• Updated funding sources
<p>Weaknesses</p> <ul style="list-style-type: none">• Increased traffic and congestion• County facilities for employees and services• Public transportation• Emergency communication system (for first responders)• Public health facilities and services	<p>Threats</p> <ul style="list-style-type: none">• Divisive politics• Not preserving open spaces• Natural environment emergency mitigation

Confirming Our Strategic Foundation

Mission Statement – Why do we exist?

Current Mission

Working together with integrity and accountability, the Douglas County team is dedicated to providing essential and cost-effective public services fostering a safe, healthy, scenic, and vibrant community for the enjoyment of our residents and visitors.

Core Values – How do we behave?

- **Integrity:** We demonstrate honest and ethical conduct through our actions.
- **Accountability:** We accept responsibility for our actions.
- **Customer Service:** We deliver efficient and effective service with an attitude of respect and fairness.
- **Leadership:** We establish the tone and direction for success motivating and inspiring others to accomplish a shared vision.
- **Communication:** We ensure open dialogue through proactive listening and sharing of information throughout the organization and the community.
- **Teamwork:** We work together to achieve shared goals.

Additional Insights

Board Input

- The six stated values define who and how we behave.
- There was expressed sentiment to highlight “respect”, “service”, “accountability”, and “compassion” within values.
- It could prove helpful to detail what it “looks like” and “feels like” to apply, rather, live out the values in practice.

Defining Our Strategic Direction

Vision – What does success look like?

Current Vision

A community to match the scenery!

- Providing for the maintenance and infrastructure necessary to meet current & future service levels.
- Valuing our employees and work to develop a workforce that serves & is valued by County citizens.
- Ensuring financial stability that allows for sustainable planning & maintenance of the County's resources.
- Partnering to ensure the County's economic vitality.
- Committing to the protection & safety of its citizens through professional public safety & emergency services.
- Preserve the County's natural resources, cultural heritage and other assets to create the ideal destination for residents and visitors alike while ensuring orderly and sustainable development of the community.

Additional Insight Themes: What is our north star? In 5yrs, success looks like...

BOCC Input

- The six existing statements are good.
- Masterplanned growth and development maintaining the county's rural heritage
- Delivering needed infrastructure projects

Leadership Insights

- Intentional development and growth
- Budgeting should match the strategic plan

Community Survey Insights

- Not overcrowding the county
- Maintaining a rural character
- Housing affordability
- Improved infrastructure

Public Workshop Community Insights

- Generous communication by the county
- Road development and maintenance
- Championing a high quality of life
- Creating opportunity for all age demographics

Strategic Objectives – How will we succeed?

1. Balanced Growth & Infrastructure

- a) Create housing developments and programs to meet the needs of different demographic groups, including, but not limited to, the workforce, seniors, young families, and young professionals.
- b) Develop a comprehensive infrastructure investment plan that prioritizes maintenance, upgrades, and efficient resource allocation.
- c) Implement sustainable budgeting and revenue practices to enhance the county's financial stability, ensuring adequate funding for essential services and infrastructure.

2. Preserving Douglas County's Natural Beauty & Rural Character

- a) Implement sustainable tourism practices to preserve natural beauty and minimize environmental impact.
- b) Develop policies and practices that balance development with environmental conservation and responsible land management.
- c) Abide by and assess the Master Development Plan in a timely manner.

3. Serving Our Community (Quality Services)

- a) Develop strategies to attract and retain skilled staff, including competitive compensation packages, recruitment outreach, and employee development programs.
- b) Establish diverse platforms and community forums for residents to engage in discussions and participate in local initiatives.
- c) Partner with surrounding counties and entities to secure vital services and facilities.

4. Increasing Residents' Quality of Life

- a) Ensure that infrastructure projects contribute to a higher quality of life for residents, including safe roads, reliable emergency response, and improved public services.
- b) Promote community engagement and involvement in decision-making processes, initiatives, and sustainability efforts.
- c) Expand public transportation to serve all demographics and a further geographical range.

Balanced Growth & Infrastructure

Success looks like...

