



## BOARD OF COUNTY COMMISSIONERS

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### Memorandum

**To:** Board of County Commissioners  
**From:** Daniel C. Holler, County Manager  
**Date:** July 5, 2007  
**Re:** The State of Douglas County

#### Background

The State of the County report provides The State of the County report provides the Board an overview and assessment of a number of key areas and their status. Achievements, opportunities, concerns and current efforts in the areas of finances, operations, public relations, planning and inter-agency relationships are addressed. The report is being provided to the County Commissioners later in the year than previous ones, in part to allow for a better analysis of a number of the mention areas and due to completion of number major initiatives. The content of the report is also expanded over previous years to include greater discussion of non-financial issues.

The "State of the County" report has been provided to the Board since 2003. The initial report followed the economic down turn in FY 2001-02. The economic recovery that started in 2003, in the State and the Nation continued as expected through 2004 and 2005. The general outlook for the County improved each year until 2006 when the projection was for a slow down in economic activity, causing concerns to be expressed and the overall state of the County to be characterized as being "uncertain with signs of fiscal stress." This was born out over the fiscal year and represented the fiscal condition under which the FY 2007-08 budget was prepared. Going into FY 2006-07 there was a focus on preparing for the 2007 legislative session, completion of employee negotiations, the development of a growth management ordinance, economic development opportunities, and completion of the 10-year master plan update and other planning efforts. Concerns were expressed regarding the need to diversify revenues, to enhance technology, to enhance public safety efforts, address senior services and transportation programs, and to define and plan for County facility needs.

The economic slow down experienced in late 2006 has continued into 2007, with a sharp drop in housing activity. The tourism industry continues to be sluggish, but showing limited improvement. Retail development slowed, with a potential for new growth in FY 2007-08.

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Commercial and industrial development continue, but at a slower pace. The fundamentals put in place over the past few years are still there to support job growth. The softest part of the economy continues to be in the housing market.

The outlook for 2007 and for FY 2007-08 is for a continued soft local economy. The County is facing the need to expand its revenue base or face a greater level of fiscal stress and resulting impacts on County services. **The State of the County today is tenuous with limited opportunity.**

### **Douglas County's Financial Overview**

The strength and/or weakness of our economy are reflected in a number of key indicators. In preparing the budget for FY 2007-08 a number of concerns were noted regarding the County's revenue structure. From the previous year the County experienced a drop in sales tax, government services tax, a decline in building related revenues (i.e. building permit fees and recorders fees), a slight decline in room taxes, a decline in gaming revenues and flat gas tax revenues. Increase in property taxes, fines and forfeitures and interest earnings helped to offset part of the decline in other revenues. Overall, County revenues declined from the FY 2006-07 budget by 3.5% to FY 2007-08. The operating costs increased by 9.5%. The final budget was balanced using reserves to meet a number of operating requirements and required a substantial reduction in budget requests.

The use of reserves was authorized predicated on the adoption of three new revenue sources. This included a 25-cent per line charge for E-911 services. The adoption of a utility operator fee and the imposition of a business license tax were also authorized. The new revenues are critical if the County is to maintain existing levels of programs and services.

The economic challenges reflect a mix of factors impacting the fiscal stability of the County. The County's manufacturing and related industrial development slowed in FY 2006-07. There were small increases in the service industries. Construction was down with a sharp drop in permits for single-family homes falling from 545 to 162 for the comparable fiscal year period July - May.

The retail and commercial sectors grew at a slower pace as measured by a 1.2% increase in taxable sales in FY 2006-07. The current year taxable sales are down by 5.8% through March 2007. Our tourism industry continues to struggle and is an area of concern for economic growth. This is seen in the steady decline in room tax revenues over the past few years. Gaming win was up modestly in FY 2006-07, with gains of 4.02% in Tahoe and up 4.44% in the Carson Valley. However, gaming win through April 2007 is down at Tahoe by 5.7% and down in the Carson Valley by 2.06%. The Angora Fire in South Lake Tahoe will likely have a negative impact on related tourism revenues as we end FY 2006-07.

The strength of the County's economy has a direct impact on the budget and the ability to provide services. It is the stability and growth of the budget that translates into the ability to provide public services. This includes having attractive and appealing parks and recreational opportunities, meeting the needs of seniors (i.e. transportation, meals, and social activities),

feeling safe, wildland fire protection, clean neighborhoods, good schools, safe streets, efficient water and sewer systems, and job and housing opportunities - to note just a few of the attributes of what makes our community a great place.

