



# DOUGLAS COUNTY

# STRATEGIC PLAN

HONOR THE PAST • ENVISION THE FUTURE • LEAVE A LEGACY

**DRAFT**



**FISCAL YEARS 24-30**



## Table of Contents

<b>Core Purpose &amp; Values</b> .....	3
Mission.....	4
Values.....	4
<b>Current State</b> .....	5
Current State Summary.....	5
Internal Perspective .....	6
External Perspective .....	8
<b>Our Vision</b> .....	10
<b>Strategic Objectives</b> .....	11
#1 Balanced Growth & Infrastructure .....	13
#2 Preserving Douglas County’s Natural Beauty & Rural Character .....	18
#3 Serving Our Community.....	22
#4 Enhancing Residents’ Quality of Life .....	27

# CORE PURPOSE & VALUES



## About Us

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Centrally located just 15 minutes south of Nevada's state capital and bordering the truly one-of-a-kind Lake Tahoe, with all its summer and winter activities, Douglas County is recognized as the gem of Northern Nevada. On Nevada's western border, framed by the Carson Range of the Sierra Nevada and Pine Nut Mountains, Douglas County unfolds. Here you can still find miles of open space, expansive ranches and farms, and many sites of historical significance, along with a wealth of outdoor activities.

## Population

Douglas County is the fifth most populated county in Nevada with more than 50,000 full-time residents and seasonal populations that can exceed 65,000 due to its proximity to Reno, Carson City, and northern California.

## County Government

Douglas County is governed by a five-member elected Board of Commissioners. The County is comprised of ten functional areas: General Government, Judicial, Public Safety, Public Works, Sanitation, Health, Welfare, Culture and Recreation, Community Support, and Utilities.

## Business

Major Douglas County employers are leaders in the fields of technology, advanced manufacturing, and research. Several dozen technology entrepreneurs and advanced manufacturers are located in the Carson Valley including Baker Hughes, a GE company; North Sails (makers of the America's Cup sails); and Starbucks Roasting Plant and Distribution Center. With proximity to Lake Tahoe, tourism plays a major role in employment. Thirty percent of the workforce is employed in the tourism and leisure industry. Larger resorts at Stateline include Harrah's and Harvey's Casinos, Edgewood, the Golden Nugget, Bally's, and Heavenly Mountain Resort.



## Mission

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### *What is our core purpose?*

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



## Values

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### *What are our core 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.
- Respect** We will treat all citizens, employees, and visitors with respect.



# CURRENT STATE

## Current State Summary

### Where are we today?

Douglas County is thriving!

A dedicated and skilled County staff, modern community and senior centers, a thriving business community, and an abundance of spectacular scenery all contribute to the vigor and vitality of the county. The allure of beautiful Lake Tahoe also drives a thriving tourism industry, contributing significantly to the local economy.

Despite the current positive state, the county is not without challenges. Housing affordability, securing funding for critical infrastructure projects, maintaining competitive wages for County employees, fostering a business-friendly environment, and providing accessible preventative and post-emergency health services have been identified as potential hurdles. In addition, challenges like traffic congestion, facility limitations, and gaps in public transportation and emergency communication systems remain areas of focus.

The strategic planning process has allowed the County to work directly with the community to identify the strengths and challenges of our residents and businesses. Together we will ensure that the County continues to thrive, and together we will chart a sustainable and resilient future.



# Internal Perspective

## Strategic Issues / Driving Questions

What are the strategic issues or driving questions to answer?

- 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?
- How might we increase county revenues to meet the needs of residents and county operations?
- What changes in policy or practice are needed in order to balance growth & future infrastructure needs (water, sewer, roads, infrastructure, growth)?
- What changes in policy or practice are needed to provide the appropriate mix of housing options for the region?
- How might we preserve the county's natural resources, beauty, and open spaces?
- How might we preserve cultural heritage and promote modern opportunities (arts, tourism, culture, etc.)?
- How might we increase our emergency preparedness for events such as wildfires and floods? What solutions are needed to improve the safety of residents (response times, roads, vehicles, etc.)?
- What must we do to retain, develop, and attract remarkable staff to serve our county?
- How might we provide timely and transparent communications to the public?



## Strengths & Challenges

What is working well? What is getting in our way?

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• County staff</li> <li>• Senior services</li> <li>• Public safety</li> <li>• Community &amp; senior centers</li> <li>• Tourism revenue</li> <li>• Engagement of the community</li> <li>• Executing strategic planning and ordinances</li> </ul>	<ul style="list-style-type: none"> <li>• Price of housing for the workforce and young families</li> <li>• Funding infrastructure needs</li> <li>• Competitive wages for county employees</li> <li>• Lack of input on management of federal lands</li> <li>• Access to government</li> <li>• Cumbersome business and permitting processes</li> <li>• Lack of broad-spectrum health services</li> </ul>



