



# Insights Report

As of October 2023



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## Process Overview

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In an effort to gain a deep understanding of Douglas County's strategic issues to be addressed and opportunities to be considered during the strategic planning process, OnStrategy conducted a variety of input-gathering methods for both internal and external stakeholders, including:

- One-on-one interviews with the Douglas County Internal Review Committee and the Board of County Commissioners
- An online community survey, open to the community
- (5) Stakeholder Focus Group Sessions
- (2) Public Input Sessions, open to the community

Details for each event are listed below. OnStrategy analyses and summarizes the input into this report.



# Leadership & Board Interviews

Interviews were conducted one-on-one, via Zoom, with all County Commissioners (5) and select Douglas County leadership staff (4).

## Participants

### Board of County Commissioners

- Mark Gardner, Chairman, District 3
- Wesley Rice, Vice Chairman, District 4
- Sharla Hales, District 2
- Walt Nowosad, District 5
- Danny Tarkanian, District 1

### Internal Review Committee

- Jenifer Davidson, County Manager
- Melissa Elges, Chief of Staff
- Teri Willoughby, Chief Finance Officer
- Daniel Johnson, Chief Technology Officer
- Wendy Lang, Human Resources Director

## Board of County Commissioners

### Outlook

#### *Concise Overview*

Areas of focus were managing the master development plan for a desired future reality, transportation infrastructure, county services buildings, flood plain preparedness, and workforce sustainability.

#### *Detailed Summary*

Key infrastructure issues have become increasingly evident, particularly concerning unmaintained and unsafe roads. This is especially acute in Ranchos, a densely populated area in need of improved infrastructure and transportation to access community resources. Collaboration with local experts has been ongoing to address flood water issues and insufficient parking at the lake. A new county manager has come on board to work on controlling new growth, in alignment with the community's Strategic Plan, which aims to prioritize key issues over individual agendas.

The current master plan has shown challenges in maintaining the area's rural character, prompting a court to overrule a recent community development for not being sustainable. This has led to a reevaluation of growth permits, now operating under an 80/20 'use it or lose it' model. There are options to purchase conservation rights to ensure open spaces are maintained. Alongside these needs are plans for thriving schools, robust healthcare facilities, effective law enforcement, and affordable housing. Financially, the Events Center projects \$1.3 million in revenue and new initiatives like a Micro-transit plan with TRPA are underway. Infrastructure projects such as Vista Grande, Muller Parkway, and the Judicial Center are important.

### Mission and Values

#### *Concise Overview*

The Current mission and values are good, and there exists opportunity to refresh and highlight current sentiment.



### *Detailed Summary*

While the county has a solid foundation with its current mission and values, there's an opportunity for growth and improvement to be more specific. One of the key challenges is aligning public expectations with fiscal realities. The community desires top-notch amenities but is understandably cautious about tax increases. This presents an invigorating challenge to find innovative financial solutions that satisfy all parties involved.

Accountability is at the heart of any thriving community, and there's a compelling opportunity to strengthen this aspect of governance. By fortifying accountability measures, the county can not only mitigate concerns about liability but also foster a stronger sense of mutual trust and responsibility. The mission, aimed at meeting the needs of constituents, is well-intentioned and lays a strong foundation upon which to build.

As for the county's vision, it offers a blank canvas for stakeholders to inject more substance and specificity, making it an actionable guide for the future. Highlighting "respect" and "responsibility" as values can act as a catalyst for positive change, further enhancing the organization's culture and public image.

Communication, a cornerstone for community engagement, is already under review for enhancements. The focus will be on making details accessible and comprehensible, thus educating and informing the public more effectively (and simply). The county acknowledges the need for improved community trust and is committed to achieving buy-in from constituents.

Embracing leadership that balances comfort and courage could be the key to navigating these challenges successfully. With these improvements, the county is not just maintaining its existing positive elements but is also setting the stage for a future where governance aligns more closely with the needs and expectations of its people.

## **Strategic Issues**

### *Concise Overview*

The existing six areas of focus from the prior strategic plan are a good foundation, and yet follow through on infrastructure, local specifics and needs, organizational sustainability, and wise development are essential.

### *Detailed Summary*

The county is proactively addressing a range of challenges and opportunities to better serve its residents. One pressing concern is flooding dangers, where preparation initiatives are already in place to ensure the safety of the community. There's a small but manageable hurdle concerning community development, with a "10% rule" given to staff as a guideline for what not to approve without commission oversight, offering a checks-and-balances approach to governance.

The JLEC Center, set to replace the current law enforcement building, has seen costs rise from an initial \$22 million bid to \$42 million. Although the cost escalation is significant, it's worth noting that the project will be funded through bonds and long-term debt, ensuring that the center meets contemporary standards for law enforcement facilities. Much like the present community center, it too would be a "jewel" in and for our county.

Open space and ranch preservation are high priorities, with a focus on "keeping our ranches ranching." The acknowledgment that once ranchers are gone, they're irreplaceable, adds a layer of urgency to conservation efforts. Valuing and contemplating all "voices" and "interests" among groups in these processes offers diverse perspectives, enriching the community dialogue.

There's also an eagerness to address national issues at the local level in Douglas, from housing affordability to transit solutions, particularly at the lake area. Plans for a New Judicial Center are underway, with attention also being paid to the environmental impact of activities like Painted Rock Quarry trucks.

Developments such as the sawmill on native lands behind Target and the Muller Parkway project are acknowledged. Similarly, road conditions in areas like Topaz Ranch Estates (TRE) are being evaluated for improvement.

The county acknowledges the six current strategic topics from the prior plan as good groundwork to build upon. Overall, despite facing several challenges, the county's proactive and balanced approach promises a future where these issues are not just addressed but turned into opportunities for community improvement and growth.



## Community Trends

### *Concise Overview*

There are recognized needs for workforce housing, recruitment and retention means, additionally, realities and implications of an older-aged population in the county, and infrastructure needs and desires for a growing population.

### *Detailed Summary*

The organization is undergoing a period of transition, with several retirements and new hires. This shift necessitates a review of competitive compensation packages and infrastructure investment. Budget considerations are comprehensive, taking into account the broader community's needs while also focusing on talent retention strategies.

The existing growth management plan is being enforced, with no new projects approved in the last two years. About 6,000 projects have been earmarked for the next 20 years, indicating a long-term outlook. The demographic profile is changing, with a decrease in younger residents and an influx of an older, more affluent population, affecting housing prices (upwards). In response, affordable housing remains an ongoing concern.

Amenities such as ranches, an established workforce, and public services like schools and hospitals are notable community assets. Plans to consider more infill and increased density are under discussion. In terms of communication, efforts are being made to educate, enhance transparency and dialogue between the county government and the community.

Public participation is sought in various issues, including zoning. While there have been instances where board decisions diverged from limitedly known public sentiment, the focus remains on considering the broader community needs and evaluating the cost-to-usage ratios of proposed projects.

Issues such as vacation home rentals, traffic flow, and safety are also on the agenda. Projects like Painted Rock have economic implications and road usage challenges. The overall growth strategy aims for development in designated areas rather than unchecked expansion, with an eye on attracting diverse age demographics and correct business. The transition phase offers an opportunity for reassessment and planning across various domains.

## Strategic Direction

### *Concise Overview*

Themes given were maintaining a rural character while ensuring essential services, such as generating tax revenue and attracting businesses for economic growth. There's an emphasis on responsible land management to prevent unchecked expansion, taking accountability for past county mistakes, and prioritizing road safety and traffic management. A focus on long-term vision and inclusivity in decision-making is also evident. The community's existing assets like ranches, a workforce, law enforcement, schools, and hospitals are acknowledged, with a call for more infill and density. Additionally, there's a strong emphasis on effective communication within the county government, involving volunteers, and following through on plans to accommodate growth, including improving traffic routes and expanding healthcare and community services.

### *Detailed Summary*

The organization faces multiple challenges and opportunities as it seeks to balance a rural atmosphere with the provision of services. There is a need to generate a stable tax base, potentially supplemented by federal funding, to support community growth, for the business sector and to attract more enterprises. At the same time, there is an emphasis on restricting land use and managing growth with long-term sustainability in mind.

Road maintenance is a priority, involving 17 different GRDs, some of which overlap with state responsibilities. The objective is to ensure road safety and manage traffic effectively, in line with a long-term vision that takes into account the impact of today's decisions.

There is a responsibility of the board to act decisively and consider the broader community's needs rather than those of a specific subgroup. The county's existing amenities, which include ranches, a workforce, and essential public services like schools and hospitals, are viewed as assets that can be leveraged for future planning. Plans are also under review to consider more infill and increased density in development.



Improving communication processes is a target, with the aim for more transparent and regular dialogue between county government and residents. There is an open call for volunteers to participate in various county activities and provide services.

Additionally, various initiatives such as conservation easements, a potential 1/4 cent tax increase, and developments like the Muller Parkway project is an option, particularly with regards to their impact on traffic and other community concerns. Overall, the organization is in a phase of evaluation and planning, focusing on a balanced approach to growth, service provision, and community engagement.

## County Priorities

### *Concise Overview*

Ensuring sensible growth, communications with the public, economic reality education, and infrastructure delivery.

### *Detailed Summary*

The organization is grappling with the need to educate the population about current financial realities, a crucial step given that 40% of the tax revenue is derived from tourism at S. Lake Tahoe. This points to the importance of educating the community and resource management to sustain public services and infrastructure. Further, the community should be updated about the state of the county to provide context for any questions or issues raised.

There is a level of discontent regarding how funds are allocated, particularly expenditures related to the Tahoe area. This suggests a need for increased public understanding of the tax structure and how expenses are managed.

Traffic remains a concern, especially on Route 395. The bypass road is still not completed, raising questions about long-term traffic management strategies.

Additional issues on the agenda include conservation easements, improved communications, a potential 1/4 cent tax increase, and the Muller Parkway project, especially concerning its impact on traffic. These are all topics that tie into the broader challenges of community engagement, financial management, and long-term planning. Overall, the organization is in a phase where public education and communication are as critical as policy decisions for aligning community expectations with county actions.

## Your Legacy

### *Concise Overview*

To be available, understanding, responsible, and kind.

### *Detailed Summary*

The organization is committed to transparency and accessibility, working to maximize communications to keep the community informed. While commissioners are open to listening to community needs, the managerial level is identified as the appropriate channel for certain actions. There is an organizational encouragement for critical thinking, where tough questions are welcome.

Any proposals for increases in taxation will be subject to a community vote, reflecting the organization's approach to decision-making. Road issues are recognized as an area requiring attention. There is also a commitment to maintain oversight of the master plan and county codes to guide development decisions, including in the South Shore area.

Overall, the emphasis is on balanced communication, where listening is considered as important as speaking, in the management of community affairs; respect and attentiveness.

## Open Comment

### *Concise Overview*

We need to communicate as much as possible with the community.

### *Detailed Summary*

The board recognizes the need for a new Judicial Center, emphasizing the importance of communication to garner



support for its funding, given its role in ensuring access to justice and adequate working spaces for employees. The county has already purchased land for this purpose.

Optimism is expressed for good public attendance at upcoming public meetings. Additionally, it is recognized that to retain and attract skilled and adequate staff, compensation packages for county employees must be excellent (and in light of housing costs).

## Internal Review Committee

### Challenges

#### *Concise Overview*

Recruiting, hiring, and retaining staff, along with ongoing relationship, communication and trust by the community at large.

#### *Detailed Summary*

Addressing staffing, compensation, and retention challenges is a top priority within the organization, with the current workplace culture scoring 3 out of 5, indicating room for improvement. Despite annual 2% Cost of Living Adjustments (COLA) since 2017, compensation rates established in 2015 have not kept pace with the Northern Nevada Region's public and private sectors. A State and Local Government Workforce Survey highlighted difficulties in recruiting and retaining talent, particularly in fields like health care, corrections, policing, skilled trades, and engineering. Douglas County faces similar challenges, including recruiting for various positions due to labor market conditions. Private sector employers in the region report intense wage pressure with more job openings than applicants. Declining interest in County positions and a consistent 17-22% annual employee departure rate since 2017 further exacerbate the issue. The County has negotiated labor agreements with cost increases, and a 7% market adjustment was adopted, along with a 2% COLA. An independent compensation study is underway to address market competitiveness, with \$908,000 allocated for implementation based on its recommendations.

Inflation is affecting County budgets, leading to a 5% across-the-board increase in Services and Supplies for the Fiscal Year 2023-24 base budget compared to the previous fiscal year. Additionally, contract escalation and other known cost increases were factored in on top of the 5% base increase. Although the monthly inflation rate has slightly decreased, with a 4% increase in the consumer price index in May compared to the previous year (down from 4.9% in April), ongoing price hikes are creating budgetary pressure for departments. Consequently, department directors are closely monitoring costs. Fortunately, revenue sources like property taxes and consolidated taxes are currently rising, helping to offset these increased costs.

Central to effective growth and development management within a community is meticulous planning and the provision of necessary services and facilities to accommodate that growth. In Douglas County, these vital services and facilities encompass those managed by both the County itself and various public or private agencies. Among these, transportation, water and wastewater services, solid waste management, and floodplain management are the ones most significantly affected by growth. Notably, the County faces a considerable funding gap, with over \$96 million in unfunded projects outlined in the five-year Capital Improvement Program. Addressing these projects will necessitate securing new or augmented revenue sources to ensure their timely completion. For a comprehensive exploration of the County's facilities and infrastructure requirements, please refer to the Douglas County Master Plan. In the current fiscal year's budget, allocations have been made for road maintenance, utility infrastructure, Muller Parkway, stormwater planning, and the design of a new Judicial Building.