## **Douglas County's Economy**

The financial health of Douglas County is tied directly to our economy. To understand our economy and the dynamics that work together to support government services, there are four broad areas to review. These include the development of primary jobs, the retail/commercial sector, tourism and hospitality industry, and the construction industry including both housing and commercial projects. The level of County Services also plays an import role in supporting each of our major economic sectors.

### **Primary Job Growth**

The development of primary jobs and related business activity is emerging as one of the County's strongest assets. The growth in a diversified wage base enhances the overall health of the local economy. To the extent that these wages are at or above the average wage, we find real growth in the quality, not just quantity, of economic growth. Growth in primary jobs will bring added wealth to a community by importing money into our economy. Wealth importing jobs usually include manufacturing, wholesale, transportation, mining, and agriculture. Tourism serves as a wealth generator, but the wage base is generally lower. Transfer payments may enhance the wealth of a community depending on if they are generated outside of the market area (i.e. retirement, social security, rents, dividends, interest, and medical payments). This is an area that benefits Douglas County. While we have seen some growth in this area, it does need more focus. We participated with NNDA and WNDD in the development of the NorthernNVison economic development strategy. It is now incumbent upon us to continue to see the various strategies implemented within Douglas County and the region as a whole. The most significant economic benefits come from the creation of new, well paying, wealth importing jobs.

A second tier level that may generate wealth includes financial services, insurance, real estate, and State and Federal government. The third level generally consists of retail, services, construction, and local government, all of which tends to be more reactive to the other wealth generators. As a service, health care may cross categories. To have an increasing viable economy, growth at all levels is necessary. Overall, average employment in the County increased slightly from 21,224 in 2005 to 21,360 in 2006. However, the unemployment rate also increased from 4.3% to 4.8%.

Growth in primary jobs will continue with the location of new firms and construction of facilities within our business parks. This past year a very limited amount of industrial/commercial space was reviewed by the County for construction. One major company is in the process of hiring and preparing for production that will enhance job growth. A few smaller companies are also in the process of opening in the County. The growth in primary jobs supports the development and expansion of other service related businesses and the retail sector.

The challenges facing Douglas County's ability to continue to support this level of new business investment includes the availability of a well-trained workforce, cost of comparable investment

in the region, affordability of the County as a place to live, and the availability of land. Continued investment in the County's infrastructure is also needed. If not addressed, our transportation/road system may become a limiting factor. Overall, the outlook is for limited and slow growth in the manufacturing and related businesses for FY 2007-08.

### **Retail/Commercial/Business**

The retail and commercial sector of our economy has gone through a significant change over the past 8 years. The development of national level retailers in north Douglas County has added a new dynamic to the local economy. The next significant step will be the development of additional land in north Douglas County expanding the area as a regional power center. An estimated 200,000 square feet of retail will be built over the next 18 months. A significant hotel-casino resort is also going through the approval process and if approved would add to the overall revenue projections for the North County area. The challenges to a successful development are substantial, including infrastructure needs, land assembly, increased competition and increasing interest rates. The County's growing reliance on sales tax revenues will continue to put pressure on bringing forward larger retail centered projects. Some smaller projects will also come forward within the Minden-Gardnerville area, with the potential for two larger projects to be considered and potentially started in FY 2007-08.

### **Tourism**

Tourism is still the County's single largest industry. Tourism represents 6 of our top 10 employers. The "leisure and hospitality" industry provides about 37% of our job base. The other 4 largest employers are GE/Bently, the School District, Wal-Mart and Douglas County. The single largest category for taxable sales is eating and drinking, generating 21% of total taxable sales. Nearly 100% of the room tax is generated from tourism, which has been declining or flat for the past few years.