# External Perspective

## Threats and Trends

Threats (Headwinds)	Trends (Tailwinds)
<p><b>Housing Affordability</b></p> <ul style="list-style-type: none"> <li>• <b>Affordable Housing Shortage:</b> One of the major challenges in Douglas County is the shortage of affordable housing options for residents. The demand for affordable homes often exceeds the supply, leading to increased housing costs.</li> <li>• <b>Workforce Housing Gap:</b> There is a pressing need to address the gap in workforce housing. Many residents, including essential workers and young families, struggle to find affordable housing close to their workplaces.</li> <li>• <b>Diverse Demographic Needs:</b> The community's demographics vary, and addressing housing affordability should consider the needs of different groups, including the workforce, seniors, low-income families, and young professionals.</li> </ul> <p><b>County Staffing</b></p> <ul style="list-style-type: none"> <li>• <b>Recruitment and Retention:</b> Douglas County faces challenges in recruiting and retaining skilled staff across various county departments. Attracting and keeping qualified personnel is essential for efficient government operations.</li> <li>• <b>Competitive Compensation:</b> Offering competitive compensation packages is crucial to attracting talented individuals to County positions. County employees play a vital role in delivering essential services to residents.</li> <li>• <b>Succession Planning:</b> Implementing effective succession planning strategies is essential to ensure a smooth transition as experienced staff members retire, people transfer, and new talent joins the County workforce.</li> </ul>	<p><b>Tourism</b></p> <ul style="list-style-type: none"> <li>• <b>Economic Boon:</b> Tourism at Lake Tahoe is a significant tailwind for Douglas County. The region attracts visitors from around the world, leading to a robust tourism industry that bolsters the local economy. This includes revenue from the new event center, hotels, restaurants, outdoor activities, and cultural attractions.</li> <li>• <b>Job Opportunities:</b> The tourism sector generates numerous job opportunities for local residents. These jobs span various roles, from hospitality and recreation to retail and entertainment, contributing to employment stability within the county.</li> <li>• <b>Economic Diversification:</b> Tourism diversifies the county's economic base. The influx of tourists throughout the year provides a steady stream of income, reducing dependence on specific industries and creating resilience in the face of economic fluctuations.</li> <li>• <b>Promotion of Natural Beauty:</b> The appeal of Lake Tahoe as a tourist destination encourages the preservation of the region's natural beauty. The community recognizes the importance of maintaining pristine landscapes, which benefits both residents and visitors alike.</li> </ul> <p><b>Geographic Location</b></p> <ul style="list-style-type: none"> <li>• <b>Scenic Beauty:</b> Douglas County's geographic location in the Sierra Nevada mountains offers breathtaking scenic beauty. The proximity to Lake Tahoe, alpine landscapes, and outdoor recreational opportunities draws residents and tourists seeking a high quality of life and leisure activities.</li> <li>• <b>Outdoor Recreation Hub:</b> The County's location near national forests and wilderness areas positions it as an outdoor recreation hub. Activities such as hiking, skiing, boating, and fishing contribute to a healthy and active lifestyle for residents.</li> </ul>





Threats (Headwinds)	Trends (Tailwinds)
<p><b>Organizational Sustainability</b></p> <ul style="list-style-type: none"> <li>• <b>Financial Sustainability:</b> The County must increase financial stability to fund essential services and infrastructure projects. Sustainable budgeting practices are needed to ensure long-term fiscal health.</li> <li>• <b>Environmental Sustainability:</b> Environmental concerns, such as conservation and responsible land management, play a significant role in maintaining the County's sustainability. Balancing development with conservation is a key challenge.</li> <li>• <b>Community Engagement:</b> Building and sustaining a robust and engaged community is vital for long-term organizational sustainability. Involving residents in decision-making processes and initiatives fosters a sense of ownership and commitment.</li> </ul> <p><b>Cost of Infrastructure</b></p> <ul style="list-style-type: none"> <li>• <b>Infrastructure Maintenance:</b> The cost of maintaining and upgrading critical infrastructure is a concern. Aging infrastructure requires ongoing investment.</li> <li>• <b>Funding Sources:</b> Identifying sustainable funding sources for infrastructure projects is challenging. Balancing infrastructure needs with budgetary constraints is a complex task.</li> <li>• <b>Quality of Life:</b> The cost of infrastructure projects directly impacts the quality of life for residents. Addressing infrastructure needs efficiently contributes to safer roads, better water resources, and improved public services.</li> </ul>	<p><b>Geographic Location (Continued)</b></p> <ul style="list-style-type: none"> <li>• <b>Appeal for Residents:</b> The attractive geography of Douglas County plays a role in retaining residents and attracting newcomers who appreciate the natural surroundings and outdoor amenities. It fosters a sense of well-being and community connection.</li> <li>• <b>Strategic Business Location:</b> Northern Nevada is close to major markets, contains major shipping routes, and predominantly has existing transportation infrastructure.</li> </ul> <p><b>Stabilized Leadership</b></p> <ul style="list-style-type: none"> <li>• <b>Consistency in Governance:</b> A stable leadership within the county government ensures consistency in policymaking, decision implementation, and long-term planning. Residents benefit from predictable and reliable governance.</li> <li>• <b>Effective Decision-Making:</b> Stabilized leadership provides elected officials and administrators with the opportunity to gain experience and expertise. This can lead to more effective and informed decision-making.</li> <li>• <b>Engagement and Trust:</b> Continuity in leadership can foster trust and engagement between government and the community. Residents become familiar with their leaders, which can promote collaboration and open communication.</li> </ul> <p><b>Community Communications</b></p> <ul style="list-style-type: none"> <li>• <b>Information Sharing:</b> Effective community communications can serve as a tailwind by ensuring residents are well-informed about county initiatives, events, and services. This can be achieved through various channels, including websites, social media, mailers, and local newsletters.</li> <li>• <b>Engagement and Participation:</b> Transparent and accessible communication channels encourage community engagement and participation. Residents are more likely to get involved in local projects and initiatives when they are informed and have a platform to voice their opinions.</li> <li>• <b>Building a Stronger Community:</b> Robust community communications help build a sense of unity and connectedness among residents. It fosters a shared identity and pride in Douglas County, promoting a stronger and more resilient community.</li> </ul>

# OUR VISION

Our aspiration and desired future state (the impact we will have)



## Our Vision

### ***Our vision is...***

To foster constructive and respectful conversation, elevate the quality of life, preserve our rural legacy and natural resources, deliver exceptional service, and support a thriving and sustainable community.

# STRATEGIC OBJECTIVES



## Strategic Objectives

What are the key areas of focus to achieve our vision?