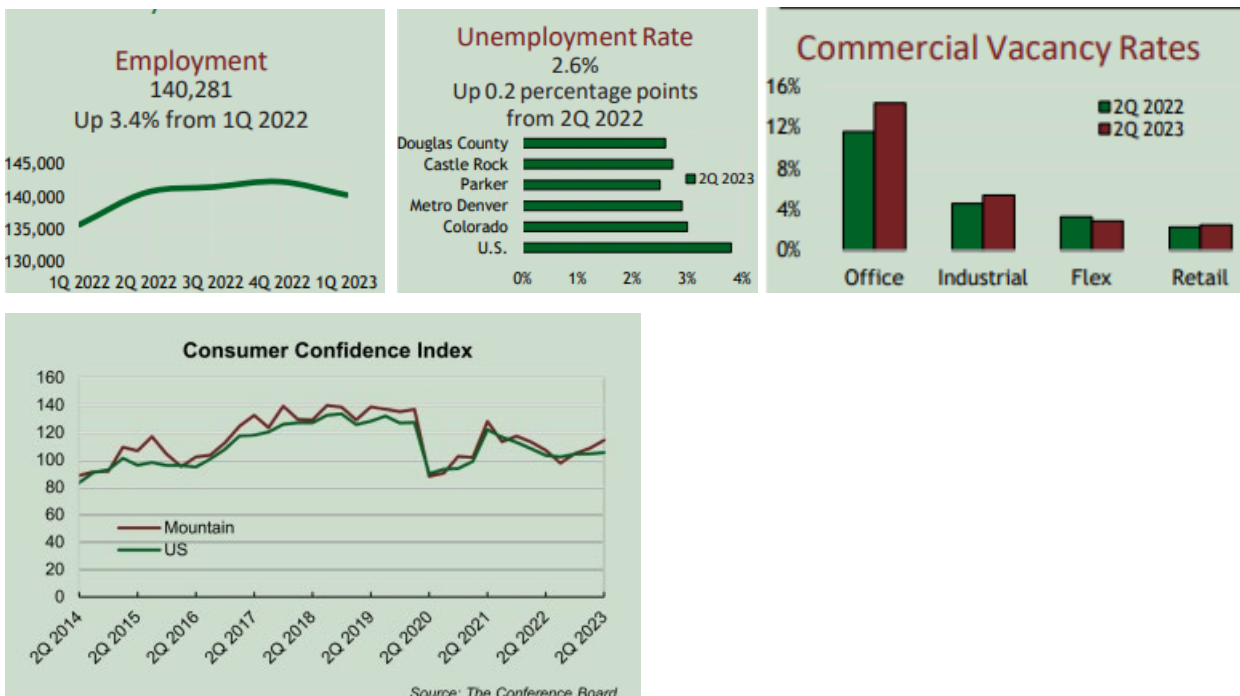
Summary overview of findings

Balanced growth and infrastructure in Douglas County are defined by a strategic approach that seeks to wisely steward development while providing essential infrastructure updates and development. The county places emphasis on addressing traffic congestion through key projects and ensuring that infrastructure can adequately support the growing population while safeguarding valuable open spaces and agricultural lands. Additionally, it is desired to foster affordable housing options, well-maintained roads, reliable public transit, public safety, and accessible healthcare facilities that contributes to a thriving and sustainable community.

Strategic Questions to Address

1. How might we increase the supply of affordable housing for the workforce, senior, young families, and young professionals?
2. In order from 1-10, one being the most important, rank specific infrastructure needs for the next five years?
3. What is the correct mix of business industries and types?
4. How might Douglas County need to update the Master Development Plan to intentionally govern through 2030?
5. How might Douglas County attain the revenues needed to provide essential infrastructure and services?

Business & Economic Development



Douglas County Economic Development Quarterly Report 2nd Quarter 2023, Department of Community Development

BOCC Input – Priorities

- “How to” toolkit for business – a step-by-step guide to open a business in DC
- Better communication between depts and to the public as they go through the process
- Ability to cater to/attract the younger demo to spend, live & work in DC (housing, careers, wages)

Leadership & Staff Input – Priorities

- Maximize Public Communication
- Align Budget with Strategic Goals
- Strengthen Emergency Preparedness

Public Input – Priorities

2023 Community Survey

- Support local businesses and attract quality jobs.
- Encourage economic development and diversification.
- Promote employment opportunities and living wages.
- Focus on long-term economic vitality and sustainability.
- Attract and retain businesses while preserving Douglas County's unique character.
- Controlled growth with a balance between residential and commercial development.
- Encourage development in a designated industrial area.
- Controlled growth to prevent overpopulation.

2023 Public Input Workshops

Economic Vitality Assessment

- Conduct a comprehensive economic vitality assessment, including past and present successes and failures.
- Analyze the reasons behind businesses not thriving in Douglas County.
- Conduct exit interviews for businesses leaving the county.
- Evaluate the need for business licenses to track various aspects, such as the list of businesses, sales trends, and NAICS codes.
- Implement regular check-ins with businesses in Douglas County to assess their needs and challenges.

Comparative Analysis

- Explore what other Nevada counties are doing to promote economic development.
- Investigate programs offered in different regions to learn from best practices.

Commercial Space Management

- Address the issue of vacant commercial spaces, including contacting owners.
- Focus on the upkeep and maintenance of these vacant spaces.
- Monitor the percentage of vacancy and maintain a register of businesses in these spaces.

Incentives for Business Development

- Establish incentives for industrial businesses to relocate to industrial areas.
- Identify strategies to improve and introduce new businesses in these areas.
- Create incentives for the growth and sustainability of small businesses.

Community and Social Services

- Recognize the need for social services and address concerns related to law enforcement.

Economic Success and Metrics

- Explore different ways to measure economic success for families, including various metrics like disposable income and the value of time spent with family.

Economic Diversity and Local Businesses

- Diversify the client base for local businesses, such as Paradise Nail.
- Support the casino industry, a significant part of the local economy.

Stakeholder Input – Priorities

2023 Focus Group Workshops – Economic Vitality, Landowners, & Business Owners

- Provide business owners more opportunity within the Main Corridor via continued improvements
- Transparently communicate clear priorities, the funding structure, and data on jobs/businesses/tax based/etc. for economic development
- Streamline permitting process, help make it easier for businesses to do business in Douglas County
- Explore innovative ways to transform the downtown corridor into a mixed-use area by collaborating with business owners to enhance the built environment, potentially through rebuilding and addressing vacant properties.
- Streamline bureaucratic processes and regulations to make it easier for businesses to be compliant and thrive in the community.
- Focus on maintaining a positive public image and garner more government support to create a welcoming environment for businesses.
- Support programming for local development (education, resources, etc.)
- Support small businesses with programs such as financing, business toolkits, etc.

Affordable & Workforce Housing



Douglas County Economic Development Quarterly Report 2nd Quarter 2023, Department of Community Development

BOCC Input – Priorities

- Update of Title 20, Land Use and zoning
- Housing Plan in the Master plan; Incentives tied to TDR program (TBD)
- Housing Taskforce
- Work-force housing development incentives

Leadership & Staff Input – Priorities

- Enhance Public Communication
- Align Budget with Strategic Goals

- Prioritize Workforce Development and Retention
- Strengthen Emergency Preparedness
- Create Facilities Where the Public Can Be Served

Public Input – Priorities

2023 Community Survey

- Develop workforce housing for employees.
- Control housing growth and avoid overcrowding.
- Focus on workforce and affordable housing.
- Manage development and zoning regulations.
- Opposition to high-density housing and urban sprawl.
- Address the housing crisis for various demographics.
- Preserve the small-town atmosphere and open spaces.