The gaming establishments at Lake Tahoe dominate our tourism industry. However, the market includes other casinos, hotels, and restaurants providing for tourism's activity. Douglas County offers a number of other activities and attractions for visitors, such as: boating, fishing, hiking, biking, skiing, ballooning, soaring, golf, time-shares, off-roading, shooting, hunting, and a destination for special occasions and events. Even with everything Douglas County has to offer tourists, the industry is headed for difficult times. This is reflected in a continued drop in room tax revenues, and a lack of significant growth in key sales tax categories. The drop in room taxes reflects lower room rates and occupancy level. There is little ability to grow in the higher demand seasons due to a lack of hotel space. During the other 6+ months of the year, occupancies are consistently at a lower level. The Carson Valley has seen small increases in room tax revenues, but a decline in the number of rooms being rented.

Casino revenues drive our primary tourism market. The Tahoe market peaked in 2000 with \$352 million in gaming win. The win for FY 2006 was \$343,418,228. The market is relatively flat and faces a challenging future. The opening of Thunder Valley in California, and future planned Indian casinos in California, will continue to impact northern Nevada's gaming market.

The Carson Valley/Carson City gaming market has seen a steady increase in gaming win (\$124.7 million in FY06). However, the current year does not look as bright. The growth has been driven primarily through expansion of existing establishments. Expansions have placed greater pressure

on the local market with the ability to absorb gaming expansions becoming more difficult. The ability to fill hotel rooms is also more difficult, with occupancy rates slipping. The expansion of gaming in California will continue to place pressure on our smaller market, as well as Tahoe and Reno markets.

The County's role in addressing the drop in tourism is limited, but not without influence. Five responses regarding the decline in tourism have been discussed in the last 4 years. The most important element is working to develop Tahoe, along with the Carson Valley/Topaz areas as a "Destination". Lake Tahoe and Carson Valley have implemented aggressive campaigns to establish a "brand identity" for each location. The expansion of the destination resort concept outside of the summer and ski seasons is a significant challenge. This requires quality lodging, dining, and entertainment. People will need attractive and appealing reasons to come to our region, be that for hiking, biking, golfing, soaring, special events etc. The County has much more to offer in these areas but it will take both public and private investment. The overall experience will need to be one that they want to repeat.

Second is to continue to develop the concept of "Appointment Marketing". This means creating a specific event or entertainment experience that will attract a specific customer on an invitation basis. This may include a direct individual marketing effort or opening an event to the general public through marketing efforts. This may include selling a concert event, golf tournament, or specific activity (i.e. Eagles and Ag Tour, MAGIKO, Opening Day on the Lake). These types of events are growing but still lack investment dollars for promotion. In some cases a proper venue is also not available.

Third, the area needs to focus on creating a more dynamic general events calendar. Classic examples are the Celebrity Golf Tournament and the July 4<sup>th</sup> celebration. These events draw the local population, as well as people from out of the area. The key to developing new events is to coordinate the event with the time of year when the bed base (rooms rented) is not at full capacity. The goal is to give visitors a dynamic general calendar of events to attend each year during Lake Tahoe's "off" season. To be successful community support and involvement is needed.

Fourth, a strategic effort needs to be made to expand the bed base as a means of growing the number of customers available at any given time. One strategy is the development of time-shares or other tourist accommodations (campground, RV parks, etc.) to attract a broader range of visitors. These types of units bring in a different customer base and don't rely on the need to fill traditional hotel rooms throughout the year. Douglas County is lacking in outdoor accommodations. A general growth in the quality of the hotel bed base is also needed.

Finally, there is a need to create new venues for activities. This has been discussed in the terms of a convention center at Tahoe and a performing arts center in Carson Valley. Other endeavors include the reconstruction of the V & T Railroad, a new resort-hotel in the Carson Valley and the establishment of the Dangberg Home Ranch museum and event area. The County has the opportunity to expand its tourism offerings, but will need capital investment for new "product" offerings and a commitment to greater use of outdoor activities.

A combination of these strategies will be vital to reviving our tourism industry and diversifying it away from gaming. It is in Douglas County's best financial interest to see that quality opportunities are provided to our visitors, thereby creating an experience that makes Douglas County special and attractive to the tourism customer. Efforts are being made to enhance tourism in the County. The Carson Valley Chamber and Visitor's Authority has launched the MAGIKO event. The event builds upon current activities and looks to add additional ones. This is a multi-year effort and will take time to grow. In Tahoe, the various promotional agencies are consolidated into one location. Two chambers have been consolidated into a single chamber. These efforts were undertaken improve coordination of promotional efforts and to better represent the business community across the south shore. The lodging properties in South Lake Tahoe have also stepped up with additional promotional funding. The Bears at Lake Tahoe and the Opening Day on the Lake are two more recent coordinated efforts.