We will achieve our vision by focusing on the following four areas:



**Balanced Growth & Infrastructure**



**Preserving Douglas County's Natural Beauty & Rural Character**



**Serving Our Community (with Quality County Services)**



**Enhancing Residents' Quality of Life**



## Strategic Framework / Plan Alignment

How the plan is organized and aligned. Cascading from the big, bold vision and strategic goals (WHERE) to the WHAT and HOW.

Level		Planning Element & Definition	Accountability/Owner	Time Frame
1	Where (overall)	Strategic Objectives	BOCC	5 Years
1.1	What (overall)	County Goals and Community Indicators/KPIs	County Manager, Department Heads, Town Managers & Elected Officials	3-5 Years; reviewed annually before the budget process
1.1.1	What (this year)	Initiatives	Managers	~ 1 Year; reviewed annually before the budget process
1.1.1.1	How	Major Milestones	Managers	3-12 months



# BALANCED GROWTH & INFRASTRUCTURE

## What Success Will Look Like:

- Douglas County strikes a balance between controlled growth and preservation. We encourage responsible development in appropriate areas while protecting open spaces and agricultural lands to maintain the small-town feel that we cherish while ensuring a sustainable future for all.
- Douglas County envisions a future where our community benefits from well-maintained roads and efficient stormwater management.
- Douglas County offers diverse housing options for all residents. We aim to provide housing for families and establish workforce housing solutions.

## Our Why:

- To be good stewards of County assets.
- To mitigate negative impacts of growth on the community and make growth work for the benefit of all.
- To maintain quality of life and rural character.
- To address deficiencies with infrastructure and County policies such as housing, traffic, stormwater, roads, and demand on natural resources.

## Background & Rationale

### Key trends, data, impacting “why now”

Douglas County is the fifth largest county in Nevada. The 2010 population was 46,997 and has seen a growth of 6.89 percent since that time—50,235 estimated today. Population expansion, along with robust tourism (56.2 percent room tax collection increase since 2021 including South Shore hotel-casino area at Lake Tahoe), has brought about considerable stress to infrastructure and natural resources, along with



development challenges. Since the prior strategic plan was adopted, the average resident age has increased, interest rates and monetary inflation have risen, housing prices have drastically increased, and tourism has evolved.

The County recognizes the importance of proactively managing development while simultaneously addressing critical infrastructure and service needs. This approach is particularly pressing now as the region grapples with increasing traffic congestion, necessitating key projects to improve transportation systems. Furthermore, the updates are essential to ensure that the county's infrastructure and its workforce can adequately support a growing community while also preserving valuable open spaces and agricultural lands, which are also vital to stormwater systems. These updates are indispensable in creating a thriving and sustainable community in Douglas County, making it imperative to act promptly and effectively.

## Strategic Shifts

### What will we shift/do differently to achieve the goal?

1. Take full advantage of methods to incentivize open space.
2. Use the strategic plan to drive budget allocations, reducing the need for supplemental funding requests and allowing greater prioritization of Board priorities.
3. Proactively manage growth and direct development.
4. Leverage County resources and funding to meet strategic goals and objectives.

## Principles Guiding our Growth

- **We will be proactive about managing growth.** Reactive equals unmanaged, no proper infrastructure, not fiscally sustainable, doesn't connect to infrastructure, not working for us.
- **We will only build with a plan for ongoing maintenance.**
- **We will identify the right types of development in the right locations.** Focus equals mixed use of appropriate housing types to meet the needs of the community, outside of flood plains, and in receiving areas.
- **We will incentivize additional open space over required amounts, using enhanced TDRs.**
- **New growth is encouraged to be sustainable and connect to existing public infrastructure.**



## County Goals Overview

### What outcomes will we achieve in the next 5 years to reach our Objectives?

1. **RESPONSIBLE GROWTH:** Ensure responsible growth to foster a vibrant and sustainable future for generations to come.
2. **ROADS, TRAFFIC, AND TRANSPORTATION:** Build roads and infrastructure for residents to ease traffic for commuters and allow safe transportation to destinations in the County.
3. **MANAGED STORMWATER:** Adopt and implement the Stormwater Master Plan.
4. **FINANCIAL SUSTAINABILITY:** Develop and sustain a comprehensive long-term financial strategy, forecasting revenues and expenses for all significant funds over a minimum of five years.
5. **WATER & SEWER:** Set policies and requirements for new development to ensure water and sewer accessibility for future generations, in partnerships with towns, districts, and partner agencies.
6. **BUSINESS AND ECONOMIC DEVELOPMENT:** Revitalize existing business districts and encourage new economic vitality by making Douglas County more business friendly.



# County Goals & Initiatives

<b>County Goals</b> What do we want to achieve?	<b>2023 Actual</b> Where are we today?	<b>2030 Target</b> Where do we want to go?	<b>Draft Initiatives</b> How will we do it?
<p><b>RESPONSIBLE GROWTH:</b></p> <p>Ensure responsible growth to foster a vibrant and sustainable future for generations to come.</p>	<ul style="list-style-type: none"> <li>• 2 percent growth rate</li> </ul>	<ul style="list-style-type: none"> <li>• 2 percent growth rate</li> <li>• Increase overall assessed value</li> <li>• Right types of development, right location</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Balanced Density:</b> Explore incentives, fees, or new policy to balance density with open space.</li> <li>2. <b>Infrastructure:</b> Incentivize developers to connect to existing infrastructure.</li> <li>3. <b>Title 20:</b> Update Title 20 to clarify current and processes and regulations, and address priorities identified in the strategic plan.</li> <li>4. <b>Housing Needs Assessment:</b> Define an appropriate proportion of housing types including workforce housing options for the region. Identify appropriate locations and incentivize workforce housing.</li> </ol>
<p><b>ROADS, TRAFFIC, AND TRANSPORTATION:</b></p> <p>Build roads and infrastructure for residents to ease traffic for commuters and allow safe transportation to destinations in the county.</p>	<ul style="list-style-type: none"> <li>• Monitoring traffic as developments are proposed</li> <li>• Unmaintained, unfunded local roads</li> </ul>	<ul style="list-style-type: none"> <li>• Interconnectivity, a walkable community</li> <li>• Increase parking availability and public transit at the Lake</li> <li>• Maintained, funded local roads</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Intersection Improvement:</b> Update intersections to improve traffic flows through monitoring and assessment for Transportation Plan update.</li> <li>2. <b>Parking:</b> Prepare a feasibility report for paid parking in the Tahoe Basin.</li> <li>3. <b>Road Maintenance &amp; Development:</b> Prepare a feasibility report for Road Maintenance Districts.</li> <li>4. <b>Enhance Transit Services:</b> Expand transit services in the valley and at the lake. Promote transit-trail interconnectivity.</li> </ol>