2023 Public Input Workshops

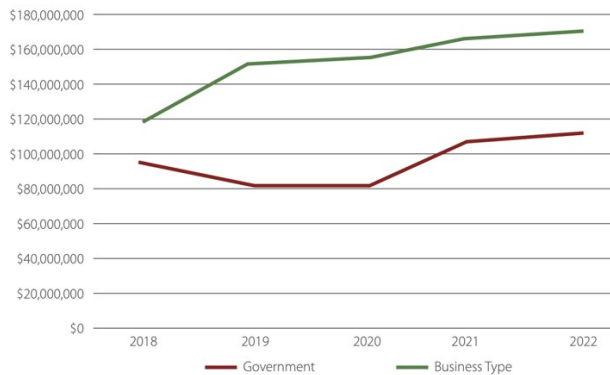
- Consider the development of an airport corridor with industrial businesses.
- Explore funding opportunities for enhancing infrastructure.
- Ensure that the focus is not solely on profit but on the quality of life for businesses in the county.

Financial Sustainability

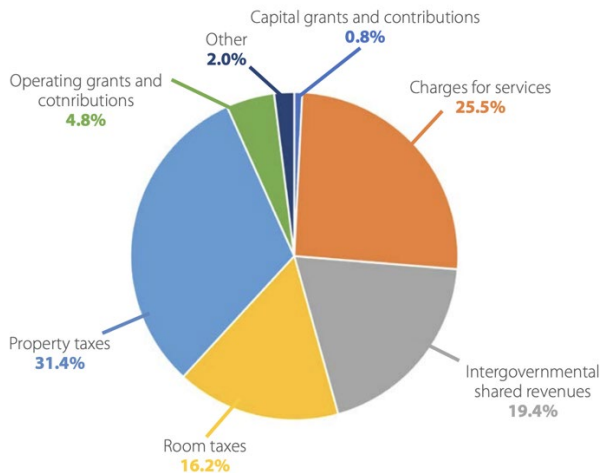
	Governmental Activities		Business-Type Activities		Total Primary Government	
	2022	2021	2022	2021	2022	2021
Assets						
Current and other	\$124,436,652	\$109,874,941	\$51,698,839	\$42,635,007	\$176,135,491	152,509,948
Capital	113,637,340	112,441,317	149,260,339	141,705,488	262,897,679	254,146,805
Total assets	238,073,992	222,316,258	200,959,178	184,340,495	439,033,170	406,656,753
Deferred outflows of resources	28,330,822	13,746,704	1,577,044	705,053	29,907,866	14,451,757
Liabilities						
Current	29,958,609	21,670,949	5,443,847	3,885,711	35,402,456	25,556,660
Long-term	84,430,918	107,282,975	23,258,612	18,147,729	107,689,530	125,430,704
Total liabilities	114,389,527	128,953,924	28,702,459	22,033,440	143,091,986	150,987,364
Deferred inflows of resources	36,687,323	5,017,519	7,174,668	645,498	43,861,991	5,663,017
Net position						
Net investment in capital assets	95,506,143	92,975,793	129,222,618	128,015,530	224,728,761	220,991,323
Restricted	53,372,425	52,971,149	418,258	511,729	53,790,683	53,482,878
Unrestricted	(33,550,604)	(43,855,423)	37,018,219	33,839,351	3,467,615	(10,016,072)
Total net position	\$115,327,964	\$102,091,519	\$166,659,095	\$162,366,610	\$281,987,059	\$264,458,129

Net Position by Component

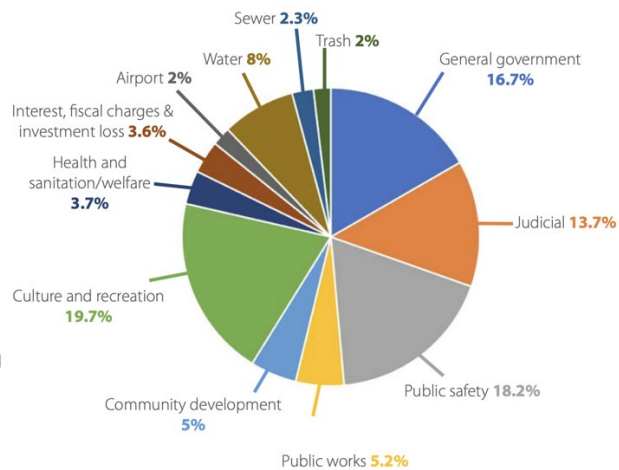
Douglas County Last 5 Fiscal Years



Revenue



Expenses by Function



BOCC Input

- Ability to properly track revenues and costs by programs in all cases due to software limitations

Leadership & Staff Input – Priorities

- Desired infrastructure demands financial ability
- Managing by approved budgets is a priority
- Inflation and cost of goods are challenges to performing/execution
- County revenue sources need to be reviewed and updated in a timely fashion
- Strategic financial plans and forecasts would help our planning and management

Public Input – Priorities

2023 Community Survey

- Improve financial sustainability and budget allocation.
- Manage county resources and spending effectively.
- Address taxation and use of tax dollars.
- Explore opportunities to generate revenue.
- Evaluate government leadership and decision-making.

- Ensure responsible use of tax dollars.

2023 Public Input Workshops

Airport Revival and Attraction

- Inviting the global soaring community to Minden, capitalizing on the finest soaring conditions in the world.
- Promoting Minden on the soaring world stage and highlighting its economic benefits to the community.
- Emphasizing the potential for the airport to serve as a major attraction.