This past year a lot of effort went into conducting a review of our tourism offerings outside of Lake Tahoe. The information gained provides direction for a number of initiatives that build on current strengths and addresses areas of weakness. The County has a role to play extending from revisions to our sign ordinance to financially supporting events and promotional activities. The work that was done will need follow through if it is to be meaningful.

### **Housing**

Residential housing is the single largest investment in the County as measured by total assessed value. Housing comprises about 77.3% of our assessed value, thereby providing the largest share of our property tax revenues. As noted above the demand for single family homes has dropped off significantly. The housing market is not anticipated to rebound much in the coming year. Previous reports have highlighted the fact that while Douglas County continues to be a desirable place to live, there is a growing challenge for affordable housing.

The average price of a home in the East Fork Township has seen substantial increases, with the median sales price for 2006 at \$398,000. The median at Lake Tahoe was \$870,000. While the number of sales dropped in both areas, the median price increased. The housing dilemma has a damping effect on the majority of our economic efforts related to job growth and creation. Simply stated, employees find it hard to afford to live here. This is also true for the County and will continue to be a limiting factor in our own recruitment efforts.

### **County Services**

The expectation for basic public services continues to grow, as does the request for enhanced levels of service, such as paved streets, dust/mud control on dirt roads, recycling, low cost water and sewer, code enforcement, cable TV, storm drainage, speed controls, public trails, open space, and traffic enforcement. The nature of how some services are provided will need to change. A smaller population of young adults directly impacts the volunteers who are capable to participate in our volunteer fire departments. New residents often do not realize the fire station in their neighborhood is a volunteer station. To meet growing demands in fire and emergency medical services, a number of new personnel have been added to the East Fork Fire and Paramedic Districts.

While the demand for additional services exists, the ability to pay for them is limited. The County does not levy or impose a number of other revenue alternatives commonly levied in other

Nevada counties (i.e. 5-cent gas tax, ¼ cent sales tax for roads, ¼ cent sales tax for infrastructure and schools). As noted above this next year the Board will be considering three new revenues sources: a general business license, a utility operator fee, and a 25 cent per line charge for E-911. Without an expanded revenue base more pressure is placed on the County to manage costs and still provide current or even enhanced levels of service. The strength of our economy directly impacts a number of revenues due to the financial structure of Douglas County. The County has done well in maintaining an overall flat ratio of employees per 1,000 population. The ratio has stayed around 12 employees per 1,000 population.

A strong and diversified economy also depends on quality County and other local government services. This includes the basics: transportation systems (streets and roads), water, sewer, timely permitting, emergency response and educational system. It also means having good supporting services such as parks and recreation, library, snow removal, code enforcement, and safety. Overall, the County and other local governments provide quality foundational services. The pressure to maintain these services is growing. There is a greater expectation level in our community for service levels, response times and to meet standards that were experienced in other communities. There are cost pressures, growing competition for employees, unfunded requirements and limited revenue sources. While we are part of a strong and growing region that does come together to address issues, there is cooperation and competition for economic growth.

Over the past 18 months a number of important actions have been taken and the ground work for an aggressive work plan for the next 18 months has been laid. The Board provided staff direction through the adoption of 7 strategic direction statements. The adoption of a vision statement through the Master Plan process and consideration of a mission statement and core values also provided necessary direction. The attached report highlights this information and identifies some of the more important accomplishments and identifies a number of initiatives for the coming year (Attachment A).

## **Conclusion**

The growth of the County will continue both as a community and as an organization. We will be in maintenance and planning mode in the coming year as it relates to county services and programs. There will be limited if any real expansion of services and any expanded public services will require creativity. We will need to look for opportunities for the proper investments to improve our economic base. Opportunities will need to be considered and those that enhance the short- and long-term fiscal stability of the county will need to be pursued. The actions taken in the past, required vision and leadership that will need to continue into the future. Our success will depend on the ability to set and achieve short-term and long-term goals.