<p><b>MANAGED STORMWATER:</b> Adopt and implement the Stormwater Master Plan.</p>	<ul style="list-style-type: none"> <li>Stormwater maintenance program funded through transfer of general fund</li> </ul>	<ul style="list-style-type: none"> <li>Impact fee, utility fee or funding district to fund operations and capital projects</li> </ul>	<ol style="list-style-type: none"> <li><b>Master Plan:</b> Adopt, implement, and communicate the stormwater Master Plan, include funding strategy.</li> <li><b>Reduce Pollutants:</b> Identify additional strategies to reduce pollutants from residential, commercial, and industrial development from entering surface waters in Douglas County.</li> <li><b>Transfer Development Rights Program:</b> Partner with landowners to incentivize conservation and solve stormwater problems.</li> </ol>
<p><b>FINANCIAL SUSTAINABILITY:</b> Develop and sustain a comprehensive long-term financial strategy, forecasting revenues &amp; expenses, and external variables for all significant funds over a minimum of five years.</p>	<ul style="list-style-type: none"> <li>Ad-hoc program funding</li> </ul>	<ul style="list-style-type: none"> <li>Strategic resource allocation</li> <li>Forecast long-term revenue and expenses</li> <li>Develop comprehensive view of revenue sources by region</li> </ul>	<ol style="list-style-type: none"> <li><b>Long-Term Financial Plan:</b> Complete a long-term financial plan. Include a comprehensive breakdown of revenue sources by region and projected costs by service. Forecast anticipated impact of economic conditions on long-term revenue sources.</li> <li><b>Cost Recovery:</b> Where possible, set fees to recover costs for services.</li> </ol>
<p><b>WATER &amp; SEWER:</b> Set policies and requirements for new development to ensure water and sewer accessibility for future generations, in partnerships with towns, districts, and partner agencies.</p>	<ul style="list-style-type: none"> <li>Serving developments within 2,000 feet of service line</li> </ul>	<ul style="list-style-type: none"> <li>Connect residents to municipal utility service providers where possible</li> </ul>	<ol style="list-style-type: none"> <li><b>Municipal Connectivity:</b> Develop policy and create incentives for projects to connect to infrastructure.</li> <li><b>USGS Water Report:</b> Complete the USGS Water Report. Use findings to develop a water master plan and update the water conservation plan.</li> <li><b>USGS Nitrate Report:</b> Implement strategies from USGS Nitrate Report to reduce further nitrate contamination.</li> </ol>
<p><b>BUSINESS AND ECONOMIC DEVELOPMENT:</b> Revitalize existing business districts and encourage new economic vitality by making Douglas County more business friendly.</p>	<ul style="list-style-type: none"> <li>Negative perception: "Difficult to do business in Douglas County"</li> </ul>	<ul style="list-style-type: none"> <li>Douglas County staff are accessible and available to business community</li> <li>Streamlined permit processes</li> <li>Revitalized downtowns</li> </ul>	<ol style="list-style-type: none"> <li><b>Business Districts:</b> Support efforts to revitalize downtown and main street areas consistent with plans for prosperity and community area plans in valley and at the Lake.</li> <li><b>Enhance Customer Service:</b> Create a business toolkit for new businesses and streamline permitting processes.</li> <li><b>Workforce Development:</b> Support organizations like JOIN, DCSD, WNC, and UNR in workforce-development initiatives.</li> </ol>



# PRESERVING DOUGLAS COUNTY'S NATURAL BEAUTY & RURAL CHARACTER

## What Success Will Look Like:

We envision Douglas County as a steward of its natural environment, culture, and heritage. Our commitment is to maintain open spaces and to protect ranches, farms, and our small-town atmosphere. We aim to promote responsible tourism; protect and enhance access to federal land, lakes, and rivers; and preserve heritage through relationship building.

## Our Why:

- Preserve history and natural resources.
- "Leave a Legacy" for future generations.
- Encourage sustainable tourism.
- Be good stewards of the natural environment.
- Preserve heritage through relationship building.

## Background & Rationale

### Key trends, data, impacting "why now"

Douglas County covers an approximate area of 751 square miles and has elevations ranging from a low of 4,625 feet on the valley floor to a high of 9,500 feet at East Peak. It accounts for 13 percent of Lake Tahoe's 72-mile shoreline.

Douglas County desires to preserve its natural beauty and rural character through responsible growth. Concerns about environmental impacts—such as changes in water levels and the threat of natural disasters—necessitate protection of vital natural resources. Additionally, there is a shared concern that the county is losing its heritage and culture. To address these challenges, it is imperative to focus on preserving ranching and agriculture uses, scenic vistas, and our diverse history, all of which are integral to the County's character. Moreover, there is a growing inclination to reevaluate and potentially amend development ordinances



and design infrastructure to maximize and safeguard the County's open spaces, distinctive downtowns, rural identity, and intrinsic natural beauty.