Revenue Generation and Fiscal Responsibility

- Capitalizing on the airport's potential to generate revenue from various sources.
- Maximizing gas tax revenues.
- Implementing developer impact fees to ensure that developers contribute to the cost of infrastructure.
- Enforcing consistent policies for fee recovery and waivers.
- Allocating funding for staff that matches the workload.
- Exploring the relationship between growth and revenue, emphasizing that growth should generate fees for mitigating impacts and installing soft infrastructure.
- Ensuring that development pays for itself, particularly concerning new and future infrastructure.
- Considering the rebalancing of property tax rates between districts.
- Encouraging collaboration between districts on resource needs and distribution.
- Prioritizing the budget, directing resources to endeavors that benefit Douglas County, such as public works and stormwater management, while reducing support for non-profits without a clear county benefit.

Accountability and Public Engagement

- Ensuring that support for organizations is linked to support for Douglas County.
- Advocating for openness and public engagement in initiatives like the Wholesale Water Summit.
- Opposing unfunded mandates from the State.
- Exploring the potential of sales tax revenue from events at the Event Center and looking ahead to any event restrictions.

Economic Development and Business Attraction

- Attracting businesses, particularly those in healthcare.
- Bringing in the right types of businesses to increase revenue.
- Exploring sustainable business models.
- Collaborating on vision and strategic efforts for economic growth.

Transportation and Infrastructure

- Improving transportation infrastructure and public transit for revenue generation.
- Expanding parking facilities to meet residents' needs.
- Charging for parking and considering parking fees at beaches.
- Building an event center along Highway 50.
- Developing an equestrian facility at the fairgrounds area.
- Considering user fees for various recreational activities and areas.
- Creating transit/parking centers and parking facilities in strategic locations.

Revenue Generation and Distribution

- Exploring the potential for a luxury tax on second homes.
- Exploring various methods to generate revenue.
- Evaluating how others capitalize on tourist revenue.
- Discussing the distribution of revenue generated from tourism.
- Considering taxes on casinos for parking.

Community Education and Communication

- Educating residents about the need for funds and the benefits of various revenue-generation initiatives.
- Improving communication about these needs and initiatives

Water & Stormwater

Douglas County has had floodplain regulations since 1974. Floodplain development permits, special requirements for land division in the Special Flood Hazard Area (SFHA) and floodplain are all covered in Title 20.50.

SFHAs are defined as the area that will be inundated by the flood event having a 1% chance of being equaled or exceeded in any given year. The 1% annual chance flood is also referred to as the base flood or 100-year flood. These FEMA flood zones are typically A, AO (with depth associated), AH, and AE. X-shaded is defined as the 500-year flood, with a 0.2% annual chance of flooding in a given year.

Table 9-2. Relative benefit comparison by system

Regional Alternative System	Percent Buildings Removed ¹ (potential inundation)	Percent Buildings Removed ¹ (potential inundation)	Buildings in System Area	Construction Cost (100-Year Basins)	Annual Maintenance Cost (100-Year Basins)	Construction Cost (25-Year Basins)	Annual Maintenance Cost (25-Year Basins)	Cumulative Loss Estimate Reduction (HAZUS)	Percent Flow Reduction at Key Locations (100-Year Basins)	Percent Flow Reduction at Key Locations (25-Year Basins)
	100-Year, 6-Hour 100-Year Basins	25-Year, 24-Hour 25-Year Basins							100-Year, 6-Hour	25-Year, 24-Hour
Unnamed Wash A	23%	63%	19	\$330,000	\$6,600	\$240,000	\$4,200	\$14,000	92%	90%
Hot Springs-Buckbrush	32%	40%	1,527	\$8,020,000	\$161,600	\$6,150,000	\$107,000	\$1,080,000	91%	89%
Pine Nut North	24%	20%	1,181	\$1,380,000	\$27,900	\$880,000	\$15,300	\$840,000	71%	0%
Pine Nut South	2%	14%	153	\$1,430,000	\$28,700	\$1,130,000	\$19,600	\$109,000	28%	50%
Johnson Lane Wash Dam (PMF)										
Johnson Lane Wash Dam	44%	-	679	\$4,900,000	\$13,900	\$4,900,000	\$13,900	\$3,220,000	82%	62%
TOTALS	69%	68%	3,532²	\$16,700,000	\$239,000	13,800,000	\$160,000	\$5,300,000	-	-
1. Flow depth > 0.25 feet 2. Total number of buildings within the study area is less than the sum of column 4 values due to minor overlapping between Regional Alternative Systems										

BOCC Input – Priorities

- Countywide Transportation & Stormwater Master Plans w/ long-term funding strategy is needed

Leadership & Staff Input – Priorities

- Continue to monitor, manage and develop all flood plains

- Collaborate among county departments and external agencies
- Communicate with responsible federal agencies regarding upkeep of its infrastructure
- Communicate with the community
- Enforce development plans and codes

Public Input – Priorities

2023 Public Input Workshops

- Silt removal/maintenance.
- Smelter Creek project.
- Top priorities, fix roads and stormwater other can follow.
- Property owners also have to spend money to do PP BMPs.
- Lake BMPS – Erosion control paid for by Lake Property owners
- Those funds go to Valley projects and not staying at the Lake
- Farmland and Open Space Development nixed
- Stormwater plan including Lake Tahoe/BMP's?
- Comprehensive plan for Valley and for Lake
- Continued maintenance
- Decant for treating stormwater

Traffic & Transportation

BOCC Input – Priorities

- Muller Ln bypass to decrease traffic in town
- Roundabouts or other traffic-slowing measures at known hazardous intersections/stretches
- Improve parking options at Lake Tahoe

Leadership & Staff Input – Priorities

- Complete projects to alleviate congestion
- Maintain roads, bridges and other infrastructure in a timely fashion
- Increase public transportation options
- Update carpool systems
- Address parking needs at Lake Tahoe

Public Input – Priorities

2023 Community Survey

- Improve road infrastructure and maintenance.
- Focus on managing traffic congestion.
- Complete infrastructure projects like Muller Parkway.
- Consider alternative roads to ease traffic.
- Upgrade highways and build bike paths.
- Manage traffic lights and control speeding.
- Adequate road maintenance.
- Develop a ring road to reduce traffic congestion.