Departments are cordial, yet inter-coordination and anti-siloing could be improved, suggesting that there is a need for more interdepartmental collaboration. Regular discussions revolving around strategic plans are recommended to foster this collaboration. The organization's internal culture has seen some shifts, receiving differing ratings between public perception and internal viewpoints.

Protection and defense of staff and county leadership during public meetings is raised as a concern.





## Impact of Strategic Plan

### *Concise Overview*

Proactive leadership that is less reactive, managing according to the plan, a safe community, and synergy among county departments and the community at-large.

### *Detailed Summary*

The strategic plan envisions a community governed by proactive leadership, where decision-making is consistently aligned with well-defined, long-term objectives. The desired outcome is a leadership model that not only resolves existing challenges but also anticipates and prepares for future ones, thereby creating an environment of stability and foresight.

In terms of management, the aspiration is for all actions and decisions to be tightly aligned with the strategic plan. The objective is to eliminate ad-hoc and reactive decision-making in favor of a cohesive, planned approach. This will ensure streamlined governance, optimal resource allocation, and the achievement of long-term goals with higher efficiency. Identifying existing government codes that may need to be updated (i.e. Title 20: Consolidated Development Code).

For community safety, the plan aims to establish a comprehensive safety net around the residents through advanced communication strategies, robust public education programs, and effective emergency preparedness plans. The desired outcome is a well-informed and equipped community that is resilient in the face of emergencies and daily challenges alike.

Finally, the plan aims to foster synergy both among county departments and between the organization and the community at large. The expected outcome here is a culture of collaboration and mutual support, replacing current siloed operations. Through regular inter-departmental meetings and public forums, resources and information will flow more freely, promoting accelerated achievement of common goals.

In sum, the strategic plan aspires to bring about an organizational transformation that is proactive, well-planned, and collaborative, with a focus on ensuring a safe and resilient community. These outcomes will serve as the benchmark for the plan's success, guiding the organization towards a more effective and harmonious future.

## County Priorities

### *Concise Overview*

Public communication, budgeting to the strategic plan, workforce matters, emergency preparedness.

### *Detailed Summary*

In light of the challenges and opportunities facing the county, the following suggested priorities aim to guide future strategic planning and policy development:

**Enhance Public Communication:** A suggestion for the county would be to place a heightened focus on transparent and regular communication with its residents. The objective is to build trust and ensure that the community is well-informed about county initiatives and decision-making processes. Enhancing public communication can lead to greater citizen engagement and a more participatory governance model.

**Align Budget with Strategic Goals:** It is advised that the county make a concerted effort to align its budgetary allocations with the broader objectives outlined in its strategic plan. This approach would allow for more efficient use of resources and ensure that financial investments are being directed towards achieving key strategic goals, ultimately providing a higher return on taxpayer investments.

**Prioritize Workforce Management:** Given that a skilled and motivated workforce is crucial for the county's success, it would be prudent to invest in employee well-being and professional development. This could entail offering competitive compensation packages, wellness programs, and career development opportunities. The focus should be on both attracting new talent, developing and retaining current employees.



**Strengthen Emergency Preparedness:** With the increasing importance of being prepared for unexpected events, from natural disasters to public health crises, the county would benefit from a comprehensive emergency preparedness plan. This should involve proactive identification of potential risks, the development of mitigation strategies, and action, thus ensuring the safety and well-being of its residents.

These recommendations aim to set the county on a path towards a more secure, transparent, and efficiently managed future.

## Mission and Value Input

### *Concise Overview*

Professionalism, critical thinking, learning, and compassion could be highlighted and/or added. Updates could be helpful.

### *Detailed Summary*

"Trust" and "intentional planning" are seen as important factors that should be embedded into the organizational vision.

While individual departments are encouraged to develop their own strategic plans, there is also an identified need to understand what "living out the values" means in practice, with the aim of this understanding guiding staff evaluations. Additionally, incorporating "compassion" and "professionalism" into the organization's set of values is suggested as it has positive implications at all operational levels and culture. (Ex. Town of Aspen, CO).

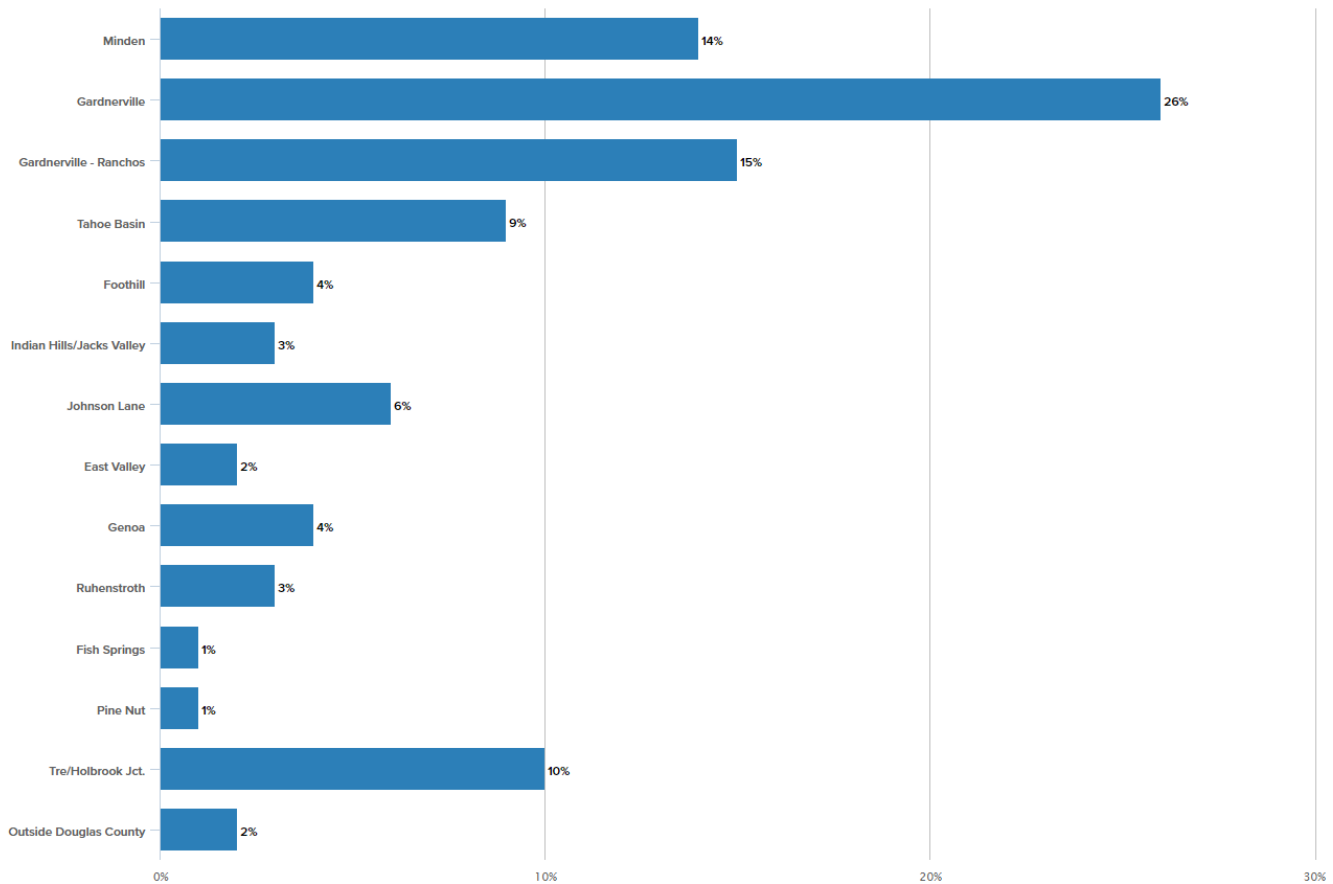


# Community Survey

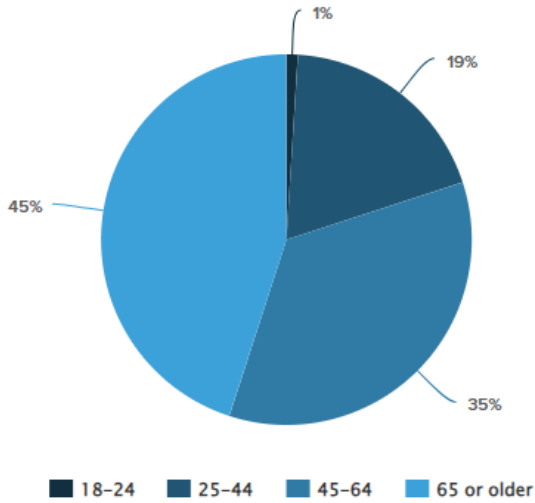
An online community survey was distributed to all Douglas County residents, active from September 4<sup>th</sup> to October 4<sup>th</sup>, 2023, with a total of 1109 residents participating. Demographics and information gathered is synthesized below.