Douglas County will go into 2007-2008 with a less sure footing than in the past few years, but has a number of the right tools in place to succeed in the coming year. Douglas County is in a position to continue as high quality community, but will see increasing cost pressures. An expanded and diversified economy will broaden Douglas County's financial base. Success in this area will allow the County to focus on meeting the current and future needs of the community as desired by residents, businesses and visitors. **The State of the County today is truly tenuous with limited short-term opportunity. However as we come together to**

**address our challenges, the great employees of Douglas County will continue to give real meaning and accomplishment in making our vision a reality: *“Working together Douglas County provides efficient and effective government services to provide a safe, healthy, scenic and vibrant community in which people prosper and enjoy an exceptional standard of living.”***

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Daniel C. Holler  
Douglas County Manager

*Vision – Douglas County offers unsurpassed opportunities for living, working and recreating in a variety of beautiful landscapes*

**Expanded Vision - Douglas County offers unsurpassed opportunities for living, working and recreating in a variety of beautiful landscapes from Lake Tahoe to the eastern valleys of the Sierra Nevada Range. The Western spirit of Douglas County is evident in our agricultural heritage; the way we value our open space, views, and other treasured resources; our livable neighborhoods and communities that are well-planned to integrate with services, facilities, and the surrounding natural landscape; the diverse, entrepreneurial economy that supports our families; and our commitment to collaborative decision making to ensure a sustainable high quality of life for future generations.**

*Mission – Working together Douglas County provides efficient and effective government services to provide a safe, healthy, scenic and vibrant community in which people prosper and enjoy an exceptional standard of living*

*Quality of Life: The level of enjoyment, sense of well-being, and fulfillment derived by residents from the life they live within their local economic, cultural, social, and environmental conditions.*

*Douglas County – Experience It: Great People – Great Places*

To achieve this vision and meet the mission of the County the following Strategic Directions (SD) are adopted by the Board of County Commissioners.

**SD-1. Douglas County will manage growth and change consistent with the County's Master Plan.** Douglas County is a dynamic and changing place. The County's Master Plan provides the guideline for the future physical development of the County. The Master Plan provides for orderly development that meets the needs of the community, protects the community's rural character and respects private property rights. By following the Master Plan residents and business have sense of direction, consistency and predictability in County actions.

Action Steps Completed:

1. The 10-year update of the Master Plan
2. The adoption of a "Growth Management" Ordinance
3. Draft Update of the Transportation Plan
4. Completed Carson Valley USGS Water Budget Study

Action Steps for next 12-18 months:

1. 2007 Master Plan Amendments for Transportation and public facilities
2. Update the Open Space Plan
3. Define policies to support agri-business (Chapter 7 of the Master Plan)
4. Review and update TDR program
5. Update the Airport Master Plan

## 6. Define Airport Ballot Question for 2008 Election

**SD-2. Douglas County will work to enhance the fiscal stability and financial structure of the County.**

The County's finances will be managed conservatively. Budgets are balanced, reserves are used appropriately, and ongoing needs are met with ongoing resources. The level and mix of services do not grow beyond the County's means to fund those services. The County's tax base needs to be diversified and strengthened. County expenditures must be reviewed for efficiency and effectiveness in meeting the mission of the County.

## Action Steps Completed:

1. Adopt FY 07-08 Budget
2. Updated fees and charges
3. Define revenue options to be pursued
4. Addressed financial concerns through 2007 legislative process

## Action Steps for next 12-18 months:

1. Consider adoption of the 25 cent E-911 fee
2. Consider adoption of the Utility Operator fee
3. Consider adoption of a Business License Tax
4. Develop Impact fee alternatives for Roads
5. Develop Impact fee and district system for flood and drainage
6. Move forward with an performance review and enhancements for departments

**SD-3. Douglas County will promote the economic vitality of the community.** The County needs to enhance the economic base of the community. The proper mix of economic development increases the number of jobs, the tax base, purchasing power, diversity, and the availability of goods and services. A vibrant economy benefits the whole community by providing the means to meet public service obligations and expectations.