- Public transit improvements.
- Better sidewalks and bike paths.
- Solutions for traffic bottlenecks.
- Reliable water infrastructure.
- A modern general aviation airport.
- Alternative transportation options for residents.

2023 Public Input Workshops

Transportation and Traffic Management

- Consider safety measures like rumble strips on bike lanes and addressing dangerous curves.
- Explore partnerships with transportation entities for evacuation maps.
- Discuss installing more traffic lights and better traffic management during evacuations.
- Examine the impact of lane reductions on traffic flow, workforce commute, and businesses.
- Reduce speeds on US 50 with the involvement of law enforcement agencies.

Bike Lanes and Roads

- Address the concerns and preferences related to bike lanes, including lane width and suitability.
- Determine whether road diet initiatives are beneficial or should be removed.
- Highlight the importance of understanding the differences between NDOT and county governed roads.

Traffic Management and Safety

- Discuss measures like narrowing lanes to slow speeds, potentially with more curves.
- Prioritize cyclist safety with rumble strips and share the road signs.
- Focus on maintaining four lanes for both daily response and evacuation needs.
- Consider improved traffic flow for events at the events center and the casino corridor.
- Implement more lighting around the events center for safety.
- Offer free off-site parking and shuttle services for events.

Collaboration with NDOT and Public Engagement

- Develop a better relationship with NDOT to address local concerns and preferences.
- Encourage NDOT to survey Douglas County residents regularly.
- Request NDOT to run a simulation on lane reductions to assess their impact.
- Challenge the validity of NDOT surveys.

Preserving Douglas County's Natural Beauty and Rural Character

Success looks like...

Summary overview of findings

Preserving Douglas County's natural beauty and rural character is a shared sentiment, although there is divergence on the approach to safeguarding these qualities. Concerns about environmental changes, including water levels, wildfires, and natural resources, are prevalent, as are worries about cultural shifts and identity changes, particularly the transition from rural to suburban subdivisions. Key aspects of preservation efforts involve protecting scenic vistas, agriculture lands, and supporting local farmers and ranchers to uphold the county's character. Additionally, there is appetite to revisit and potentially amending development ordinances and infrastructure to maximize and preserve the county's unique identity and natural beauty.

Strategic Questions to Address

1. How might Douglas County partner with other government agencies and industry to maintain and protect open natural spaces?
2. How might Douglas County preserve its rural heritage and culture, while responding to population growth and development?
3. What options may exist to foster environmentally sensitive tourism?
4. How might Douglas County recruit, develop, provide, and retain an amazing work force to deliver crucial and desired services?

Tourism

BOCC Input – Priorities

- Cultural and performing arts gap
- Access to Carson River
- Hotel capacity issues
- RV park/campground shortage outside of Topaz
- Limited equestrian event center

Leadership & Staff Input – Priorities

- Welcome arts and culture
- Beautification and pedestrian-friendly improvements to main travel corridors
- Increased resources to provide emergency services and protection for special events
- Care for the natural environment while welcoming visitors
- Always consider residents needs and quality of life

Public Input – Priorities

2023 Community Survey

- Cultural history emphasis and tourism development.

- Public art and cultural activities.
- Livelier nightlife.
- Attractions and activities for both residents and visitors.
- A diverse community.
- Local events and tourism initiatives.
- Increase the community's cultural and artistic scene.

2023 Public Input Workshops

Management and Enhancement of Public Lands

- Concerns about unauthorized building on US Forest Service land.
- Mountain bike trail development, cutting trails, and other improvements.
- Collaboration with the US Forest Service and local organizations.
- Preservation of natural landscapes and adherence to environmental practices.
- Connecting trails and ensuring better trail maintenance.

Environmental Stewardship

- Hiring environmentalists to enforce building codes and support environmental conservation.
- Participation in programs like the Tahoe Environmental Improvement Program.
- Promoting electrification and solar heat pump technology for climate action.
- Litter prevention and maintaining a clean environment.

Community Planning and Connectivity

- Prioritizing community and area plans, ensuring they are updated.
- Promoting trail connectivity for both biking and walking in different regions.
- Addressing right-of-way issues.
- Managing traffic and parking concerns in specific areas, such as Incline Village to Spooner.
 - Dealing with litter issues, possibly by implementing entrance fees like Yosemite.

Conservation and Environmental Stewardship

- Promoting conservation efforts, including easements and agriculture.
- Using profits from tourism to support environmentalism.
- Implementing impact fees for open spaces.
- Recognizing the value of open spaces in climate care.

Balancing Tourism and Environmental Preservation

- Striking a balance between tourism and environmental protection.
- Decreasing tourism to address concerns like traffic, poor customer service, and crowded beaches.
- Focusing on eco-tourism and involving the community in initiatives like beach cleanups, trail work, and reporting invasive species.
- Increasing budget priority for dedicated staff focused on Tahoe's unique environmental needs.

Cleanliness and Litter Abatement

- Increasing the availability of dogi pot stations.
- Contracting with programs like Clean Tahoe for litter abatement.
- Introducing curbside recycling programs to enhance environmental efforts.

