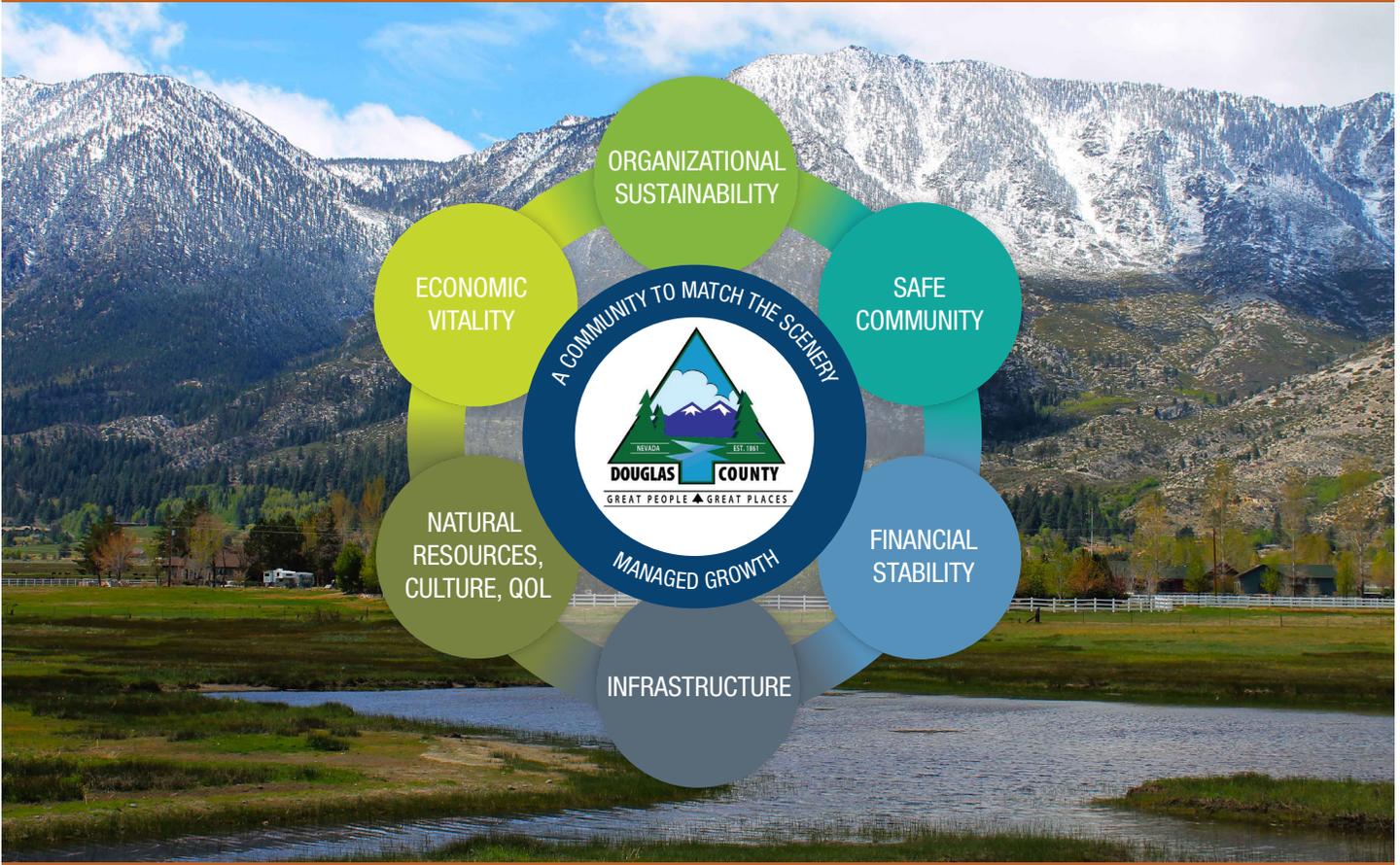




DOUGLAS COUNTY STRATEGIC PLAN

FY18-
FY22



VISION

A Community to match the scenery!