## Demographics

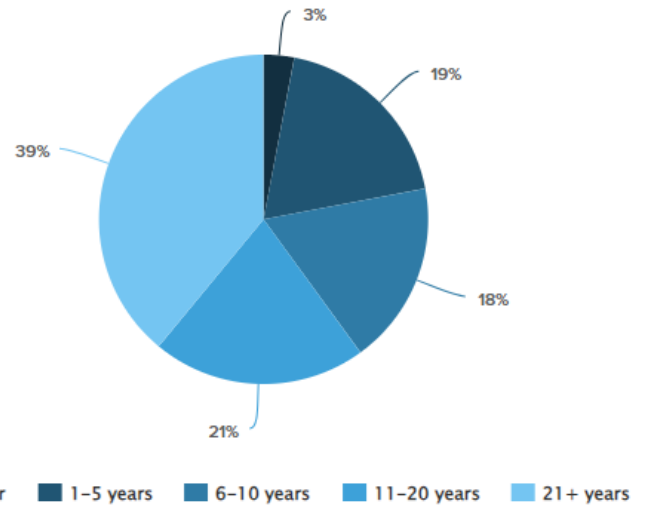
### Location



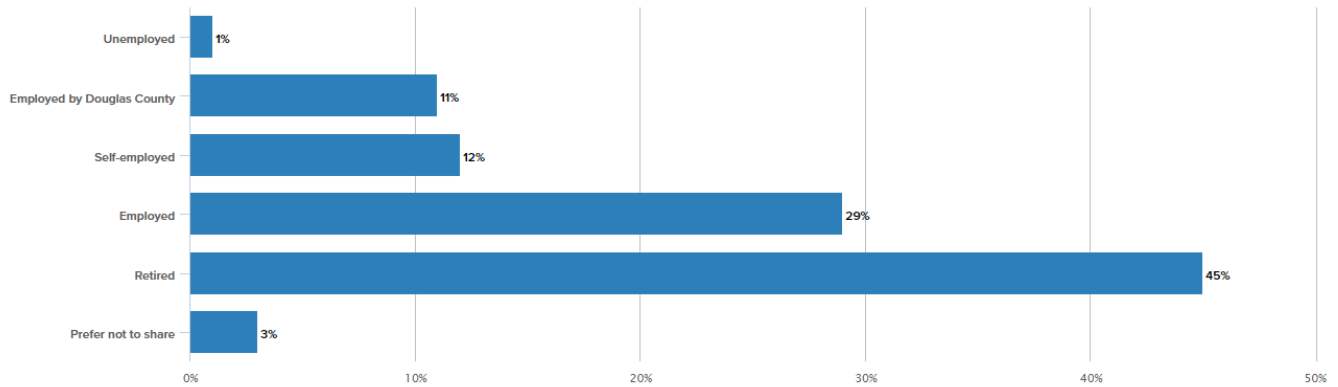
## Age



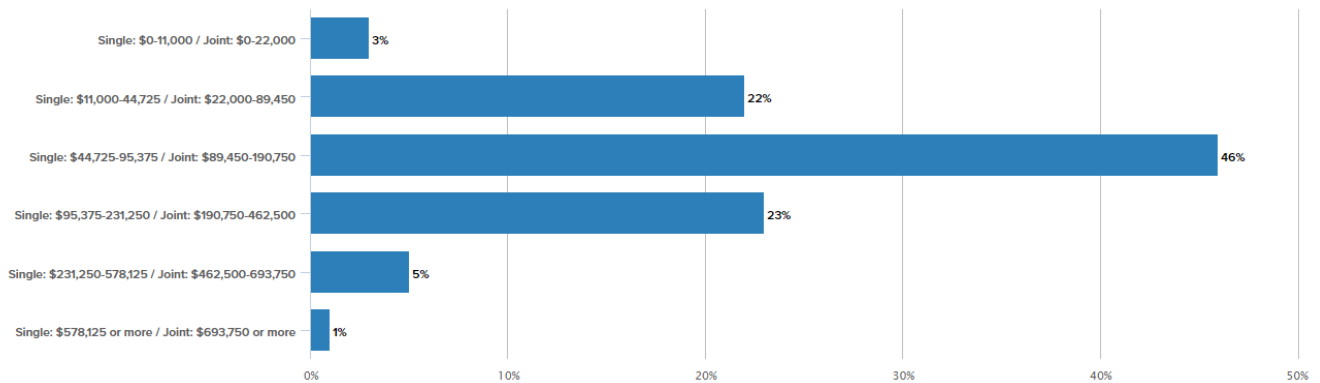
## Residency



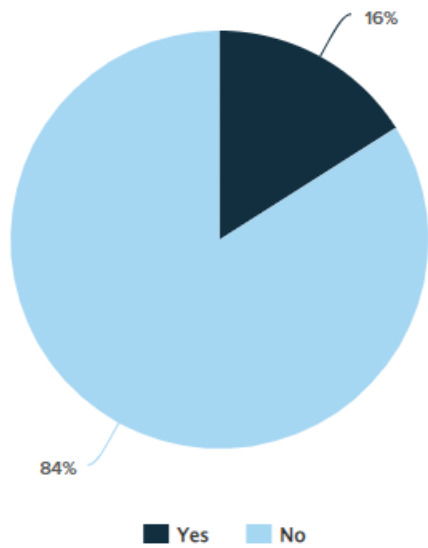
## Employment Status



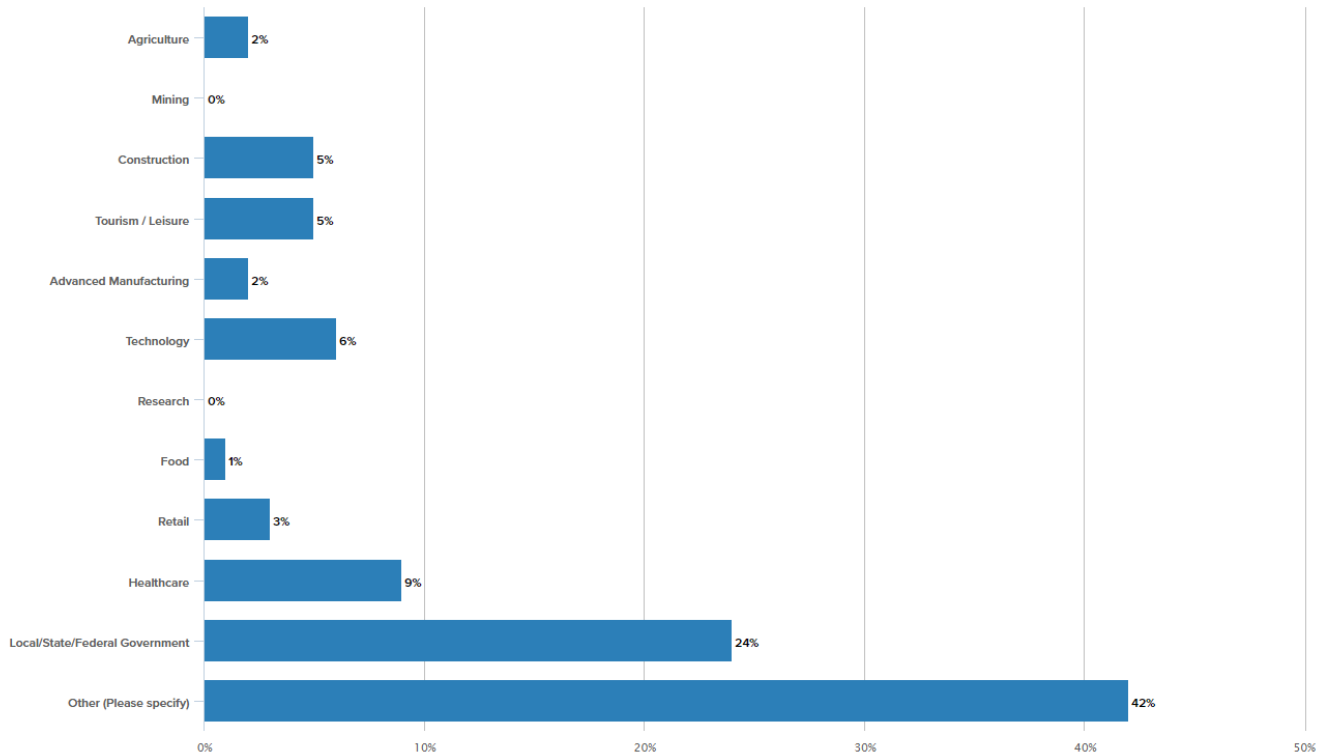
## Income



## Business Owner



## Industry

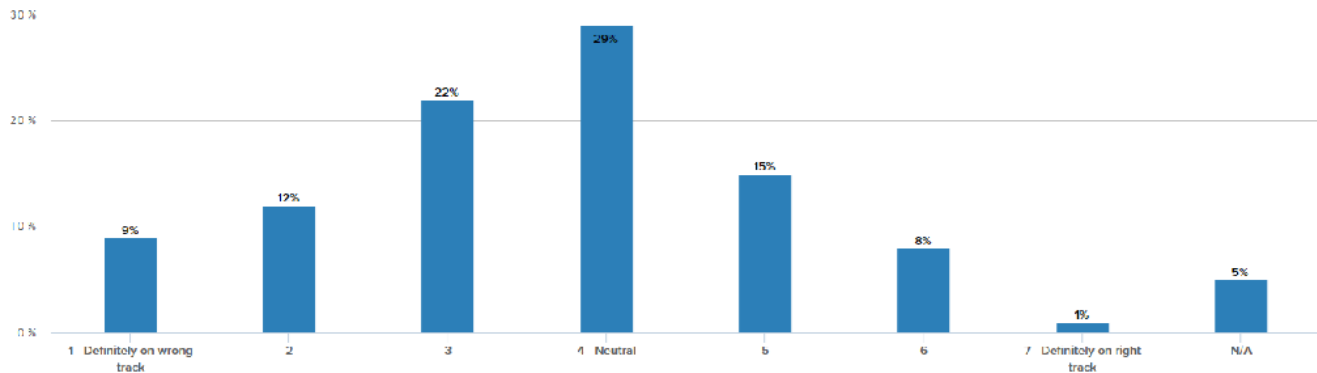


## Detailed Findings

### What is your opinion about the current direction of the County overall?

Weighted Score: 3.5

N = 1,086



#### Why did you give this rating?

##### 1. Overdevelopment and Rapid Growth

- Concerns about too many houses being built.
- Infrastructure not keeping up with growth.
- Traffic congestion due to growth.
- Loss of open space and farmland.
- Negative impact on the small-town feel.
- Lack of planning for infrastructure and services.

##### 2. Housing Affordability & Development

- New housing developments not being affordable.
- Pricing people out of the area.
- Young couples and families struggling to afford homes.
- Need for affordable housing solutions.
- Calls for better planning of infrastructure alongside housing development.

##### 3. Infrastructure and Services

- Need for better roads and infrastructure.
- Lack of schools, water, and sewer systems.
- Concerns about water resources.
- Safety concerns due to inadequate infrastructure.

##### 4. Community Character and Identity

- Concerns about losing the rural/small-town character.



- Negative impact on the quality of life.
- Changes in the community's identity.
- Overdevelopment affecting the local culture.

#### **5. Traffic Safety and Congestion**

- Traffic problems and congestion on highways.
- Need for traffic solutions, including bypasses.
- Safety concerns related to traffic.
- Concerns about traffic violations and law enforcement presence.

#### **6. Government Responsiveness and Transparency**

- Perceptions of government not listening to residents.
- Concerns about transparency in decision-making.
- Questions about the allocation of funds.

#### **7. Balancing Growth and Preservation**

- Calls for balanced and gradual growth.
- Preservation of agricultural land and open spaces.
- Need for zoning control and planning.

#### **8. Concerns About Water Resources**

- Concerns about water availability and usage.
- Impact of overdevelopment on water supply.

#### **9. Economic and Social Impact**

- Concerns about the economic impact of growth.
- Effects on property values and affordability.
- Impact on young families and future generations.
- Issues related to employment and workforce housing.

#### **10. Community Engagement and Participation**

- Desire for community input in decision-making.
- Calls for public involvement and feedback.

#### **11. Public Services and Education**

- Concerns about the school system.
- Calls for improvements in education.
- Issues related to public services and facilities.

#### **12. Environmental Impacts**

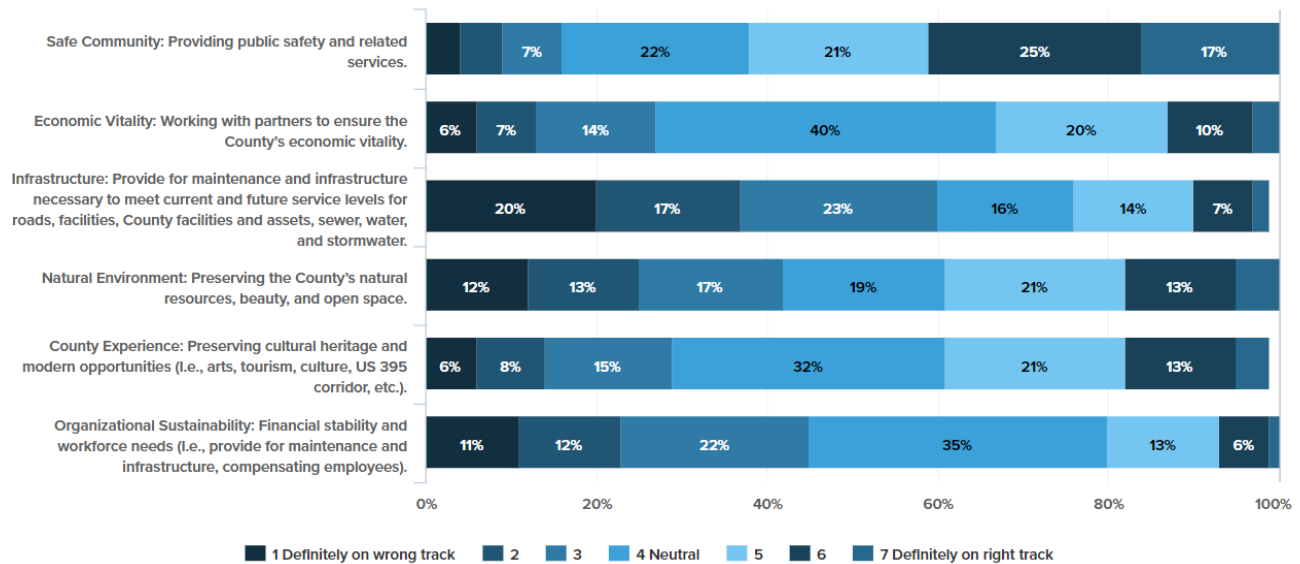
- Concerns about environmental changes and damage.
- Issues related to water levels, wildfires, and natural resources.



### 13. Cultural Changes and Identity

- Concerns about changes in the county's culture and identity.
- Shift from rural to suburban subdivisions.
- Impact on the community's values and way of life.

## What is your opinion about the current direction of Douglas County in each of the strategic areas of focus below?







## Help us prioritize: If you had an extra \$100, how would you invest it across the current Douglas County strategic areas of focus over the next 5 years?

N = 990

Rank	Area of Focus	Sum	Mean
1	<b>Infrastructure:</b> Provide for maintenance and infrastructure necessary to meet current and future service levels for roads, facilities, County facilities and assets, sewer, water, and stormwater.	\$29,536.667	35
2	<b>Natural Environment:</b> Preserving the County's natural resources, beauty, and open space.	\$19,797.637	26
3	<b>Safe Community:</b> Providing public safety and related services.	\$19,251.207	20
4	<b>Organizational Sustainability:</b> Financial stability and workforce needs (i.e., provide for maintenance and infrastructure, compensating employees).	\$13,888.197	20
5	<b>Economic Vitality:</b> Working with partners to ensure the County's economic vitality.	\$8,365.157	14
6	<b>County Experience:</b> Preserving cultural heritage and modern opportunities (i.e., arts, tourism, culture, US 395 corridor, etc.).	\$8,161.137	13



## In your opinion, what is the top strategic planning priority for Douglas County over the next five years?

### Summary Observations

#### *Affordable Housing and Development*

Survey responses provided a mixed consensus regarding affordable housing and development growth in Douglas County. While some residents expressed concerns about overdevelopment, traffic congestion, and the impact of growth on the area's rural character, others mentioned the need for affordable housing to attract a diverse demographic and address workforce housing issues.

Therefore, it's fair to say that the community's views on this matter are not uniform. Some residents are in favor of addressing the housing affordability challenge, while others are concerned about the impact of rapid development on the area's infrastructure, water resources, and overall quality of life.

#### *Economic Development*

While some residents expressed support for economic development as a means of attracting businesses, creating jobs, and increasing revenue, others voiced concerns about overdevelopment, the impact on the area's rural character, and the need to preserve open spaces and agricultural land.

In summary, the community's views on economic development are diverse, with some residents in favor of it as a means to strengthen the local economy, and others raising concerns about potential negative consequences associated with excessive growth and development.

#### *Education and Youth Development*

Some residents may value education highly and prioritize it as a key factor in maintaining and enhancing the quality of life in the area. They may express support for initiatives that enhance educational opportunities, the quality of local schools, and access to educational resources.

However, other residents may have concerns or criticisms related to education in the county. These concerns could encompass areas such as funding for local schools, the curriculum, or the availability of educational facilities and resources.

It's essential to note that the diverse views on education within the community are likely to be shaped by various factors, including personal experiences, perspectives on the role of education, and specific issues related to the local education system.

#### *Preserving Natural Beauty and Rural Character*

The notion of preserving natural beauty and rural character was unanimous than most. Residents have a strong sentiment in favor of preserving, but divergence exists in whether to limit growth to protect these qualities. Key aspects include preservation of scenic vistas; preservation of agriculture land and supporting local farmers and ranchers to preserve County character; implementing conservation easements and Transfer of Development rights to protect natural landscapes; and the value of outdoor recreation such as expansion of hiking and bike trails.