Cultural Heritage

BOCC Input – Priorities

- Cultural and performing arts gap
- Access to Carson River
- Hotel capacity issues
- RV park/campground shortage outside of Topaz
- Limited equestrian event center

Leadership & Staff Input – Priorities

- Listen to the community
- Manage according to the approved Master Development Plan
- Value operating ranches and agriculture
- Prioritize local culture and needs

Public Input – Priorities

2023 Community Survey

Preserving Natural Beauty and Rural Character

- Preserve open space, parks, and land.
- Maintain the rural and agricultural character of the area.
- Protect the natural environment and conserve agricultural land.
- Encourage conservation easements and land preservation.
- Focus on the natural beauty and open spaces of Douglas County.
- Oppose development in floodplains and wetlands.
- Ensure that development doesn't overcrowd the area.

Community Engagement and Quality of Life

- Prioritize community engagement and involvement.
- Focus on lifestyle, safety, and limited growth.
- Enhance quality of life for current residents.
- Support local businesses and improve the small town feel.
- Promote a sense of community through events and activities.
- Encourage pedestrian safety, walkability, and bike-friendly commuting.

2023 Public Input Workshops

Cultural Preservation and Enhancement

- Encourage the preservation of historical buildings while repurposing them for modern uses.
- Support the local theater and promote community involvement in the arts.
- Promote public art and murals.

Land Preservation & Environmental Sustainability

BOCC Input – Priorities

- Update of Title 20, Land Use and zoning

Leadership & Staff Input – Priorities

- Manage according to the approved Master Development Plan

- Protect open spaces as much as possible
- Further conduct and evaluate natural environmental studies
- Maximize mitigation and preservation of negative natural environmental impacts of usage
- Educate the community and visitors of best practices to protect natural resources

Community Input – Priorities

2023 Community Survey

Preserving Natural Beauty and Rural Character

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Environmental Preservation

- Maintain open spaces, ranches, farms, and small-town atmosphere.
- Protection of the natural environment.
- Access to green spaces and conservation easements.
- Protect the natural beauty of the area.
- Sustainable development and environmental resources.
- Renewable energy initiatives.
- Safeguard Lake Tahoe and protect its environment.

2023 Public Input Workshops

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Open Space Preservation

- Advocating for the inspection and monitoring of open spaces in the county and emphasizing the need to preserve them.

Wildlife Protection

- Expressing concern about the Bureau of Land Management's (BLM) wild horse round-up activities and advocating for their protection.

Infrastructure and Development

- Proposing a halt to new housing construction until essential infrastructure, such as schools and roads, is adequately improved without raising current residents' costs.

Water Resource Preservation

- Stressing the importance of protecting and preserving water conveyance ditches in the face of development on A-19 parcels.

Controlled Growth

- Advocating for a halt in further development, with a focus on preserving the county's natural beauty and quality of life while limiting population growth.

Serving Our Community

Success looks like...

Summary overview of findings

Based on the collected data and community feedback, Douglas County is counted-on to provide leadership, essential services to residents, and cultivating an amazing place to live and visit. To achieve this, county revenues, infrastructure, employee development and retention is vital. Effective communication, engagement, and ongoing learning are key aspects to understanding needs of the residents and providing proper solutions.

Strategic Questions to Address

1. How might we catalyze further workforce development and retention?

Emergency Response

BOCC Input – Priorities

- More citizens on Reverse 911; update existing database with correct contact info
- More preparedness outreach to community
- Bolster volunteer group membership, esp. CERT
- Collaboration with non-conventional stakeholders; build relationships across disciplines/govt.

Leadership & Staff Input – Priorities

- Updating the emergency communication response system is critical (radio system)
- Explore funding options to increase services, staffing and facilities
- Our existing teams and leadership are incredible
- Departments collaborate and communicate well
- Emergency planning and execution are working well
- Evacuation procedures exist for differing and multiple emergency scenarios, each demanding a specific approach and sensitivity

Community Input – Priorities

2023 Public Input Workshops

Evacuation Planning

- Evaluating the effectiveness of certified emergency response and the dispatch system.
- Emphasizing the need for better coordination among various fire departments to improve overall emergency response.

Inclusive Emergency Planning

- Promoting inclusivity and remembering DAFN (Disabilities, Access and Functional Needs) in emergency plans.
- Encouraging DAFN participation in planning and exercises.

Communication and Notification

- Addressing the challenge of communicating with seniors and community members who lack connectivity during emergencies.
- Advocating for the development of a notification system for homeless individuals, particularly during emergency shelter transitions.

- Determining where and how community members can receive timely notifications about emergencies and critical weather events.
- Motivating citizens to become better prepared for emergencies.

California Wildfire Concerns

- Exploring measures that Douglas County can take to address the threat of California wildfires potentially affecting the area.

Local Community and Specific Evacuation Plans

- Recognize the need for specific evacuation plans for Lake Tahoe communities.
- Seek funding support for local transportation and safety initiatives.
- Eliminate on-highway parking to improve traffic flow and safety in specific areas.

Emergency Response and Evacuation Planning

- Advocate for local control in determining evacuation orders.
- Incorporate US 50 into Hazard Mitigation Plans (HMP) and Emergency Operation Plans (EOP) as an evacuation route while maintaining four lanes.
- Collaborate with the Fire Department on evacuation planning.
- Stress the importance of maintaining roadway space for evacuation during emergencies.