## Strategic Shifts

### What will we shift/do differently to achieve the goal?

1. Respect and enforce limits on resources (infrastructure, land, water, etc.).
2. Enhance relationships with the Washoe Tribe of Nevada and California and community organizations.
3. Increase investment in transportation and alternative transportation solutions.
4. Protect and enhance access to federal lands, lakes, and rivers; and invest in agriculture, open spaces, conservation easements, and parks.
5. Promote culture and heritage by investing in a performing arts center and implementing the Douglas County public arts program.
6. Encourage partner agencies to promote responsible, sustainable tourism in Carson Valley and the Tahoe Basin.

## County Goals Overview

### What outcomes will we achieve in the next 5 years to reach our Objectives?

1. **OPEN-SPACE PRESERVATION:** Strengthen incentive programs and support passage of Douglas County Lands Bill to preserve open space.
2. **PRESERVE HERITAGE AND CULTURE:** Promote awareness of history and culture through partnerships with community organizations.
3. **PROTECT ACCESS TO FEDERAL LANDS, LAKES, AND RIVERS:** Enhance access to federal lands and the Carson River through Douglas County river parks, in partnership with federal agencies and private property owners.
4. **RESPONSIBLE AND SUSTAINABLE TOURISM:** Promote eco-tourism through access to responsible tourism and recreation education.
5. **RURAL CHARACTER AND DISTINCTIVE DOWNTOWNS:** Partner with the towns and GIDs to create vibrant main streets and pursue land uses and policies that support traditional neighborhood character.



## County Goals & Initiatives

<b>County Goals</b> What do we want to achieve?	<b>2023 Actual</b> Where are we today?	<b>2030 Target</b> Where do we want to go?	<b>Draft Initiatives</b> How will we do it?
<p><b>OPEN-SPACE PRESERVATION:</b> Strengthen incentive programs and support passage of Douglas County Lands Bill to preserve open space.</p>	<ul style="list-style-type: none"> <li>• Successful TDR program</li> <li>• Securing conservation easements</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced Transfer of Development Rights (TDR) Program</li> <li>• Pass Douglas County Lands Bill</li> <li>• Strong partnership with ag community on open space plan, funding, and initiatives</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Ag Partnership:</b> Identify opportunities for open-space conservation and flood mitigation projects.</li> <li>2. <b>Support Agriculture Initiatives:</b> Develop programs that benefit the ag community, including pollinator habitats.</li> <li>3. <b>Open Space Plan:</b> Update the Open Space Plan (Master Plan Action A-2) and identify funding sources.</li> <li>4. <b>Open Space Land Trust:</b> Investigate creating an Open Space Land Trust to facilitate planning and implementation of an Open Space Acquisition Program.</li> <li>5. <b>TDR Program:</b> Enhance the TDR program to further incentivize open-space conservation.</li> </ol>
<p><b>PRESERVE HERITAGE AND CULTURE:</b> Promote awareness of history and culture through partnerships with community organizations.</p>	<ul style="list-style-type: none"> <li>• Losing history and culture</li> </ul>	<ul style="list-style-type: none"> <li>• Promote awareness of history and culture</li> <li>• Strong community partnerships to protect and preserve history and culture</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Public Art:</b> Install public art related to community heritage and culture on County facilities.</li> <li>2. <b>Build Relationships:</b> Partner with community organizations and the Washoe Tribe of Nevada and California to enhance awareness of history and culture through educational programs.</li> </ol>
<p><b>PROTECT ACCESS TO FEDERAL LANDS, LAKES, AND RIVERS:</b> Enhance access to federal lands and the Carson River through Douglas County river parks, in partnership with federal agencies and private property owners.</p>	<ul style="list-style-type: none"> <li>• Access to federal lands facing restriction</li> </ul>	<ul style="list-style-type: none"> <li>• Enacted Lands Bill</li> <li>• Protected and enhanced access to federal lands</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Lands Bill:</b> Pass the Douglas County Lands Bill.</li> <li>2. <b>Protect Public Lands Access:</b> Present to the congressional delegation the adopted Douglas County Trails Plan to preserve and enhance access to federal lands.</li> </ol>



**RESPONSIBLE AND SUSTAINABLE TOURISM:**

Promote eco-tourism through access to responsible tourism and recreation education.

- Multiple entities with separate visions and plans
- Minimal connectivity with trails program and public-transit program
- No events center in Carson Valley

- Events center in Carson Valley
- Education program for tourists to recreate and use public lands responsibly
- Robust and interconnected trails and transit system
- Aligned and shared vision for recreation and responsible tourism

1. **Public Transit:** Partner with agencies at the lake to enhance public transit specific to tourism in Tahoe Basin.
2. **Trails Plan:** Approve and implement the Trails Plan to increase trail head access and Lake Tahoe access.
3. **Event Facilities:** Evaluate the feasibility of equestrian and event facilities in the Carson Valley.
4. **Eco-Tourism:** Partner with visitor authorities, TRPA, and other appropriate agencies to help promote eco-tourism and visitor education initiatives.

**RURAL CHARACTER AND DISTINCTIVE DOWNTOWNS:**

Partner with the towns and GIDs to create distinctive main streets and pursue land uses and policies that support traditional neighborhood character.

- Adopted Valley Vision
- Adopted town design guidelines
- Incorporated Minden and Gardnerville Plan for Prosperity into the Master Plan

- Expanded partnerships with towns and GIDs
- Constructed Muller Parkway
- Distinctive downtowns
- Neighborhoods with rural character

1. **Valley Vision:** Advance strategic priorities related to the Valley Vision.
2. **Plan for Prosperity:** Support Minden and Gardnerville in the implementation of the Plan for Prosperity. Apply design standards of the towns to development.
3. **Muller Parkway:** Complete Muller Parkway and work with the towns to plan street-scape and other improvements downtown consistent with the Valley Vision.