#### *Public Safety*

Residents generally have a strong concern for public safety and feel that improvements and increased law enforcement presence are needed to address various safety issues in the county, especially in rural areas and on the roadways. Concerns include safety in rural areas; crime rates; fire safety and disaster preparedness; and safe roads and traffic control.



### *County Government and Finances*

Residents of Douglas County have diverse opinions on government and finances. Some expressed concerns about fiscal responsibility, advocating for transparent budgeting and wise spending. Infrastructure investment, particularly in road maintenance and upgrades, was emphasized as crucial for safety and economic development. While some supported economic growth and affordable housing, others were cautious about their impact on finances and resources. Many residents are passionate about preserving open spaces, agricultural land, and the county's rural character, considering it integral to protecting its unique identity and natural beauty. The challenge lies in balancing these priorities while managing the county's finances in a responsible manner.

## **Summary Themes**

### **Managing Growth and Infrastructure**

- Control growth and limit housing development.
- Prioritize infrastructure development, including roads and water resources.
- Complete the bypass and address traffic congestion.
- Ensure that infrastructure can support the growing population.
- Plan for responsible growth that doesn't strain resources.
- Consider balanced growth, focusing on workforce housing.
- Address the need for affordable housing.
- Explore options for new housing developments.

### **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.

### **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.

### **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.



- Provide resources for a healthy and active community.

#### **County Government and Finance**

- 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.

#### **Education and Youth Development**

- Address school enrollment and the availability of housing.
- Focus on the quality of public schools.
- Support youth programs, activities, and education.
- Encourage affordable housing for young families.
- Provide opportunities for young people to stay and prosper in the community.

#### **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.

#### **Business and Economic Development**

- Support local businesses and attract quality jobs.
- Encourage economic development and diversification.
- Promote employment opportunities and living wages.
- Develop workforce housing for employees.
- Focus on long-term economic vitality and sustainability.
- Attract and retain businesses while preserving Douglas County's unique character.

#### **Housing and Development**

- 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.



## By 2030, what does success for Douglas County look like?

**Adequate Infrastructure and Services:** Douglas County envisions a future where our community benefits from well-maintained roads, efficient stormwater management, and accessible healthcare facilities. We will have reliable public transit, a strong focus on public safety, and a commitment to maintain the clean and safe streets that our residents deserve.

- Better roads and drainage.
- Maintain well-maintained roads.
- Ensure clean and safe streets.
- Develop stormwater and road maintenance districts.
- Continue supporting the Senior Center and other community services.
- Efficient public transit system.
- Reliable public safety services.
- Accessible healthcare facilities.

**Controlled Growth:** Douglas County strikes the perfect balance between controlled growth and preservation. We limit housing projects, encourage development in designated areas, and protect open spaces and agricultural lands to maintain the small-town feel that we cherish while ensuring a sustainable future for all.

- Controlled growth with a balance between residential and commercial development.
- Limiting the number of housing projects.
- Encourage development in a designated industrial area.
- Controlled growth to prevent overpopulation.
- Restricting the number of vacation home rentals.
- Maintain the small town feel.
- Sustainable funding for infrastructure.
- Protect open space and agricultural lands.

**Affordability and Housing:** A Douglas County that offers affordable housing options for all residents. We aim to provide apartments and duplexes for families, establish workforce housing solutions, lower the cost of living, and ensure fair wages so that everyone can work and live in our community comfortably.

- Affordable housing options.
- Housing that is affordable for young families.
- Apartments and duplexes for families.
- Workforce housing options.
- Lower cost of living.
- Fair wages and livable salaries for residents.
- Lower property taxes and costs.

**Safety and Low Crime:** Safety is paramount. Our vision includes a community that is safe and crime-free, with a strong focus on supporting local law enforcement, first responders, and crime prevention. By maintaining a lower population density, we will reduce crime and ensure residents' well-being.

- 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.

**Community Engagement and Services:** Douglas County embraces a spirit of community engagement, inclusivity, and collaboration between all government levels. We aim to foster a youth-friendly environment, offer strong community services, and maintain excellent community maintenance, connective transit, and various activities for our residents.

- Collaboration between all levels of government.
- Inclusive community that respects diverse beliefs.
- Focus on education of the next generation.
- Youth-friendly environment.
- Strong community that works together.
- Community with excellent maintenance.
- Connective transit and bike paths.
- Community events and activities for residents.

**Economic Vitality:** Douglas County envisions a thriving business economy and economic vitality. We will attract businesses, create job opportunities, offer improved shopping and retail options, and support a strong local economy. Our commitment is to provide the infrastructure needed to support economic growth.

- Thriving business economy.
- Attracting businesses to the area.
- Job opportunities.
- Improved shopping and retail options.
- A strong local economy.
- Economic development plans.
- Infrastructure to support economic growth.
- More commercial development.

**Environmental Preservation:** We envision Douglas County as a guardian of its natural environment. Our commitment is to maintain open spaces, protect ranches, farms, and our small-town atmosphere while implementing sustainable development practices. We will continue to safeguard Lake Tahoe and protect its pristine environment.

- 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.

**Education and School System:** Douglas County boasts good quality schools and education, safe schools, and professional, transparent school boards. We will enhance educational opportunities, provide a balanced curriculum free from partisan influence, and support local educational institutions and higher education.

- Good quality schools and education.
- Safe and effective schools.
- Teacher retention and morale.
- Professional and transparent school boards.



- Better educational opportunities and improved schools.
- Balanced curriculum without partisan influence.
- Encourage higher education.
- Support local educational institutions.

**Transportation and Infrastructure:** Douglas County's vision includes adequate road maintenance, a well-developed ring road to reduce traffic congestion, improved public transit, better sidewalks, and bike paths. Our goal is to provide alternative transportation options, efficient water infrastructure, a modern general aviation airport, and solutions for traffic bottlenecks.

- 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.

**Community Engagement and Cultural Development:** A strong emphasis on cultural history, public art, and vibrant cultural activities. We will create a livelier nightlife, provide attractions and activities for both residents and visitors, build a diverse community, and boost the local cultural and artistic scene.

- 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.

# Stakeholder Focus Groups

## Participants

In an effort to gain a deep understanding of Douglas County’s strategic issues to be addressed and opportunities to be considered during the strategic planning process, OnStrategy coordinated five forum groups. Each of the five groups consisted of members, professionals, and workers within the areas of scope. The five groups were as follows: Public Safety, Washoe Tribe of Nevada and California, Economic Vitality, Employers and Landowners, and Public Health.

## Public Safety

### Summary

The Public Safety Forum Group was comprised of multiple agencies. Communication system infrastructure was a large point of discussion. The group also addresses issues related to substance abuse and mental health, recognizing successful partnerships, and funding challenges.

Opportunities and challenges include the need for improved facilities, communication systems, triage services and treatment, and collaboration with federal agencies regarding emergency preparedness.

### Detailed Findings

Topic	Working Well	Opportunities
<b>Substance Abuse &amp; Mental Health</b>	<ul style="list-style-type: none"> <li>Partnerships with local nonprofits (ex. Thrive)</li> </ul>	<ol style="list-style-type: none"> <li>Establishing facilities for juvenile and adult populations</li> <li>Seeking Triage services &amp; treatment (including for those sentenced &amp; lacking access)</li> </ol>
<b>Vulnerable Populations</b>	<ul style="list-style-type: none"> <li>Senior Services for the known</li> <li>Immediate care, not long term</li> </ul>	<ol style="list-style-type: none"> <li>Knowing “who” is</li> <li>How big is/are the issue(s)</li> <li>Mobile services</li> <li>Local long-term care</li> </ol>
<b>Open Mic</b>	<ul style="list-style-type: none"> <li>Collaboration amongst agencies</li> </ul>	<ol style="list-style-type: none"> <li>Update outdated emergency communications network radio</li> <li>Growing services in response to new developments, requiring mandatory staffing/overtime to serve the event center</li> </ol>
<b>Infrastructure Considerations</b>	<ul style="list-style-type: none"> <li>Perimeter solution</li> <li>Mapping Routes for Public</li> <li>First Responder Collaboration</li> </ul>	<ol style="list-style-type: none"> <li>Flood/Waterway maintenance</li> <li>Clear and Defined Evacuation routes and preparations</li> <li>Federally controlled (permits needed)</li> <li>Muller Parkway</li> <li>Judicial Center</li> <li>No physical place(s) to work (i.e., offices, centers, etc.)</li> </ol>







# Economic Vitality

## Summary

Participants underscored the significance of robust infrastructure, balanced land use policies, and fostering public-private partnerships as pillars for fostering business growth. Discussions further extended to the Douglas County strategic plan, with a focus on key areas like affordable housing, small business financing, flood mitigation, and educational advancement. The importance of effective leadership, employee satisfaction, and knowledge sharing was also highlighted as essential elements in addressing forthcoming challenges. The agenda for subsequent actions includes introductions, the compilation of vacancy data, support for businesses, and in-depth conversations on the hurdles faced by small enterprises and planned development.

## Detailed Findings

Topic	Working Well	Opportunities
<p><b>Economic Vitality</b></p>	<ul style="list-style-type: none"> <li>• Good foundation of communication. Getting traction with new role in the Econ Dev Office. (What can we do differently?)</li> <li>• 2012 New Tahoe Regional Plan adopted, area specific plans. Same effort is happening at the lake.</li> </ul>	<ol style="list-style-type: none"> <li>1. Provide business owners more opportunity within the Main Corridor via continued improvements</li> <li>2. Transparently communicate clear priorities, the funding structure, and data on jobs/businesses/tax based/etc. for economic development</li> <li>3. Streamline permitting process, help make it easier for businesses to do business in Douglas County</li> <li>4. Address workforce housing; vital for businesses &amp; all orgs to thrive in the valley &amp; in the basin; housing for all incomes!</li> <li>5. Innovate transportation options</li> </ol>
<p><b>Resources</b></p>		<ol style="list-style-type: none"> <li>1. 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.</li> <li>2. Prioritize the development of affordable workforce housing, as it is crucial for sustainable growth and success in the area.</li> <li>3. Address transportation issues, including the congestion on Route 395, safety concerns, and truck-related challenges as highlighted in the Electric Vehicles (EVs) report.</li> <li>4. Streamline bureaucratic processes and regulations to make it easier for businesses to be compliant and thrive in the community.</li> <li>5. Focus on maintaining a positive public image and garner more government support to create a welcoming environment for businesses.</li> </ol>



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6. Invest in beautifying the northern part of the county to attract more visitors and potential investors.
  7. Prioritize the maintenance of essential infrastructure, including roads, sewer plants, and connectivity, to support ongoing development.
  8. Ensure that local events continue to grow by addressing issues related to proximity to businesses and the availability of adequate parking.

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**Land Use Policy**

- Regional Plan and Area Plans are great examples of public and private partnerships (Events Center, supporting micro transit, sustainability initiatives, etc.)
- Mixed use approach is embraced but jumping through the hoops is making it tough currently
- Big box development as a tax base. Needs support for retail development in these areas

1. Support public transportation options access businesses
2. Consider supporting master leases of apartment complexes (through partnership with the private sector to address affordable housing)
3. Support develop of extension of Vista Grande

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**Open Mic**

1. TRPA support to implement the strategic plan, in partnership with the County and the whole region
  2. Affordable housing is critical to the success of the local economy
  3. Support programming for local development (education, resources, etc.)
  4. Support small businesses with programs such as financing, business toolkits, etc.
  5. Take action on the flooding from last March
  6. Market the strength of education in our district
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# Public Health

## Summary

There are needs for additional public health service providers, funding for services, affordable housing, and improving the public health infrastructure for all ages, especially mental health. Collaboration among quad county areas, advocacy for those in need, and public education are seen as opportunities. Challenges include ample leadership and championing, a need for marketing and collaboration, and the importance of prioritizing preventive health measures.

## Detailed Findings

Topic	Observations	Opportunities
<b>Health Needs</b>	<ul style="list-style-type: none"> <li>• More mental health providers</li> <li>• Funding of services</li> <li>• Affordable housing (Maslow's needs: shelter)</li> <li>• Public health infrastructure and evolution/adaptation from state and public</li> <li>• Education</li> <li>• Insurance is a barrier for people</li> <li>• No access to in-patient services for youth (use Reno)</li> <li>• Access is limited in the county</li> <li>• Timeline to transition to primary providers</li> <li>• Psychiatrists needed; using a grant funded phone service to Las Vegas)</li> </ul>	<ol style="list-style-type: none"> <li>1. Collaboration with quad county areas</li> <li>2. Build advocacy of people in need</li> <li>3. Educate, collaborate, and communicate with the public</li> <li>4. Follow-through on NACO analysis</li> <li>5. Produce progress reports on action to-date</li> <li>6. County to spearhead the cohesion, collaboration, expectations, perimeters (with Board of Health representation)</li> </ol>
<b>Gaps</b>	<ul style="list-style-type: none"> <li>• Champion dedicated to health in the county; leads the charge to being people/services/players together (In addition and beyond the public health officer who's a practicing physician); not boots on the ground person currently needed</li> <li>• Marketing, online excellence, updated master-list and collaboration—someone needs to own it</li> <li>• Health is not a priority until it is—reactive instead of preemptive and PREVENTION</li> </ul>	<ol style="list-style-type: none"> <li>1. Let's clean up and keep up to date the website of resources and services, etc.</li> <li>2. Local suicide provider is taking the brunt of in-need calls regionally and nationwide</li> <li>3. Local food closet/bank has seen a significant increase in demand</li> <li>4. WE HAVE to 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</li> <li>5. Our structure is off</li> <li>6. "We're the best kept secret?"</li> </ol>



- No suicide services in Carson, Yerington; no in-service
- Transiency of residents moving around Quad area and collaboration (i.e. letters of support, etc. To help with funding, etc.)