Stakeholder Input – Priorities

- Update outdated emergency communications network radio
- Growing services in response to new developments, requiring mandatory staffing/overtime to serve the event center
- Clear and Defined Evacuation routes and preparations

Public Safety

BOCC Input – Priorities

- More DCSO presence at the Lake
- Surveillance in public areas (ex. parks)

Leadership & Staff Input – Priorities

- Communicate with the community timely and efficiently through many channels
- Further partner with non-county organizations to serve and respond to community needs
- Support law enforcement
- Help recruit and retain officers through competitive wages and support

Community Input – Priorities

2023 Community Survey

Public Safety and Services

- Support law enforcement and improve public safety.
- Pay county employees fair wages.
- Enhance the Sheriff's Department and law enforcement services.
- Invest in emergency responders and safety measures.
- Address concerns about crime and public safety.
- Focus on a safe and active community for all residents.

Safety and Low Crime

- A safe and crime-free community.
- The importance of safety for residents.
- Low crime rate.
- Safe schools and security for children.
- Support for local law enforcement and first responders.
- Lower population density to reduce crime.

2023 Public Input Workshops

Public Engagement and Rights

- Address public concerns and potential conflicts such as critical mass events.
- Consider the preferences and interests of various communities and stakeholders.

Seniors' Outreach and Support

- Establishing a phone tree system to ensure the timely communication and assistance for seniors during emergencies.
- Utilizing neighborhood watch programs and other community groups to engage with and support the senior population.

Communication and Information Dissemination

- The establishment of an emergency radio station to provide up-to-date information to the public during emergencies.

Community Engagement and Event Management

- Simplify Community Emergency Response Team (CERT) requirements.
- Discuss limitations on the number of people in the basin.
- Propose a change in Lake Tahoe's status to become a national park and fund infrastructure upgrades through entry fees.

Stakeholder Input – Priorities

Substance Abuse and Mental Health

- Establishing facilities for juvenile and adult populations
- Seeking Triage services & treatment (including for those sentenced & lacking access)
- Knowing “who” is
- How big is/are the issue(s)

Vulnerable Populations

- Mobile services
- Local long-term care
- Update outdated emergency communications network radio
- Growing services in response to new developments, requiring mandatory staffing/overtime to serve the event center

Public Health

Stakeholder Input – Priorities

Health Needs

- Collaboration with quad county areas
- Build advocacy of people in need

- Educate, collaborate, and communicate with the public
- Follow-through on NACO analysis
- Produce progress reports on action to-date
- County to spearhead the cohesion, collaboration, expectations, perimeters (with Board of Health representation)

Gaps

- Let's clean up and keep up to date the website of resources and services, etc.
- Local suicide provider is taking the brunt of in-need calls regionally and nationwide
- Local food closet/bank has seen a significant increase in demand
- Have a county/regional health department/district (efficiencies, collaboration, etc.) ---LYON county got a grant to explore this avenue---support DC staff to participate in this solution
- Our structure is off
- "We're the best kept secret?"

Community Support

- County support—grant writers, attracting services, etc. HELP beyond the acute care we're providing
- County taking health as a top priority
- Clarity and champion on where the funding and grants are and communicating (we need help beyond the crisis work; grant administrator communication and awareness; should be on the public health commission)//leadership structure and people and alignment
- We are still rural; we need the funding too
- Hire their own lobbyist, not a group
- Transportation beyond DART and limitations to disability
- Paid volunteer hour program for county staff (3 paid working days per year); encourages participation and synergy and care and awareness of what's out there; educates all involved
- PDC can apply for new grants

County Services

BOCC Input – Priorities

- "How to" toolkit for business – a step-by-step guide to open a business in DC
- Better communication between departments and to the public as they go through the business licensing process

Leadership & Staff Input – Priorities

- Foster a healthy workplace culture and environment
- Act according to the county's stated values in serving the public
- Apply best practices
- Generously communicate
- Be kind, respectful and professional

Quality Workforce

BOCC Input – Priorities

- Innovative recruitment strategies, ie Total Value Compensation
- Organizational development focus and resources
- Additional staffing to execute Communications Plan
- Staff to manage web and intranet content mgmt.

- Community relations positions to serve needs of individual depts
- Wider reach, more consistent information

Leadership & Staff Input – Priorities

- Provide pathways for position growth and elevation
- Intentionally encourage and develop staff skills
- Ensure wages are competitive to attract and retain staff
- Create a safe-working environment and culture

Community Input – Priorities

2023 Public Input Workshops

Employee Compensation and Development

- Transition from pay-for-performance to a defined pay progression plan.
- Education on local government structure, funding, and how employees fit within the organization.
- Provide educational opportunities about the strategic objectives of the entire organization.
- Implement internship programs and offer opportunities for lower-level employees to stay engaged.
- Empower employees through training and development.
- Create resources for faster application processing.
- Address and prevent employee burnout.
- Offer learning opportunities for a cross-perspective view of the organization.
- Establish talent management programs and develop internal expertise for recruitment and development.

Employee Benefits and Workforce Housing

- Widen tuition programs to include certificates.
- Focus on providing workforce housing.
- Offer competitive salaries and increase health benefits.
- Encourage promotions from within the organization.

Culture and Positive Work Environment

- Promote a more positive workplace culture.
- Keep employees engaged after training.
- Provide ongoing development and growth opportunities.
- Implement succession planning to ensure continuity within the organization.

Vocational Training and Staffing

- Support vocational training programs.
- Address the need for more and better staff.
- Increase wages and explore housing initiatives to attract and retain talent.

Employment and Career Development

- Offering part-time or gig work opportunities.
- Helping employees understand and visualize career paths.
- Evaluating positions to determine needs and allocate resources for maximum impact.
- Encouraging cross-training with other departments to expand knowledge and value to the organization.

Employee Development and Recognition

- Promoting a culture of mentorship and professional growth.
- Informing young people about job opportunities within the county.

- Focusing on retirees as potential employment opportunities.
- Treating staff as professionals and recognizing excellence.
- Regular training and continuous learning.