# SERVING OUR COMMUNITY

## What Success Will Look Like:

Douglas County embraces a spirit of community engagement, inclusivity, and collaboration. We aim to foster a family-friendly environment, offer strong community services, and maintain respectful community relationships.

Douglas County employees are respected and valued by residents and stakeholders. They are highly trained and dedicated to providing exceptional service in a manner that promotes open communication and public trust.

## Our Why:

- Foster a thriving, prepared, and resilient community.
- Provide consistent, quality service.
- Conduct respectful, transparent, and timely communication.
- Collaboration among agencies and stakeholders prevents gaps in service delivery and results in better outcomes.

## Background & Rationale

### Key trends, data, impacting “why now”

The County plays a crucial role in providing leadership and essential services to its residents while striving to create an exceptional environment to live, work, and play. To achieve these goals, it is essential to address several key areas. Employee recruitment, professional development, and retention are critical to maintaining a quality workforce. Modernized judicial and public-safety facilities, emergency-communication services, and increased collaboration between public-safety agencies results in a more prepared and resilient community. Enhanced access to quality, reliable healthcare with a focus on mental- and behavioral-health programs are essential to maintaining a healthy lifestyle. Fostering effective communication and community engagement are key components for understanding and addressing residents' needs and increasing public trust.



Douglas County prizes its employees and aims to develop a workforce that serves and is valued by the community. Similar to the public sector at large, Douglas County is experiencing significant challenges with respect to an aging workforce reaching retirement eligibility, which is compounded by increased turnover in positions across the board. In addition, traditional recruitment and retention methods are no longer effective. The number of applications for open positions is down, and the hiring of new positions is not keeping pace with the rate of separations.

To attract and retain high-quality public servants dedicated to providing exceptional service and building community confidence, it is important for the County to periodically assess the human capital needs of the organization and evaluate the County's compensation philosophy to ensure it is aligned with the organization's strategic objectives. These objectives include investing in County staff and building talent from within, reinforced through a performance evaluation and compensation system that is tied to strategic goals and is fiscally sustainable.

## Strategic Shifts

### What will we shift/do differently to achieve the goal?

1. Leverage our political influence at the state legislature.
2. Improved internal and cross-departmental communication.
3. Targeted hiring to fill critical skill and talent gaps (not just job positions).
4. Optimize communication channels to better connect with the public.
5. Empower community self-service in emergency preparedness.
6. One unified Douglas County voice.

## County Goals Overview

### What outcomes will we achieve in the next 5 years to reach our Objectives?

1. **PROFESSIONAL DEVELOPMENT:** Retain talent through a focus on mentoring, professional development, and continuity-of-operations planning.
2. **RECRUITMENT AND RETENTION:** Widen our recruitment funnel to attract top-tier talent for open roles while retaining quality employees.
3. **PUBLIC SAFETY AND JUDICIAL SYSTEM:** Modernize emergency operations, increase collaboration between public-safety entities, and support implementation of the judiciary strategic plan.
4. **RESILIENT COMMUNITY:** Support and empower the community to prepare for emergency situations.
5. **PUBLIC HEALTH:** Build partnerships to support residents in obtaining quality, reliable healthcare, with a focus on mental health and behavioral health programs.



6. **PUBLIC FACILITIES:** Centralize County operations to make it easier for residents to access services.
7. **COMMUNICATION:** Increase public trust by being *the* source of reliable, transparent, and accurate County Information.





## County Goals & Initiatives

<b>County Goals</b> What do we want to achieve?	<b>2023 Actual</b> Where are we today?	<b>2030 Target</b> Where do we want to go?	<b>Draft Initiatives</b> How will we do it?
<p><b>PROFESSIONAL DEVELOPMENT:</b>                      Retain talent through a focus on mentoring, professional development, and continuity-of-operations planning.</p>	<ul style="list-style-type: none"> <li>Siloed departments</li> <li>High turnover of employees with less than five years of service</li> <li>No mentorship programs or clear paths to advancement</li> </ul>	<ul style="list-style-type: none"> <li>Increased retention of employees with less than five years of service</li> <li>Robust training and development programs focused on growth of key attributes for success</li> <li>Understanding the needs and strengths of our current workforce</li> </ul>	<ol style="list-style-type: none"> <li><b>Training:</b> Use needs assessment to expand and enhance training and skills development opportunities at all levels of the organization including onboarding and orientation.</li> <li><b>Mentoring:</b> Develop and implement a mentoring program.</li> <li><b>Employee Engagement:</b> Implement regular employee benchmark surveys and host feedback sessions to understand employee sentiment, concerns, and organization culture.</li> <li><b>Assess Human Capital Needs:</b> Conduct a human capital needs assessment to plan for and develop capable leaders, build workforce skills, and drive performance in alignment with strategic vision.</li> <li><b>Succession Planning:</b> Develop continuity of operations and succession plans for departments. Identify and enhance training and competency development for technical, hard-to-recruit positions to strengthen career paths.</li> </ol>
<p><b>RECRUITMENT AND RETENTION:</b>                      Widen our recruitment funnel to attract top-tier talent for open roles while retaining quality employees.</p>	<ul style="list-style-type: none"> <li>20-25 percent vacancy rate</li> <li>Interest in County positions is declining</li> </ul>	<ul style="list-style-type: none"> <li>Decreased vacancy rate</li> <li>Interest in County positions increased</li> </ul>	<ol style="list-style-type: none"> <li><b>Talent Attraction:</b> Position Douglas County as a quality employer, attracting top talent and exploring new recruitment marketing campaigns to showcase our culture, values, and career opportunities.</li> <li><b>Recruitment Avenues:</b> Explore partnerships with universities to recruit specific to needed experience and skills.</li> </ol>
<p><b>PUBLIC SAFETY AND JUDICIAL SYSTEM:</b>                      Modernize emergency operations, increase collaboration between public-safety entities, and support implementation of the judiciary strategic plan.</p>	<ul style="list-style-type: none"> <li>In-house Emergency Management</li> <li>Public safety agencies and judicial system well-respected</li> </ul>	<ul style="list-style-type: none"> <li>Modernized radio infrastructure and a sustainable maintenance plan</li> <li>Increased collaboration with public-safety agencies</li> </ul>	<ol style="list-style-type: none"> <li><b>Radio Infrastructure:</b> Complete phase one of the radio structure, including identifying funding source.</li> <li><b>EOC Complex:</b> Identify a location for EOC/safety complex.</li> <li><b>Judiciary Strategic Plan Implementation:</b> Support the implementation of the judiciary strategic plan.</li> </ol>