**Community Support**

- Professionals working are collaborative, supportive and helpful
- Can do mentality
- Tight knit of service providers (not county lead thus far)
- Food Closet
- Partnership Douglas County (PDC)

1. *County support*—grant writers, attracting services, etc. HELP beyond the acute care we're providing
2. County taking health as a top priority
3. 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
4. We are still rural; we need the funding too
5. Hire their own lobbyist, not a group
6. Transportation beyond DART and limitations to disability
7. 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
8. PDC can apply for new grants

**Open Mic**

- Health care impacts county experience, economic vitality, safe community, homelessness, etc.
- County needs to pay attention to other gov't entities and boards (i.e., school district)
- Political climate and commissioner's power over the county manager, staff, etc. ---it's a massive problem
- A retirement community now, no longer a family-driven community
- Bring together the lake and the county
- Public health is not just for the poor – remove stigma
- Location of services offered; near the schools, etc.



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- DC needs a health and services office and coordination of funding with state; Carson City health serves all 4 counties
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# Public Input Sessions

To gather the input of residents on strategic topics, two public input workshops were facilitated by OnStrategy in partnership with Douglas County staff. Information regarding the sessions is listed below, and data collected during these sessions is synthesized in this section of the report.

Strategic questions were asked per theme (7), and responses were requested using two prompting questions:

1. What additional data or information is needed to answer this questions?
2. What possible solutions exist?

## Meeting Outcomes

- Community engagement with our big, bold vision
- Solution strategic decisions, impacts, and questions by theme
- Community education on planning process

### Public Workshop #1

September 19, 2023; 4-7p

Gardnerville

### Public Workshop #2

October 9, 2023; 4-7p

Tahoe Basin

### Table Hosts

**Economic Vitality:** Nikki Verdille & Andrea Pawling

**Financial Stability:** Terri Willoughby

**Safe Community:** Kara Easton

**Natural Environment:** Scott Morgan & Tom Dallaire

**County Experience:** Brook Adie

**Infrastructure:** Phil Ritger & Kate Moroles O'Neil

**Org Sustainability:** Wendy Lang & Chrinine Vido

**Stormwater:** Courtney Walker

### Table Hosts

**Economic Vitality:** Nikki Verdille & Tim Davis

**Financial Stability:** Jenifer Davidson

**Safe Community:** Kara Easton

**Natural Environment:** Tom Dallaire

**County Experience:** Eric Cachinero

**Infrastructure:** Jeremy Hutchings

**Org Sustainability:** Wendy Lang & Chrinine Vido

**Vacation Home Rentals:** Ernie Estrehlow

**Stormwater:** Courtney Walker



# Detailed Findings

## Economic Vitality

**What are the right businesses to attract to the county to provide resources, jobs, and revenue? How can we help businesses to thrive and to positively support our community?**

### Additional Data or Information Needed

Public Workshop #1	Public Workshop #2
<p><b>Economic Vitality Assessment</b></p> <ul style="list-style-type: none"><li>• Highlighting past and present successes and failures in economic vitality goals.</li><li>• Analyzing reasons behind businesses not thriving in Douglas County.</li><li>• Conducting exit interviews for businesses leaving the county.</li><li>• Evaluating the need for business licenses to track various aspects, such as the list of businesses, sales trends, and NAICS codes.</li><li>• Regular check-ins with businesses in Douglas County to assess their needs and challenges.</li></ul> <p><b>Comparative Analysis</b></p> <ul style="list-style-type: none"><li>• Exploring what other Nevada counties are doing to promote economic development.</li><li>• Investigating other programs offered in different regions to learn from best practices.</li></ul> <p><b>Commercial Space Management</b></p> <ul style="list-style-type: none"><li>• Addressing the issue of vacant commercial spaces, including contacting owners.</li><li>• Focusing on the upkeep and maintenance of these vacant spaces.</li><li>• Monitoring the percentage of vacancy and maintaining a register of businesses in these spaces.</li></ul> <p><b>Incentives for Business Development</b></p> <ul style="list-style-type: none"><li>• Establishing incentives for industrial businesses to relocate to industrial areas.</li><li>• Identifying strategies to improve and introduce new businesses in these areas.</li></ul>	<p><b>Economic Success and Metrics</b></p> <ul style="list-style-type: none"><li>• Exploring different ways to measure economic success for families.</li><li>• Considering various metrics, including disposable income.</li><li>• Recognizing the value of time spent with family.</li></ul> <p><b>Transportation and Infrastructure</b></p> <ul style="list-style-type: none"><li>• Addressing transportation challenges, including the need for reliable transportation from the valley to Heavenly and a gondola option.</li><li>• Suggesting a feasibility study for the gondola project.</li><li>• Concerns about the impact of lane reduction on Lake Valley commute traffic.</li></ul> <p><b>Economic Diversity and Local Businesses</b></p> <ul style="list-style-type: none"><li>• Diversifying the client base for local businesses, such as Paradise Nail.</li><li>• Supporting the casino industry, which is a significant part of the local economy.</li></ul> <p><b>Outdoor Dining and Childcare</b></p> <ul style="list-style-type: none"><li>• Promoting outdoor dining options.</li><li>• Recognizing the importance of childcare services for families.</li></ul> <p><b>Biomass and Environmental Initiatives</b></p> <ul style="list-style-type: none"><li>• Exploring the potential of biomass initiatives in various scales, including small, medium, and large projects.</li></ul>





- Creating incentives for the growth and sustainability of small businesses.

**Infrastructure Development**

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

**Community and Social Services**

- Recognizing the need for social services.
- Addressing concerns related to law enforcement.

**Possible Solutions**

Public Workshop #1	Public Workshop #2
<p><b>Attracting and Supporting Young People</b></p> <ul style="list-style-type: none"> <li>• Focusing on attainable housing to attract and retain young residents.</li> <li>• Exploring grant opportunities for trade schools and vocational training.</li> <li>• Incorporating trade education into Douglas County High School to prepare students for careers.</li> <li>• Recognizing that charter schools can have a positive impact on public education.</li> <li>• Encouraging technology companies to attract a younger demographic and stimulate compatible businesses.</li> </ul> <p><b>Aging Population and Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Addressing the need for more assisted living facilities for the aging population.</li> </ul> <p><b>Community Development and Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Continuing the facade improvement program.</li> <li>• Considering the rerouting of trucks to allow for street parking and community events.</li> <li>• Promoting workforce housing, especially family-friendly options.</li> <li>• Attracting the gliding community and top pilots to the area, making Minden a hub for gliders.</li> <li>• Supporting local businesses such as dog groomers.</li> <li>• Implementing the D.A.R.E. program to address substance abuse prevention.</li> </ul>	<p><b>Housing and Affordable Options</b></p> <ul style="list-style-type: none"> <li>• The need for affordable housing options.</li> <li>• Affordable hotels to accommodate visitors.</li> </ul> <p><b>Economic Development and Diverse Businesses</b></p> <ul style="list-style-type: none"> <li>• Encouraging a variety of businesses to create a vibrant local economy.</li> <li>• Support for small businesses and technology sector growth.</li> <li>• Focus on outdoor recreation, including mountain bike and equestrian shops.</li> </ul> <p><b>Community Improvements</b></p> <ul style="list-style-type: none"> <li>• The desire for a family adventure center and a Bike Pump Track at the Douglas County Fairgrounds.</li> <li>• A focus on ranching and agriculture.</li> </ul> <p><b>Housing Density and Regulation</b></p> <ul style="list-style-type: none"> <li>• Considerations for denser housing close to town.</li> <li>• Possible exploration of tiny home options in specific areas.</li> <li>• Calls to ease regulations and connection fees for housing development.</li> </ul> <p><b>Culinary and Cultural Diversity</b></p> <ul style="list-style-type: none"> <li>• Suggestions for culinary diversity, including Tex-Mex options.</li> <li>• Support for the improvement of Kingsbury village.</li> <li>• Main Street programs and small business support.</li> </ul>



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- Revitalizing the Frontier building and using it for county parking.
  - Streamlining and simplifying Title 20 regulations.
  - Advocating for fewer regulations and shorter permit and development timelines.
  - Exploring ways to slow down traffic in the corridor and provide viable alternatives.
  - Ensuring that the "right business" questions are asked to maintain quality of life.
  - Promoting a "wholesome county" with a focus on small "Mom and Pop" businesses instead of corporate and manufacturing entities.

### **Management and Community Engagement**

- Concerns about vacant homes and a desire for community management of affordable housing contracts.



## Financial Sustainability

### How might we increase county revenues to meet the needs of residents and county operations?

#### Additional Data or Information Needed

Public Workshop #1	Public Workshop #2
<ul style="list-style-type: none"> <li>• More context for understanding and sharing of financial position of County.</li> <li>• Better public information about financial state of County and Cost of enhancements.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess success of event control revenues</li> <li>• Fixed budget percent vs discretionary</li> <li>• Better continued understanding</li> <li>• Cut reliance on tourist impact at the Lake</li> </ul>

#### Possible Solutions

Public Workshop #1	Public Workshop #2
<p><b>Airport Revival and Attraction</b></p> <ul style="list-style-type: none"> <li>• Inviting the global soaring community to Minden, capitalizing on the finest soaring conditions in the world.</li> <li>• Promoting Minden on the soaring world stage and highlighting its economic benefits to the community.</li> <li>• Emphasizing the potential for the airport to serve as a major attraction.</li> </ul> <p><b>Revenue Generation and Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>• Capitalizing on the airport's potential to generate revenue from various sources.</li> <li>• Maximizing gas tax revenues.</li> <li>• Implementing developer impact fees to ensure that developers contribute to the cost of infrastructure.</li> <li>• Enforcing consistent policies for fee recovery and waivers.</li> <li>• Allocating funding for staff that matches the workload.</li> <li>• Exploring the relationship between growth and revenue, emphasizing that growth should generate fees for mitigating impacts and installing soft infrastructure.</li> <li>• Ensuring that development pays for itself, particularly concerning new and future infrastructure.</li> </ul>	<p><b>Economic Development and Business Attraction</b></p> <ul style="list-style-type: none"> <li>• Attracting businesses, particularly those in healthcare.</li> <li>• Bringing in the right types of businesses to increase revenue.</li> <li>• Exploring sustainable business models.</li> <li>• Collaborating on vision and strategic efforts for economic growth.</li> </ul> <p><b>Transportation and Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Improving transportation infrastructure and public transit for revenue generation.</li> <li>• Expanding parking facilities to meet residents' needs.</li> <li>• Charging for parking and considering parking fees at beaches.</li> <li>• Building an event center along Highway 50.</li> <li>• Developing an equestrian facility at the fairgrounds area.</li> <li>• Considering user fees for various recreational activities and areas.</li> <li>• Creating transit/parking centers and parking facilities in strategic locations.</li> </ul> <p><b>Revenue Generation and Distribution</b></p> <ul style="list-style-type: none"> <li>• Exploring the potential for a luxury tax on second homes.</li> <li>• Exploring various methods to generate revenue.</li> </ul>



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- 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.

- 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.
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## Safe Community

**How might we increase our emergency preparedness for events such as wildfires, flooding, etc.? What solutions are needed to improve the safety of residents? (ex. response times, roads, vehicles, etc.)**

### Additional Data or Information Needed

Public Workshop #1	Public Workshop #2
<p><b>Emergency Response Coordination</b></p> <ul style="list-style-type: none"><li>Evaluating the effectiveness of certified emergency response and the dispatch system.</li><li>Emphasizing the need for better coordination among various fire departments to improve overall emergency response.</li></ul>	<p><b>Transportation and Traffic Management</b></p> <ul style="list-style-type: none"><li>Consider safety measures like rumble strips on bike lanes and addressing dangerous curves.</li><li>Explore partnerships with transportation entities for evacuation maps.</li><li>Discuss installing more traffic lights and better traffic management during evacuations.</li><li>Examine the impact of lane reductions on traffic flow, workforce commute, and businesses.</li><li>Reduce speeds on US 50 with the involvement of law enforcement agencies.</li></ul>
<p><b>Inclusive Emergency Planning</b></p> <ul style="list-style-type: none"><li>Promoting inclusivity and remembering DAFN (Disabilities, Access and Functional Needs) in emergency plans.</li><li>Encouraging DAFN participation in planning and exercises.</li></ul>	<p><b>Bike Lanes and Roads</b></p> <ul style="list-style-type: none"><li>Address the concerns and preferences related to bike lanes, including lane width and suitability.</li><li>Determine whether road diet initiatives are beneficial or should be removed.</li><li>Highlight the importance of understanding the differences between NDOT and county governed roads.</li></ul>
<p><b>Communication and Notification</b></p> <ul style="list-style-type: none"><li>Addressing the challenge of communicating with seniors and community members who lack connectivity during emergencies.</li><li>Advocating for the development of a notification system for homeless individuals, particularly during emergency shelter transitions.</li><li>Determining where and how community members can receive timely notifications about emergencies and critical weather events.</li><li>Motivating citizens to become better prepared for emergencies.</li></ul>	<p><b>Local Community and Specific Evacuation Plans</b></p> <ul style="list-style-type: none"><li>Recognize the need for specific evacuation plans for Lake Tahoe communities.</li><li>Seek funding support for local transportation and safety initiatives.</li><li>Eliminate on-highway parking to improve traffic flow and safety in specific areas.</li></ul>
<p><b>California Wildfire Concerns</b></p> <ul style="list-style-type: none"><li>Exploring measures that Douglas County can take to address the threat of California wildfires potentially affecting the area.</li></ul>	<p><b>Public Engagement and Rights</b></p> <ul style="list-style-type: none"><li>Address public concerns and potential conflicts such as critical mass events.</li><li>Consider the preferences and interests of various communities and stakeholders.</li></ul>



## Possible Solutions

### Public Workshop #1

#### Collaboration and Partnerships

- Emphasizing the importance of partnering with local organizations, such as the NNV Center for Independent Living, and working with various groups representing individuals with Disabilities, Access and Functional Needs (DAFN).