Communication and Engagement

- Encouraging hands-on and engaged leadership.
- Advertisizing employee benefits such as tuition reimbursement programs.
- Cultivating relationships, asking for employee opinions, and recognizing their hard work.

Increasing Residents' Quality of Life

Success looks like...

Summary overview of findings

To enhance the quality of life in Douglas County, residents are dedicated to preserving its natural beauty and rural character amidst changing demographics and development. This commitment extends to supporting youth programs, affordable housing, improving transportation, ensuring public safety, and promoting economic vitality. Locally accessible healthcare services and facilities for all ages are a component of their thinking. Additionally, there's a growing emphasis on enriching the local arts and culture scene, fostering a vibrant community.

Strategic Questions to Address

1. How might Douglas County transform major thoroughfares such as the U.S. 395 and 50 corridors to foster safety, beautification, use, local arts, and a welcoming culture?
2. How might Douglas County partner with other government agencies and private service providers to deliver health services, transportation, infrastructure, and workforce housing?
3. What ways can Douglas County further champion the wellness and success of young people and their responsible others?
4. How might Douglas County create a friendly environment for businesses to thrive?

Outdoor Recreation

Community Input – Priorities

2023 Public Input Workshops

Soaring and Recreational Opportunities

- Capitalizing on the ideal soaring conditions in Minden and renewing soaring clubs to attract glider enthusiasts.
- Promoting Minden as a renowned destination for soaring activities.

Beach and Lake Responsibilities

- Urging Douglas County to take greater responsibility for maintaining the beaches at Lake Tahoe.
- Addressing concerns about the condition of Douglas County beaches during peak periods, like July 4th.

Agriculture and Equestrian Culture Protection

- Proposing mitigation fees on new home construction to safeguard agricultural and equestrian traditions at the fairgrounds.
- Preserving view corridors with setbacks, design standards, and open spaces.

Cleanliness and Litter Abatement

- Increasing the availability of dogi pot stations.
- Contracting with programs like Clean Tahoe for litter abatement.
- Introducing curbside recycling programs to enhance environmental efforts.

Alternative Transportation

Leadership & Staff Input – Priorities

- Maintain and develop roads and infrastructure
- Assess new technologies, opportunities and partnerships

Community Input – Priorities

2023 Community Survey

Transportation and Traffic Management

- Improve road infrastructure and maintenance.
- Focus on managing traffic congestion.
- Complete infrastructure projects like Muller Parkway.
- Consider alternative roads to ease traffic.
- Upgrade highways and build bike paths.
- Manage traffic lights and control speeding.
- Efficient public transit system.
- Better sidewalks and bike paths.
- Alternative transportation options for residents.

2023 Public Input Workshops

Transportation and Infrastructure

- Addressing transportation challenges, including the need for reliable transportation from the valley to Heavenly and a gondola option.
- Suggesting a feasibility study for the gondola project.
- Concerns about the impact of lane reduction on Lake Valley commute traffic.

Management and Enhancement of Public Lands

- Concerns about unauthorized building on US Forest Service land.
- Mountain bike trail development, cutting trails, and other improvements.
- Collaboration with the US Forest Service and local organizations.
- Preservation of natural landscapes and adherence to environmental practices.
- Connecting trails and ensuring better trail maintenance.

Community Planning and Connectivity

- Prioritizing community and area plans, ensuring they are updated.
- Promoting trail connectivity for both biking and walking in different regions.
- Addressing right-of-way issues.
- Managing traffic and parking concerns in specific areas, such as Incline Village to Spooner.
- Dealing with litter issues, possibly by implementing entrance fees like Yosemite.

Community Engagement

BOCC Input – Priorities

- Additional staffing to execute Communications Plan
- Staff to manage web and intranet content mgmt.
- Community relations positions to serve needs of individual depts
- Wider reach, more consistent information

Leadership & Staff Input – Priorities

- Create many avenues and opportunities to interact, listen and communicate with the community
- Stay up to date on communication channels and technologies

- Resource the communications department per the priority and need

Community Input – Priorities

2023 Public Input Workshops

Improved Communication and Outreach

- Use multiple methods to reach out to the public.
- Publish programs and information more widely.
- Update the website to make information more accessible.
- Utilize a meeting calendar to provide advanced notice and transparency about meetings.
- Consider the development of a mobile app to enhance communication.

Transparency and Inclusivity

- Strive for greater transparency in how things are done.
- Ensure that committees' meeting schedules and activities are well-documented and easily accessible.
- Listen to all sides of an issue with an open mind.
- Be open and accessible to the public, seeking input and feedback.
- Highlight successes and share information about positive developments in the county.
- Encourage engagement from retirees, tapping into their expertise.

Accountability and Fairness

- Ensure that decision-makers consider both the benefits and risks of various issues and work to mitigate those risks.
- Make it easier for the public to find meetings and information on the website.
- Promote a more down-to-earth and accessible approach to governance.
- Implement an approach that genuinely

Effective Communication and Outreach

- Utilize partners for joint messaging.
- Post information in Tahoe publications, including Lake Tahoe in outreach.
- Regular newsletters or messaging about upcoming meetings and topic-specific updates.
- Provide information on how to sign up for emails and text messages.
- Rely less on social media and broaden information distribution to other avenues.

Community Engagement and Accessibility

- Understand the target audience and how different community groups communicate.
- Improve website navigation and make it user-friendly.
- Update agendas and provide consistent and updated website links.
- Provide bulleted summary after-meeting reports to make information more accessible.
- Target updates and communication by topic to ensure relevance to the audience.

Resource Allocation and Staffing

- Allocate budget and staffing resources to meet the workload effectively.
- Enhance weekly updates about the county to local media.