<p><b>RESILIENT COMMUNITY:</b></p> <p>Support and empower the community to prepare for emergency situations.</p>	<ul style="list-style-type: none"> <li>Existing emergency operations plan</li> <li>Perimeter</li> </ul>	<ul style="list-style-type: none"> <li>In-person outreach and education</li> <li>Using volunteer/HOA/ community groups</li> <li>Empowered and prepared residents</li> </ul>	<ol style="list-style-type: none"> <li><b>Evacuation Planning:</b> Complete evacuation plan for Lake Tahoe, including plan for vulnerable populations.</li> <li><b>Communication Campaign:</b> Develop and launch a community preparedness and emergency communications campaign.</li> </ol>
<p><b>PUBLIC HEALTH:</b></p> <p>Build partnerships to support residents in obtaining quality, reliable healthcare, with a focus on mental health and behavioral health programs.</p>	<ul style="list-style-type: none"> <li>Quad-county public health partnership</li> <li>Hospital expansions in valley and at lake</li> </ul>	<ul style="list-style-type: none"> <li>More behavioral health and Mental Health services and outreach</li> <li>A thriving community with a collaborative approach to resident wellbeing</li> </ul>	<ol style="list-style-type: none"> <li><b>Community Partnerships:</b> Engage partners to explore information and resource sharing. Foster collaborative approaches to contribute to the collective wellbeing of residents.</li> <li><b>Mental and Behavioral Health:</b> Update Community Health Needs Assessment and work with partners to provide mental- and behavioral-health services.</li> </ol>
<p><b>PUBLIC FACILITIES:</b></p> <p>Centralize County operations to make it easier for residents to access services.</p>	<ul style="list-style-type: none"> <li>Land purchased and under contract with CMAR for Justice Center</li> </ul>	<ul style="list-style-type: none"> <li>Established plan for public facilities including funding allocation</li> <li>Constructed justice center</li> </ul>	<ol style="list-style-type: none"> <li><b>Justice Center:</b> Complete construction and remodel of the Justice Center/JLEC.</li> <li><b>Facilities Plan:</b> Plan for operational needs of County offices and phase II for governmental services facilities at Buckeye.</li> </ol>
<p><b>COMMUNICATION:</b></p> <p>Increase public trust by being <i>the</i> source of reliable, transparent, and accurate County Information.</p>	<ul style="list-style-type: none"> <li>Siloed</li> <li>No designated staff for the website</li> <li>Public reports low trust in transparency and approachability</li> <li>Reactive</li> </ul>	<ul style="list-style-type: none"> <li>Increased public trust</li> <li>Recognized as the reliable source of accurate info</li> <li>Improved public engagement process</li> <li>Proactive and educational</li> </ul>	<ol style="list-style-type: none"> <li><b>Streamlined Information:</b> Develop and implement a process to streamline information sharing between Douglas County departments and the public.</li> <li><b>Improve Communication Tools:</b> Improve website usability and update processes for content workflow refocusing on maintenance, consistency, branding, and usability.</li> <li><b>Engagement:</b> Provide opportunities to engage stakeholders and community groups in decision-making.</li> </ol>



# ENHANCING RESIDENTS' QUALITY OF LIFE

## What Success Will Look Like:

Our vision is an engaged and inclusive multigenerational community that embraces diverse backgrounds, fostering an environment of respect and unity. Our residents have access to a variety of indoor and outdoor recreational opportunities and a vibrant public-arts program through a robust transportation network. Individuals of ages and abilities are supported through a broad spectrum of services.

## Our Why:

- To make Douglas County a great place to live, work and play.
- To expand outdoor recreation, culture, and performing arts.
- Support a vibrant public-arts program.
- All residents feel valued and supported by their local government.

## Background & Rationale

### Key trends, data, impacting “why now”

Douglas County offers a high quality of living. Comparable data of Douglas County to national figures: life expectancy is 3.2 years older (80.7); the business growth rate is 11 percent, 3.3 percent higher; population within .5 miles of a park or open space is 64 percent versus 18 percent; the median home price is \$650,000 versus \$416,100.

To maintain this high quality of life for residents, the County has a commitment to enhance existing programs and services. This extends to various crucial aspects, including bolstering youth and senior programs, enhancing transportation infrastructure, and promoting recreational opportunities and community partnerships. In addition to these priorities, there is a growing emphasis on enriching the local arts and culture, capitalizing on the Minden-Tahoe Airport as an integral asset and further fostering access to community resources at facilities including the Douglas County Community Centers and Public Library.



## Strategic Shifts

### What will we shift/do differently to achieve the goal?

1. Address aging community and behavioral health needs.
2. Increase recreation with an emphasis on family activities.
3. Partner with transportation providers for additional, reliable, transit options.
4. Invest in cultural performing arts and public art.
5. Foster community-building initiatives, programs, facilities, and services that bring together people of all ages.