#### 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.

#### Grant Leveraging and Fuel Reduction

- Prioritizing efforts to secure grants for fuel reduction and management, with a call for the county to lead the way in pursuing such funding opportunities.

#### Certification and Training

- Encouraging certified membership and preparedness training to ensure that communities are well-equipped to respond to emergencies.

### Public Workshop #2

#### 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.

#### 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.

#### 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.

#### 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.



## Natural Environment

### How might we preserve the County's natural resources, beauty, and open spaces?

#### Additional Data or Information Needed

Public Workshop #1	Public Workshop #2
<p><b>Informed Decision-Making</b></p> <ul style="list-style-type: none"><li>Highlighting the importance of thoroughly assessing benefits and risks associated with matters presented before the county commission during meetings.</li></ul>	<p><b>Management and Enhancement of Public Lands</b></p> <ul style="list-style-type: none"><li>Concerns about unauthorized building on US Forest Service land.</li><li>Mountain bike trail development, cutting trails, and other improvements.</li><li>Collaboration with the US Forest Service and local organizations.</li><li>Preservation of natural landscapes and adherence to environmental practices.</li><li>Connecting trails and ensuring better trail maintenance.</li></ul>
<p><b>Open Space Preservation</b></p> <ul style="list-style-type: none"><li>Advocating for the inspection and monitoring of open spaces in the county and emphasizing the need to preserve them.</li></ul>	<p><b>Environmental Stewardship</b></p> <ul style="list-style-type: none"><li>Hiring environmentalists to enforce building codes and support environmental conservation.</li><li>Participation in programs like the Tahoe Environmental Improvement Program.</li><li>Promoting electrification and solar heat pump technology for climate action.</li><li>Litter prevention and maintaining a clean environment.</li></ul>
<p><b>Wildlife Protection</b></p> <ul style="list-style-type: none"><li>Expressing concern about the Bureau of Land Management's (BLM) wild horse round-up activities and advocating for their protection.</li></ul>	<p><b>Community Planning and Connectivity</b></p> <ul style="list-style-type: none"><li>Prioritizing community and area plans, ensuring they are updated.</li><li>Promoting trail connectivity for both biking and walking in different regions.</li><li>Addressing right-of-way issues.</li><li>Managing traffic and parking concerns in specific areas, such as Incline Village to Spooner.</li><li>Dealing with litter issues, possibly by implementing entrance fees like Yosemite.</li></ul>
<p><b>Infrastructure and Development</b></p> <ul style="list-style-type: none"><li>Proposing a halt to new housing construction until essential infrastructure, such as schools and roads, is adequately improved without raising current residents' costs.</li></ul>	
<p><b>Community Sustainability</b></p> <ul style="list-style-type: none"><li>Raising concerns about the housing market catering primarily to high-income out-of-state individuals, potentially affecting the ability of local working-class residents to own homes and provide services.</li></ul>	
<p><b>Community Engagement and Representation</b></p> <ul style="list-style-type: none"><li>Encouraging the county's leadership to ensure that community preferences and needs are aligned with decision-making processes, unlike recent concerns with the school board's actions.</li></ul>	
<p><b>Water Resource Preservation</b></p> <ul style="list-style-type: none"><li>Stressing the importance of protecting and preserving water conveyance ditches in the face of development on A-19 parcels.</li></ul>	
<p><b>Controlled Growth</b></p> <ul style="list-style-type: none"><li>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.</li></ul>	



## Possible Solutions

### Public Workshop #1

#### Open Space and Conservation

- Advocating for open space preservation through measures such as a 1/4 cent sales tax for conservation easements.
- Emphasizing the importance of managing, listing, and funding open spaces and conservation efforts.
- Preservation of floodplains as part of open space conservation.

#### 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.

#### Natural Beauty and Environmental Considerations

- Preserving the natural beauty of the area during development and maintenance projects.
- Recognizing and understanding the town's natural resources and promoting green spaces.
- Supporting various trail types, including walking, OHV, and horse trails, as well as the local art program.

#### 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.

#### Growth and Development

- Revisiting and potentially amending the growth ordinance.
- Supporting initiatives related to complete streets, trails, and connectivity.
- Considering changes to design standards to require wider paths on collectors.

#### 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.

### Public Workshop #2

#### 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.





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- Evaluating design standards to ensure neighborhood compatibility and cohesive designs.

**Master Plan Adherence**

- Advocating for adhering to the existing master plan and halting further development in line with its guidelines.
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## County Experience

### How might we preserve cultural heritage and modern opportunities (i.e. arts, tourism, culture, etc.)?

#### Additional Data or Information Needed

##### Public Workshop #1

##### Population and Community Identity

- Gathering and analyzing population statistics to inform local planning and decision-making.
- Defining and promoting the culture and heritage of Douglas County.

##### Community Services and Facilities

- Promotion of homebound services, library services, and community resources.
- Enhancing the availability of accurate maps and community facilities.

##### Community Safety and Engagement

- Fostering a safe community environment through initiatives like inviting firefighters and deputies to neighborhood and block parties.
- Focusing on national government relations, including open space preserve signage and visitor outreach.

##### Volunteerism and Community Engagement

- Encouraging volunteer participation, such as visiting exhibitors at events and engaging with the community.

##### Housing and Workforce Diversity

- Advocating for housing diversity to meet the varied needs of residents.
- Strategies to attract and retain employees, including learning about their backgrounds, interests, and hobbies, and promoting what the County has to offer.

##### Transparency and Communication

- Prioritizing timely and transparent communication with the public.
- Enhancing the Douglas County website for easy access to information and resources.

##### Business Attraction and Promotion

- Attracting businesses to the area through initiatives like a "Website business of the week" program.

##### Public Workshop #2

##### Responsible Tourism

- Emphasize responsible tourism practices to protect the environment and cultural heritage.
- Strive for a balance between attracting tourists and preserving the natural and cultural aspects of the area.

##### Preservation and Enhancement

- Maintain the beauty and charm of the region.
- Blend the old with the new to preserve the historical and cultural aspects while allowing for some modernization.

##### Development and Infrastructure

- Address the need for development in areas like Lower Kingsbury.
- Suggest the addition of amenities such as walking trails and markets.
- Enforce parking regulations to manage the impact of tourism.



## Possible Solutions

### Public Workshop #1

#### Community Spaces and Facilities:

- Expanding library space, possibly through annexation, and incorporating amenities like coffee shops and computer classes.
- Development of community spaces like the Dangberg Community Space.
- Promotion of cultural and heritage events, public AA events, and downtown pedestrian-friendly retail/gallery areas.
- Focus on preserving open spaces and conservation easements.
- Expanding the capacity and amenities of the Campground Fairgrounds.
- Creating an Outdoor Adventure Center with activities like ropes courses and pump tracks.
- Expanding equestrian facilities at the Fairgrounds.
- Seeking funding sources to enhance the Fairgrounds and Equestrian Center.
- Increasing services and activities for children, including the establishment of a water park.
- Hosting family events, promoting swimming centers, and embracing community tours.
- Expanding parks and trail connectivity, including river access with bike trails.
- Improving mountain views, upgrading parking lots, and addressing light pollution for a Dark Skies designation.
- Enhancing the design of commercial districts and historic areas to make them more attractive.

#### Economic Development and Local Business Support

- Supporting local businesses and promoting a balance between local businesses and corporations.
- Attracting businesses to the area and providing support for local entrepreneurs.
- Encouraging growth to attract a younger demographic that can work and raise families in Douglas County.
- Promoting equestrian activities and facilities at the Fairgrounds.

#### Community Engagement and Communication

### Public Workshop #2

#### 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.

#### Outdoor Recreation and Education

- Emphasize outdoor festivals, education, and recreational activities.
- Focus on trails and connectors, such as the Tahoe Rim Trail and Clear Creek.

#### Balanced Development and Tourism

- Advocate for slower development, limiting short-term rentals like AirB&B.
- Prioritize rural and natural aspects, preserving the county's unique qualities.

#### Visitor-Friendly and Sustainable Tourism

- Improve visitor experience by promoting Douglas County as a welcoming place.
- Implement fines for visitors littering to maintain cleanliness.
- Promote sustainable tourism practices to keep the county beautiful.

#### Transportation and Connectivity

- Address transportation challenges and the need for better connectivity between locations around Lake Tahoe, spanning Nevada and California.



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- Expanding community events calendars and publications to highlight local activities.
  - Encouraging money spent on local businesses, rather than box stores.

**Recreation and Infrastructure Development**

- Promoting recreational activities such as gliding and improving infrastructure like the Martin Slough Trail.
  - Development of new trails and road resurfacing with multi-modal components.
  - Enhancing the shooting range with facilities like bathrooms, an archery range, and an indoor range.
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## Infrastructure

### What changes in policy or practice are needed in order to update county facilities (buildings, roads, parks) to meet the future community needs?

#### Additional Data or Information Needed

Public Workshop #1	Public Workshop #2
<ul style="list-style-type: none"> <li>• Skilled nursing facilities incentives to construct.</li> <li>• Lack of housing increase in SR Homelessness.</li> <li>• State and County Demographics.</li> </ul>	N/A

#### Possible Solutions

Public Workshop #1	Public Workshop #2
<p><b>Economic and Workforce Development:</b></p> <ul style="list-style-type: none"> <li>• Connecting businesses with job dog trainers to promote workforce participation for individuals with disabilities.</li> <li>• Exploring mixed-use opportunities that combine commercial and residential spaces.</li> <li>• Simplifying policies and building code departments to encourage development.</li> <li>• Promoting mixed-use housing with both commercial and residential elements in downtown areas.</li> <li>• Increasing incentives for affordable skilled nursing facilities.</li> <li>• Support for an "own your own land" manufactured home park with consideration of impact fees.</li> </ul>	<p><b>Transportation and Traffic Management</b></p> <ul style="list-style-type: none"> <li>• Promoting taxi services to South Lake.</li> <li>• Expanding bus and shuttle services.</li> <li>• Encouraging the use of shuttles for ski resorts.</li> <li>• Advocating for better bus schedules.</li> <li>• Addressing traffic congestion on highways like US 50.</li> <li>• Implementing roundabouts for traffic management.</li> </ul> <p><b>Parking and Access</b></p> <ul style="list-style-type: none"> <li>• Increasing parking availability, including off-site parking.</li> <li>• Supporting self-financing for road maintenance.</li> </ul> <p><b>Tourism and Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Supporting tourism-related improvements like a convention center.</li> <li>• Advocating for free parking.</li> </ul> <p><b>Road Maintenance and Funding</b></p> <ul style="list-style-type: none"> <li>• Assessing fees for road maintenance.</li> <li>• Expanding evacuation plans for event centers and highways.</li> </ul> <p><b>Community Engagement</b></p> <ul style="list-style-type: none"> <li>• Resolving community concerns about US 50 restrictions and speed limits.</li> </ul>



## What changes in policy or practice are needed to provide the appropriate mix of housing options for the region?

### Additional Data or Information Needed

Public Workshop #1	Public Workshop #2
<ul style="list-style-type: none"> <li>Continue adherence to conditions of property if sold to new developer/owner.</li> <li>Depreciation and replacement costs.</li> <li>Tilman Road needs reconstruction.</li> <li>Bike Paths in general. Specifically, from Ranchos to downtown and one to North Valley.</li> </ul>	N/A

### Possible Solutions

Public Workshop #1	Public Workshop #2
<p><b>Impact Fees and Funding Allocation</b></p> <ul style="list-style-type: none"> <li>Collecting impact fees upfront from developers to fund essential services like fire and police departments and future road development.</li> <li>Consideration of increasing gas taxes to support road infrastructure.</li> <li>Developers contributing to regional improvements.</li> <li>Ensuring equity in road maintenance throughout the county, especially during winter conditions.</li> </ul> <p><b>Water Conservation and Land Use</b></p> <ul style="list-style-type: none"> <li>Encouraging xeriscaping and water conservation practices.</li> <li>Implementing code enforcement for lawn watering, even for properties with wells.</li> <li>Promoting the use of indigenous plants due to their suitability for the region's climate.</li> </ul> <p><b>Taxation and Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>Avoiding new taxes on current homeowners for the infrastructure required by planned housing development.</li> </ul> <p><b>Economic Development and Revitalization</b></p> <ul style="list-style-type: none"> <li>Revitalizing the 395 corridor to attract businesses and retail.</li> <li>Repurposing old warehouses to accommodate professional and industrial businesses, possibly attracting more retail.</li> </ul>	<p><b>Development and Land Use</b></p> <ul style="list-style-type: none"> <li>Encouraging density in pedestrian-friendly areas.</li> <li>Suggesting new land use for housing around Barton facility.</li> <li>Advocating for more flexibility in land use regulations, including tiny houses and additional dwellings.</li> </ul> <p><b>Sustainable Energy and Environmental Initiatives</b></p> <ul style="list-style-type: none"> <li>Proposing biomass units and pellet mills for renewable energy.</li> <li>Promoting heat pumps for energy efficiency.</li> </ul>



- Establishing a mid-size performance art center downtown.