MISSION

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

VALUES

Integrity: We demonstrate honest and ethical conduct through our actions.

Accountability: We accept responsibility for our actions.

Customer Service: We deliver efficient and effective service with an attitude of respect and fairness.

Leadership: We establish the tone and direction for success motivating and inspiring others to accomplish a shared vision.

Communication: We ensure open dialogue through proactive listening and sharing of information throughout the organization and the community.

Teamwork: We work together to achieve shared goals.

FINANCIAL STABILITY

Douglas County's financial stability allows for sustainable planning and maintenance of the County's resources.

- Develop **facilities plan** to address County's future needs, including long-term strategy for all County offices.
- Develop a feasibility study relating to **impact fees**.
- Develop strategies to address **long-term financial stability** in order to expend County resources to keep up with demand.
- Renew efforts on **Priority Based Budgeting Program** for on-going useful and accountable financial and budget decision making.
- Become compliant with software licensing and financial **internal control requirements**.

INFRASTRUCTURE

Douglas County will provide for the maintenance and infrastructure necessary to meet current and future service levels for roads, facilities, County facilities and assets, sewer, water and stormwater.

- Complete the Countywide **Stormwater Master Plan** including a long-term funding strategy.
- Complete update of **Transportation Master Plan** to include identification of future alternative truck and through traffic routes as envisioned in the Valley Vision Plan.
- Develop and implement a Dig Once policy to expand **broadband availability** throughout the County.
- Working in partnership with residents and businesses, develop long term solutions to fund preventative **road maintenance**.
- Develop multi-year and equitable **water rate structures** for the water systems throughout the County in partnership with residents and businesses.
- Initiate a **septic systems conversion** program throughout the County.

NATURAL RESOURCES, CULTURE & QUALITY OF LIFE

Douglas County will preserve the County's natural environment, cultural heritage and other assets to create the ideal destination for residents and visitors alike while ensuring orderly and sustainable development of the community.

- Perform 20-year update to the County's **Master Plan**.
- Initiate a Countywide **recycling program**.
- Advocate for the **usage, understanding and support of assets** including public parks, trails, public libraries, local schools and local colleges in the County.
- Secure passage of the **Douglas County Conservation Act**.

ECONOMIC VITALITY

Douglas County will work with partners to ensure the County's Economic Vitality.

- Evaluate the potential of offering **affordable housing development incentives** through the update of the Housing Element of the Master Plan.
- Complete right-of-way acquisition and construct the **Martin Slough Trail**.
- Evaluate **development review process** and staff support to identify opportunities to improve process flow.
- Reevaluate the benefits of the **Redevelopment Program** and if needed identify priority projects and timeline.
- Align stakeholders and develop a design for the **Pony Express Trail** as an additional tourism opportunity.
- Work with local partners and stakeholders to initiate the development of a **year-round conference/entertainment venue** at Lake Tahoe (within Douglas County).
- Evaluate the need to update the **Vacation Rental Ordinance** to include changes in on-line vacation rentals (AirBnB, VRBO, etc).
- Create more **work-based learning opportunities** for students to gain insight into college majors and career pathways.

SAFE COMMUNITY

Douglas County will enhance and improve the provision of public safety and related services.

- Revise **Emergency Operations Plan** and develop incident response guides by incident type.
- Annual update to FEMA required **Hazard Mitigation Plan**.
- Implement **Emergency Operations Center training**.
- Ensure public **warning systems & notifications** programs are up to date and increase citizen participation overall in programs.
- Continue to engage citizen participation in the **Citizens Emergency Response Team** program.
- Implement state mandated **body-worn camera programs**.
- Expand and re-energize **Neighborhood Watch Program**.
- Prepare strategic responses throughout County for **impact of recreational marijuana**.

ORGANIZATIONAL SUSTAINABILITY

Douglas County values its employees and develops a workforce that serves and is valued by County citizens.

- Design **employee compensation** package.
- Align **performance standards** to strategic priorities.
- Create/implement supervisory **management program** to develop internal talent.