## County Goals Overview

### What outcomes will we achieve in the next 5 years to reach our Objectives?

1. **OUTDOOR RECREATION:** Increase opportunities and access for residents of all ages and abilities to enjoy outdoor recreation in the county.
2. **INDOOR RECREATION:** Enhance indoor recreation options and access for residents of all ages and abilities.
3. **SENIOR SERVICES:** Increase the scope and reach of senior programs, such as expansion to mental-health services and services within the Tahoe Basin.
4. **TRANSPORTATION:** Encourage walk and ride alternatives through public/private transportation partnerships to expand transportation options.
5. **COMMUNITY-WIDE EXTENDED SERVICES:** Allocate resources to assist the Minden-Tahoe Airport and the Library with achieving their strategic goals where appropriate.
6. **PUBLIC ART:** Develop a partnership between public, private, and community organizations to create a vibrant public-arts program.



## County Goals & Initiatives

<b>County Goals</b> What do we want to achieve?	<b>2023 Actual</b> Where are we today?	<b>2030 Target</b> Where do we want to go?	<b>Draft Initiatives</b> How will we do it?
<p><b>OUTDOOR RECREATION:</b></p> <p>Increase opportunities and access for residents of all ages and abilities to enjoy outdoor recreation in the county.</p>	<ul style="list-style-type: none"> <li>Great parks, trails, and camping</li> <li>Access to federal lands</li> <li>Lack of events facility in the Carson Valley</li> </ul>	<ul style="list-style-type: none"> <li>Increased trail connectivity and camping options</li> <li>Expanded fairgrounds and river access</li> <li>Outdoor events facility in Carson Valley</li> </ul>	<ol style="list-style-type: none"> <li><b>Trails Plan:</b> Implement priorities from the 2023 Trails Plan.</li> <li><b>Equestrian Events Center:</b> Assess the need for and feasibility of an equestrian facility and fairground improvements (camping).</li> <li><b>River Parks:</b> Apply for state and federal funds to develop the County's river parks to enhance access to the East Fork of the Carson River.</li> </ol>
<p><b>INDOOR RECREATION:</b></p> <p>Enhance indoor recreation options and access for residents of all ages and abilities.</p>	<ul style="list-style-type: none"> <li>Events center at the lake</li> <li>Community centers (3) and fairgrounds</li> </ul>	<ul style="list-style-type: none"> <li>Prosperous events center at the Lake</li> <li>Cultural Performing Arts Center</li> <li>Enhanced family events</li> </ul>	<ol style="list-style-type: none"> <li><b>Lake Events Center:</b> Support and partner with the Visitors Authority to promote and build awareness of the events center at the Lake.</li> <li><b>Cultural and Performing Arts Center:</b> Assess the need for and feasibility of a cultural and performing arts center.</li> <li><b>Family Events:</b> Enhance family-related events and activities at the community centers.</li> </ol>
<p><b>SENIOR SERVICES:</b></p> <p>Increase the scope and reach of senior programs, such as expansion to mental-health services and service within the Tahoe Basin.</p>	<ul style="list-style-type: none"> <li>Robust senior services programs accessible at designated locations</li> </ul>	<ul style="list-style-type: none"> <li>Increased program participation</li> <li>More mental health services</li> <li>Expanded senior services to Tahoe Basin at Kahle Community Center</li> </ul>	<ol style="list-style-type: none"> <li><b>Enhance Services:</b> Assess the specific needs for mental health and in-home services. Implement recommendations.</li> <li><b>Housing:</b> Access the need for senior housing per HUD and Medicaid funding/waivers.</li> <li><b>Dining:</b> Expand congregate dining in satellite facilities at the Lake.</li> <li><b>Engagement:</b> Increase awareness of services and available to seniors.</li> </ol>
<p><b>TRANSPORTATION:</b></p> <p>Encourage walk and ride alternatives through public/private transportation partnerships to expand transportation options.</p>	<ul style="list-style-type: none"> <li>Under utilized public-transit system</li> <li>Limited routes for transportation</li> </ul>	<ul style="list-style-type: none"> <li>Increased usability of public-transit</li> <li>Trail connectivity</li> <li>Walkable community</li> </ul>	<ol style="list-style-type: none"> <li><b>Walking Campaign:</b> Develop and launch campaign for walk and ride as preferred transit.</li> <li><b>Enhance Transit Options:</b> Assess transit needs of the community and use findings to develop and implement new trails, routes, and alternative transit options.</li> </ol>



<p><b>COMMUNITY-WIDE EXTENDED SERVICES:</b></p> <p>Allocate resources to assist the Minden-Tahoe Airport and the Library with achieving their strategic goals where appropriate.</p>	<ul style="list-style-type: none"> <li>• Airport Master Plan is due for an update</li> <li>• Airport is a potentially underutilized asset</li> <li>• The library needs space and additional materials</li> </ul>	<ul style="list-style-type: none"> <li>• Library is a trusted informational, educational, recreational, and cultural resource</li> <li>• Airport is thriving and integral asset</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Minden-Tahoe Airport:</b> Develop a thriving community for aviation users and businesses alike with planned and sustainable growth through the update of the Airport Master Plan.</li> <li>2. <b>Library:</b> Advance the library 's goal of becoming a trusted and definitive place for all people, as well as a primary gateway of educational, informational, recreational, and cultural activities.</li> </ol>
<p><b>PUBLIC ART:</b></p> <p>Develop a partnership between public, private, and community organizations to create a vibrant public-arts program.</p>	<ul style="list-style-type: none"> <li>• Minimal public arts program</li> </ul>	<ul style="list-style-type: none"> <li>• Vibrant public arts program with implementation of Art in Public Places Plan</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Public Arts Partnerships:</b> Develop an MOU with a local art-related non-profit organization to implement the recommendations from the newly adopted public arts program.</li> <li>2. <b>Art Funding:</b> Identify funding options to support public art, museums, and a cultural center.</li> </ol>



DOUGLAS COUNTY, NEVADA

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