### **Transportation and Parking**

- Improving street parking on US 395 and exploring innovative parking solutions.
- Emphasizing adherence to the Master Plan.
- Considering the relocation of professional and industrial businesses to alleviate traffic.

### **Infrastructure and Utilities**

- Exploring the possibility of underground powerlines.
- Contemplating the purchase of portions of the Frontier property for constructing a downtown parking lot.
- Discussing the potential creation of a county-wide road district.

### **Cost Considerations**

- Taking into account the Consumer Price Index (CPI) for construction fees and expenses.

### **Affordable Housing and Property Value Management**

- A portion of houses in new developments going to the government for management.
- Limited growth of property values to maintain affordability.
- New buyers qualifying for discounted home prices based on income.
- Focus on low market rate homes.
- Attainable housing with features like lot size maintenance and energy efficiency.
- Emphasis on the value proposition for homebuyers.



## Organizational Sustainability

### What must we do to retain, develop, and attract remarkable staff to serve our county?

#### Additional Data or Information Needed

Public Workshop #1	Public Workshop #2
<ul style="list-style-type: none"> <li>Employee surveys &amp; Exit interviews.</li> <li>Safety Audits.</li> <li>Exposure to the “other side” or next role.</li> <li>Step in a process to gain an understanding of needs.</li> </ul>	N/A

#### Possible Solutions

Public Workshop #1	Public Workshop #2
<p><b>Employee Compensation and Development</b></p> <ul style="list-style-type: none"> <li>Transition from pay-for-performance to a defined pay progression plan.</li> <li>Education on local government structure, funding, and how employees fit within the organization.</li> <li>Provide educational opportunities about the strategic objectives of the entire organization.</li> <li>Implement internship programs and offer opportunities for lower-level employees to stay engaged.</li> <li>Empower employees through training and development.</li> <li>Create resources for faster application processing.</li> <li>Address and prevent employee burnout.</li> <li>Offer learning opportunities for a cross-perspective view of the organization.</li> <li>Establish talent management programs and develop internal expertise for recruitment and development.</li> </ul> <p><b>Employee Benefits and Workforce Housing</b></p> <ul style="list-style-type: none"> <li>Widen tuition programs to include certificates.</li> <li>Focus on providing workforce housing.</li> <li>Offer competitive salaries and increase health benefits.</li> <li>Encourage promotions from within the organization.</li> </ul> <p><b>Culture and Positive Work Environment</b></p>	<p><b>Employment and Career Development</b></p> <ul style="list-style-type: none"> <li>Offering part-time or gig work opportunities.</li> <li>Helping employees understand and visualize career paths.</li> <li>Evaluating positions to determine needs and allocate resources for maximum impact.</li> <li>Encouraging cross-training with other departments to expand knowledge and value to the organization.</li> </ul> <p><b>Employee Development and Recognition</b></p> <ul style="list-style-type: none"> <li>Promoting a culture of mentorship and professional growth.</li> <li>Informing young people about job opportunities within the county.</li> <li>Focusing on retirees as potential employment opportunities.</li> <li>Treating staff as professionals and recognizing excellence.</li> <li>Regular training and continuous learning.</li> </ul> <p><b>Communication and Engagement</b></p> <ul style="list-style-type: none"> <li>Encouraging hands-on and engaged leadership.</li> <li>Advertizing employee benefits such as tuition reimbursement programs.</li> <li>Cultivating relationships, asking for employee opinions, and recognizing their hard work.</li> </ul>





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- 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.
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## How might we provide timely and transparent communications?

### Additional Data or Information Needed

Public Workshop #1	Public Workshop #2
N/A	N/A

### Possible Solutions

Public Workshop #1	Public Workshop #2
<p><b>Improved Communication and Outreach</b></p> <ul style="list-style-type: none"> <li>• Use multiple methods to reach out to the public.</li> <li>• Publish programs and information more widely.</li> <li>• Update the website to make information more accessible.</li> <li>• Utilize a meeting calendar to provide advanced notice and transparency about meetings.</li> <li>• Consider the development of a mobile app to enhance communication.</li> </ul> <p><b>Transparency and Inclusivity</b></p> <ul style="list-style-type: none"> <li>• Strive for greater transparency in how things are done.</li> <li>• Ensure that committees' meeting schedules and activities are well-documented and easily accessible.</li> <li>• Listen to all sides of an issue with an open mind.</li> <li>• Be open and accessible to the public, seeking input and feedback.</li> <li>• Highlight successes and share information about positive developments in the county.</li> <li>• Encourage engagement from retirees, tapping into their expertise.</li> </ul> <p><b>Accountability and Fairness</b></p> <ul style="list-style-type: none"> <li>• Ensure that decision-makers consider both the benefits and risks of various issues and work to mitigate those risks.</li> <li>• Make it easier for the public to find meetings and information on the website.</li> <li>• Promote a more down-to-earth and accessible approach to governance.</li> <li>• Implement an approach that genuinely listens to and considers public input.</li> </ul>	<p><b>Effective Communication and Outreach</b></p> <ul style="list-style-type: none"> <li>• Utilize partners for joint messaging.</li> <li>• Post information in Tahoe publications, including Lake Tahoe in outreach.</li> <li>• Regular newsletters or messaging about upcoming meetings and topic-specific updates.</li> <li>• Provide information on how to sign up for emails and text messages.</li> <li>• Rely less on social media and broaden information distribution to other avenues.</li> </ul> <p><b>Community Engagement and Accessibility</b></p> <ul style="list-style-type: none"> <li>• Understand the target audience and how different community groups communicate.</li> <li>• Improve website navigation and make it user-friendly.</li> <li>• Update agendas and provide consistent and updated website links.</li> <li>• Provide bulleted summary after-meeting reports to make information more accessible.</li> <li>• Target updates and communication by topic to ensure relevance to the audience.</li> </ul> <p><b>Resource Allocation and Staffing</b></p> <ul style="list-style-type: none"> <li>• Allocate budget and staffing resources to meet the workload effectively.</li> <li>• Enhance weekly updates about the county to local media.</li> </ul>



## Stormwater

### Additional Data or Information Needed

Public Workshop #1	Public Workshop #2
<ul style="list-style-type: none"> <li>Interested in Statler Canyon.</li> <li>Topaz Ranch Estates needs to be a priority.</li> <li>The storms created mudslides and flooding.</li> <li>Roads are a mess.</li> <li>Need Biden's infrastructure money. Please apply for it.</li> <li>Stephanie Wash – Streams break out upstream, take different route, bypasses intended basin.</li> <li>Sheridan Creek issues.</li> </ul>	<ul style="list-style-type: none"> <li>Parcels in between Skyland and Lakeridge sustained severe flooding in 2023</li> <li>EIP Projects future areas</li> <li>Partnerships with NDOT, PP, OID, County</li> </ul>

### Possible Solutions

Public Workshop #1	Public Workshop #2
<ul style="list-style-type: none"> <li>Silt removal/maintenance.</li> <li>Smelter Creek project.</li> <li>Top priorities, fix roads and stormwater other can follow.</li> </ul>	<ul style="list-style-type: none"> <li>Property owners also have to spend money to do PP BMPs.</li> <li>Lake BMPS – Erosion control paid for by Lake Property owners</li> <li>Those funds go to Valley projects and not staying at the Lake</li> <li>Farmland and Open Space Development nixed</li> <li>Stormwater plan including Lake Tahoe/BMP's?</li> <li>Comprehensive plan for Valley and for Lake</li> <li>Continued maintenance</li> <li>Decant for treating stormwater</li> </ul>

# Staff Input – Priorities

## Financial Stability

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- Develop facilities plan to address County's future needs, including long-term strategy for all County offices. Combine space needs assessments into one plan, consider ADA planning and needs.
  - Address records management storage needs.
  - Expand the library facility, or build new.
  - Review Elections space needs.
  - Review Extension's space needs.
  - Minden Inn
  - Public guardian storage – client assets
  - Address Elevators
- Review receiving area – Transfer Development Rights program. Incentivize growth where we desired.
- Different Zones / different impact fees. Examine the feasibility of impact fees in receiving areas.
- Evaluate fees for permits in partnership with other permitting agencies. Understand impact on business.
- Develop Facilities Master Plan, fund it
- Review utility franchise fees (PR)
- Conduct Technology needs assessment organization-wide (courts and library included). Establish priorities and a funding plan. Convert to cloud-based software solutions where possible.
- Continue work of internal auditor and work on risk needs assessments.
- Review program budgeting. Consider opportunities to enhance or improve services to residents in a variety of areas including social services, community development, community services, public works.
- Further develop training budget procedures and leadership's understanding of the procedures.
- Examine opportunities for new revenue sources.
- Replace financial software system with software that supports electronic payments
- Implement digital permitting through Community Development
- Develop paperless solutions throughout the county.
- Fleet Master Plan

## Infrastructure

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- Stormwater Utility
- Road Maintenance Plan (examine options from road funding taskforce)
- Broadband- be strategic and be smart, continue the work of the BAT (DGJ). Expand BB access throughout the County.
- Improve the current public safety radio systems. Identify funding sources. Develop phasing plan.



- Build an indoor equestrian event center larger than Fallon's facility
- Build an equestrian campgrounds/RV facility (look at Humboldt County Fairgrounds).
- Build an indoor shooting range & educational center
- Develop a bee wet house through the Cooperative Extension
- Cultural and Performing Arts Facility
- Secure funding to support museums and public art programs
- Create an Animal Adoption facility that will be managed by a non-profit organization
- Convert septic in strategic areas for groundwater protection. Incentives? Funding? Loans?
- Evaluate Sewer rate structure, adopt new rates.
- Paid parking analysis @ Lake
- Cultural Center Tribe
- Dispatch & EOC (space)
- Training/Meeting Space
- Expand transit to South County
- Solar outlet charging stations
- Develop a trails plan
- Bing Pit Public Purpose
- Update Airport Master Plan
- South County Recreation Building Remodel
- Renew Topaz Campground Lease
- Weed Control and Parks corp. yard

## Organizational Sustainability

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- Public trust survey
- Communicating preparedness campaign
- Customer service surveys for all County Manager Departments
- Communication plan, internal and external. Examine the Community Relations team and staffing plan. Move to proactive messaging vs. reactive messaging.
- Educate new board members, Board orientation, candidate orientation
- Chief ethics and compliance officer
- Countywide approach to coordinating volunteers. Volunteer appreciation event.
- Organizations working as one – creating cross-departmental teams to tackle complex problems.
- Evaluate supervisor/management courses (outgrown UNR program)
- Offering more frequent evaluation training to align behaviors with org values and strategic plan.
- Provide a sense of belonging for the staff – enhance recognition, employee appreciation week, etc. Departmental competitions – wellness challenges, teambuilding opportunities, etc.
- Improve the onboarding process. Employee orientation understanding their role in the SP.
- Improve the intranet as a resource for information for employees. Videos about departments and staff
- Develop a mentor program.



- Encourage staff to participate in their professional associations. Invest in training and professional development.
- Sub ethics for integrity in evaluations.
- Educational requirements for promotions (within so many months of advancement)
- CEU requirements for employees in leadership roles
- Reward for community service involvement
- Increase partnerships with the community college for job development skills (recruitment opps)
- Compensation package aligned with the market
- Asses employee engagement
- Continue employee surveys report back on initiatives and progress based on feedback.

## Economic Vitality

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- Affordable housing; Evaluate whether housing plan should be part of Master Plan or separate.
- Publicize home at last stipends, get the word out.
- Finish the Martin Slough trail to connect with the Genoa Trail
- Ranchos to Gardnerville Trail
- Relaunch the open-for-business program, create a process to help businesses to get started
- Receiving areas
  - What types of business
  - Incentives for businesses that fit with vision and needs of community
- Evaluate Main Street's role in small business development. Determine how to support small business development projects/initiatives. Small business incubator?
- Enhance the look/facade of downtown in valley and at the Lake
- Revitalize the shop small/local business campaign, evaluate the county's role
- Indoor event/equestrian center in the valley
- Tahoe event center – buy box tickets for the County
- Valley/Lake Transit connection

## Safe Community

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- Organizational preparedness
- Planning, Training, Exercising
- Records management during an emergency
- COOP update Countywide
- Stakeholder Groups
  - CERT
  - Neighborhood Watch
  - Secure funding to support evacuation preparedness



- Enhancements with communication/radios systems – Kara
- Public education for preparedness campaign
- Video surveillance in parks and public places
- Traffic safety- work with DCSO and state partners to address issues
- School safety- partner with schools to enhance school safety (safe routes to school, resource officers, behavioral health)
- Substance abuse/ Behavioral Health Services Opioid funding, develop a plan
- Support and fund Court strategic plan
- Enhance public outreach and communication on issues related to public safety target national awareness campaigns

## Natural Environment, Culture, QoL

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- Full 20 Year Master Plan Update
  - Map cleanup with zoning
- TDR Open space program and incentives
- Recognize the cultural and historic contributions of the Washoe Tribe (public education, art, history)
- Recycling pilot with Douglas Disposal – Phil
- Complete Trails plan update
- Public art pilot plan
- Community partnerships with the college to create joint programs
- Parks joint projects with Carson Valley Swim Center – Terri
- Community garden
- County presence at community events and parades

## Community Health & Wellness

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- Affordable residential facilities for seniors
- Fund priorities identified in the opioid need's assessment with opioid settlement dollars
- Expand social services
- Complete public health assessment and environmental health
- Establish a rep payee program with Public Guardian
- Set a goal to keep residents in their homes
- Help people maintain independence. Age in place.
- Behavioral health for kids and teens
- Identify unfunded mandates (environmental and public health, state services potentially going to counties)
- Support the NACO survey
- Establish educational programs for clinical services
- Incentivize professionals to remain in the community once they have completed internship
- Partnership with private entities or hospitals to establish a behavioral health facility



# APPENDIX





## STRATEGIC PLAN PUBLIC OUTREACH REPORT

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As part of updating its strategic plan, Douglas County launched and executed an aggressive public-outreach campaign to garner public feedback. During the course of this campaign, County officials interacted with tens of thousands of constituents collectively through in-person events, news media, social media, digital media, and direct-mail campaigns.

### IN-PERSON EVENTS

We hosted and attended many events during the course of the strategic planning process, interacting with thousands of residents in the process.

#### Douglas County Events

- Kick-Off Event at the CVIC Hall on August 24
- First public workshop at the Community Center on September 19
- Second public workshop at the TRPA office on October 9

#### Other Public Events

- Concert in the Park in Minden on August 25
- Concert on the Green in Genoa on September 10
- Minden Farmer's Market on September 12
- Gardnerville Wine Walk on September 21

### WEBSITE

We developed a webpage specific to the strategic plan at [douglascountynv.gov/strategicplan](http://douglascountynv.gov/strategicplan). This page was posted on our homepage and linked in many social media posts and press releases. It received **1,317 views** and interactions.

### NEWS MEDIA

In total, we sent 3 press releases regarding the strategic plan to hundreds of reporters in the northern Nevada/Lake Tahoe region. The news was circulated both in print and digital by media outlets including the Record Courier, Channel 2 KTVN, Carson Now, Tahoe Daily Tribune, and more.

[Press Release 1](#), [Press Release 2](#), [Press Release 3](#)

### SOCIAL MEDIA

We promoted organic posts and encouraged strategic plan feedback on various social media outlets, with nearly 75 different posts and stories, reaching more than 70,000 people.

#### Facebook

- Facebook Posts: 28
- Posted about: Survey, public events, press releases
- Total People Reached Through Posts: 50,300
- Comments: 138
- Shares 110



- Link Clicks 364

**Instagram**

- Instagram Posts: 19
- Posted about: Survey, public events, press releases
- Total People Reached Through Posts: 3,600
- Comments: 7
- Shares 19
- Link Clicks 6

**Twitter**

- Twitter Posts: 18
- Posted about: Survey, public events, press releases
- Total People Reached Through Posts: 6,500
- Comments: 0
- Shares 16
- Link Clicks 9

**Nextdoor**

- Nextdoor Posts: 6
- Posted about: Survey, public events, press releases
- Total People Reached Through Posts: 13,028
- Comments: 8

**Social Media Groups**

We also targeted several groups on Facebook in hopes of reaching more residents, including Topaz Ranch Estates, Gardnerville Ranchos, Genoa, and more.

**IN-PERSON SURVEY DISTRIBUTION**

We created fliers with the strategic plan and survey information on them and dispersed them at many locations around the county.

LOCATION	NUMBER OF COPIES
Public Works Utility Bills	800
County Offices & Public Buildings	400
Peechees Elementary School Flier	2,100
Republican Women's Convention	25
Schools	75
Pulse Gym	30
Douglas High School Gym	30
Workshops and Public Events	300
Kahle Community Center`	30
Minden Inn	100
	<b>Total = 3,890</b>



## DIGITAL SURVEY DISTRIBUTION

We promoted digital fliers with the strategic plan and survey information on them and dispersed them at many locations around the county.

- Social Media Groups
- Lake Tahoe Tourism Partners (TRPA)
- Email to Community Center Teens
- Commissioner Tarkanian Newsletter
- Newsletter to Lake Tahoe constituents



# BOCC Interview Notes

Synthesized from BOCC interviews for use at August 24, 2023 BOCC Planning Session:

Theme	Strategic Questions to Address	BOCC Priorities
<b>Economic Vitality</b>	<ul style="list-style-type: none"> <li>How might we encourage sustainable levels of tourism while protecting our natural resources and public infrastructure?</li> <li>How could we update our development approval process to protect the county's cultural heritage, historic agricultural operations, floodplain functions and natural resources?</li> <li>How can we help businesses to thrive and to positively support our community?</li> <li>What are the right businesses to attract to the county to provide resources, jobs and revenue?</li> </ul>	<ol style="list-style-type: none"> <li>Affordable housing</li> <li>Strong tourism</li> <li>Development approval process</li> <li>Healthy &amp; friendly commerce</li> </ol>
<b>Financial Stability</b>	<ul style="list-style-type: none"> <li>How might we increase county revenues to meet the needs of residents and county operations?</li> <li>How might impact fees need to be updated in order to support positive new development and existing county needs?</li> <li>How might we optimize the new conference center at Lake Tahoe for the benefit of residents and visitors?</li> </ul>	<ol style="list-style-type: none"> <li>Optimize usage and revenue of new LT community center</li> <li>Diversify revenue sources</li> <li>Business support</li> </ol>
<b>Safe Community</b>	<ul style="list-style-type: none"> <li>What solutions are needed to improve the safety of our roads for pedestrians and vehicles alike?</li> <li>How can we support our first responders and judicial services to provide for a safe, civil and helping community?</li> <li>How might we increase our emergency preparedness? (ex. wildfire, flooding)</li> <li>What solutions are needed to improve the safety of residents? (ex. response times, roads, vehicles...)</li> <li>What flood plain updates and improvements are needed for the safety of life and property?</li> </ul>	<ol style="list-style-type: none"> <li>Ensuring flood plain safety &amp; infrastructure upkeep</li> <li>New judicial center</li> </ol>
<b>Natural Environment</b>  <b>County Experience (Tourism, Arts, Culture, QOL)</b>	<ul style="list-style-type: none"> <li>How might we preserve natural resources...</li> <li>How might we preserve cultural heritage...</li> <li>What updates to the Master Development Plan and/or zoning may need to be made in order to protect the county's cultural heritage, historic agricultural operations, floodplain functions and natural resources?</li> <li>How might we improve transportation opportunities to public facilities so residents and visitors may utilize services and decongest traffic?</li> <li>Where could volunteerism positively impact county services, culture, and meet the needs of residents and visitors?</li> </ul>	<ol style="list-style-type: none"> <li>Protect cultural heritage, historic agriculture</li> <li>Public transport options</li> <li>Volunteerism</li> </ol>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>What updates are needed to the county's master transportation plan in order to address growth and commerce demands?</li> <li>How can we improve road maintenance throughout the county?</li> <li>What changes in policy or practice are needed for county facilities (buildings, roads, parks...) need updating and/or change by 2030 to meet the needs of the community?</li> <li>What changes in policy or practice are needed to provide the appropriate mix of housing options for the region?</li> <li>How can we improve county operations and investments at Lake Tahoe while protecting this priceless resource?</li> </ul>	<ol style="list-style-type: none"> <li>Road &amp; County m facility maintenance</li> <li>Complete new road arteries (i.e. Muller Parkway)</li> </ol>
<b>Org Sustainability</b>	<ul style="list-style-type: none"> <li>What must we do to retain, develop, and attract remarkable staff to serve our county?</li> <li>How can we provide timely and transparent communications to increase public trust?</li> <li>How might we foster collaboration and communication with Nevada Tribal Lands to honor tradition and modern needs?</li> </ul>	<ol style="list-style-type: none"> <li>Attracting and developing staff</li> <li>Attracting needed staff</li> <li>Fostering health org/govt. culture</li> </ol>



# Public Workshop Handout

Data provided by Douglas County staff, for use at September/October public meetings:

	Strategic Questions	Current Programs & Services	Key Data Needs	T
Economic Vitality	What are the right businesses to attract to the county to provide resources, jobs, and revenue?  How can we help businesses to thrive and to positively support our community?	<ul style="list-style-type: none"> <li>Economic Vitality and Community Development Committee (quarterly)</li> <li>Economic Vitality Champion Program (quarterly)</li> <li>Chamber Meetings and Resources (offered to all members and non-members)</li> </ul>	<ul style="list-style-type: none"> <li># of current commercial vacancies in DC</li> <li># of failed small businesses</li> <li># of business plans turned away</li> <li>Breakdown of active businesses in Douglas County Ex. Gaming/restaurants/retail etc.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
	Financial Stability	How might we increase county revenues to meet the needs of residents and county operations?	<ul style="list-style-type: none"> <li>Determine whether the services are mandatory/supported by taxes (police protection) or voluntary/fee supported (building permits)</li> <li>Matching revenues with the cost of the programs</li> </ul>	<ul style="list-style-type: none"> <li>For every voluntary service subsidized, less funding for tax-supported services (ex. Public Safety)</li> <li>For the voluntary programs, do the County's revenues support the cost?</li> </ul>
Safe Community	How might we increase our emergency preparedness for events such as wildfires, flooding, etc.?	<ul style="list-style-type: none"> <li>Community Emergency Response Team (CERT) –personal preparedness training, volunteer opps.</li> <li>Perimeter Program – situational awareness tool to publicly communicate in real time</li> <li>Mounted Posse – via DCSO, large animal evacuation</li> <li>Emergency Mgmt – plans &amp; trains response/ coordination personnel</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
	What solutions are needed to improve the safety of residents? (ex. response times, roads, vehicles, etc.)	<ul style="list-style-type: none"> <li>Consistent information to the public from DCSO, TDF, EFF through various outreach channels</li> <li>Roundabouts to slow down traffic</li> <li>Citizens Patrol, Volunteer Deputies, Volunteer Firefighters through EFF</li> </ul>	<ul style="list-style-type: none"> <li>Roundabouts have decreased number of fatal/serious accidents</li> <li>Volunteers augment public safety presence</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
Natural Environment	How might we preserve the County's natural resources, beauty, and open spaces?	<ul style="list-style-type: none"> <li>TDR program</li> <li>Water quality and Quantity studies USGS</li> <li>Nitrate Study</li> <li>Water Protection Plan</li> <li>Area drainage plans</li> </ul>	<ul style="list-style-type: none"> <li>Conservation Easements, Acres Protected</li> <li>Water Quality and Quantity Studies USGS Data</li> <li>Nitrate Study data</li> <li>Area Drainage Plans Recommendations</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
County Experience	How might we preserve cultural heritage and modern opportunities (i.e. arts, tourism, culture, etc.)?	<ul style="list-style-type: none"> <li>Dangberg Home Ranch community space</li> <li>DC Rodeo &amp; other community events</li> <li>Topaz Lake campground, fishing, boating, &amp; trails</li> <li>Museum grants &amp; public arts programs</li> <li>Athletic fields, disc golf course, and skate parks</li> </ul>	<ul style="list-style-type: none"> <li># attendance at special events</li> <li>Visitor data from Visit Carson Valley on tourism destinations and direct visitor spend</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
Infrastructure	What changes in policy or practice are needed in order to update county facilities (buildings, roads, parks) to meet the future community needs?	<ul style="list-style-type: none"> <li>Annual update to 5-yr Transportation maintenance plan</li> <li>Update County facilities plan to address future long-term needs of changing regional population</li> </ul>	<ul style="list-style-type: none"> <li>Current and projected State Gas Tax funding</li> <li>Current/projected utilization of Community Service, Parks &amp; Rec., &amp; Social Service programs</li> <li>Community feedback</li> <li>Population growth and demographics</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>
	What changes in policy or practice are needed to provide the appropriate mix of housing options for the region?	<ul style="list-style-type: none"> <li>Updates to Housing in County Master Plan</li> <li>Economic Vitality partnership with regional agencies to address work-force development needs</li> </ul>	<ul style="list-style-type: none"> <li>Housing Analysis/Needs Assessment</li> <li>Private business growth, employment needs and wage &amp; compensation levels</li> <li>Future population demographics</li> <li>Community and business input</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>



<b>Org Sustainability</b>	<p>What must we do to retain, develop, and attract remarkable staff to serve our county?</p>	<ul style="list-style-type: none"> <li>• Studies (2022 and 2023) on wage consistency</li> <li>• Compensation structure with annual cost of living adjustments and pay for merit system</li> <li>• Annual Supervisory Management program with County-specific training; 75 graduates to date</li> </ul>	<ul style="list-style-type: none"> <li>• Labor market trends in compensation, benefits, and best practices as compared to DC</li> <li>• Monitoring changes in attrition, new hire, separation, and applications received</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>
	<p>How might we provide timely and transparent communications to increase public trust?</p>	<ul style="list-style-type: none"> <li>• Community Relations and Public Information Department</li> </ul>	<ul style="list-style-type: none"> <li>• Douglas County Strategic Communications Plan and Communications Audit Conducted by Rad Strategies in 2020</li> <li>• Community Relations Office annual report</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>