## Action Steps Completed:

1. Used the RDA to secure a new North County retail center – OPA in place
2. Used the RDA to participate in MAGIKO
3. Participated in the re-organization of Tahoe Tourism related agencies
4. New manufacturing plant under construction (AVK)
5. Supported the funding efforts for a Tahoe Events Center – Legislation Failed
6. Participate in the economic strategy developed with NNDA & WNDD

## Action Steps for next 12-18 months:

1. Coordinate efforts for a successful North County retail center
2. Coordinate efforts for successful North Minden retail center
3. Work regionally on the strategies developed in NorthernNVison
4. Work on preparation of County lands bill for federal legislative action

**SD-4. Douglas County will invest in the infrastructure and in the maintenance and expansion of County facilities to meet operational requirements and current and future service levels.** The proper planning, funding and construction of public facilities is critical to the long term health of the County and provides the basis for the provision of required and desired

public services, such as, courts, jails, recreation, library, water, sewer, roads, senior services, drainage facilities, animal shelter, support services and administrative offices. The investment in these facilities allows the County to plan for and deliver necessary and desirable public services.

Action Steps Completed:

1. Updated design guidelines
2. Completed East Fork Fire and Paramedic Districts (EFFPDs) strategic plan
3. Completed Draft West Valley Water System facility plan
4. Update development process policies, regulations and codes
5. Implemented new heating and cooling system for Historic Court House
6. Implemented new integrated Jail, Records Management and CAD System
7. Expanded Kahle fitness center through donations
8. Expanded Recreation office space with used modular buildings

Action Steps for next 12-18 months:

1. Expand and enhance the County's 5-year CIP
2. Define options for necessary facility expansion (Senior Center, Library, Jail, Election Center, Office Space)
3. Maximize County's energy efficiency programs
4. Coordinate water system interconnections
5. Follow through on EFFPD Strategic Plan implementation
6. Design and construct Phase II of the NV

**SD-5. Douglas County will enhance and improve the provision of public safety and related services.** A primary purpose of county government is to provide for a safe, healthy, and secure community. The perception and reality of a safe community provides the basis for a growing quality place for active living. The provision of safety in all aspects of County services is required for a desirable community, including: Police, Fire, EMS, 911, Courts, Streets, Water, Sewer, Flooding and related services.

Action Steps Completed:

1. Redesigned and constructed shooting range
2. Made various repairs due to flood damage
3. Expanded EFFPD Station 4 (TRE)
4. Entered into agreement with Mosquito District for services
5. Initiated redesign of the Jail facility
6. Expansion of County Animal Services Facility started
7. Entered into agreement with Mosquito District for services – Done June 07

Action Steps for next 12-18 months:

1. Construction of new EFFPD Station 12 (North County)
2. Prepare information to consider the creation of regional flood and drainage districts in the Carson Valley
3. Update sewer/septic ordinance
4. Complete Ridgeview area sanitary sewer project
5. Complete Sheridan water system improvements

6. Start construction of redesigned jail facility
7. Review the feasibility of implementing a county health department

**SD-6. Douglas County will be an employer of choice among local governments with an employee commitment to continuously provide courteous, professional, and responsive customer service.** The County's workplace attracts and retains quality public employees who demonstrate their commitment to the highest standards of service. The County values its employees and their abilities and is committed to their safety, security, and well being. Employees are productive and satisfied in their work as they provide effective and efficient service to the community.

Action Steps Completed:

1. Finalized policies implementing new compensation and classification system
2. Used a competitive process to select a new health insurance provider
3. Finalized employee negotiations

Action Steps for next 12-18 months:

1. Develop new recruitment strategies for critical positions
2. Prepare and complete county employee survey
3. Update employee evaluation system

**SD-7. Douglas County will preserve the county's natural environment, resources, and rural setting.** The conservation and proper management of natural resources in critical areas lead to the enjoyment and preservation of the scenic and natural environment that defines much of Douglas County. The rural character of the County is reflected in the open, active, and productive agricultural areas that are vital to the preservation of the natural beauty of the County. Public access to parks and open space with scenic vistas provide people with the tangible benefit from working to protect our environment and keeping ranching and farming economically viable.

Action Steps Completed:

1. Conducted clean-up day of Ranchos USFS property
2. Participating in the development of the Tahoe Bike Path
3. Manage State Q1 program grants to secure open space areas
4. River Fork agricultural easement purchased under SNPLMA
5. Worked with legislature to pass legislation to reduce owner liability on trails
6. Competed Jobs Peak Trail and Trail Head
7. Expanded Family Day at Kahle Park
8. Active in community events such as concerts in the park

Action Steps for next 12-18 months:

1. Develop operating plans for county property located adjacent to the Carson River
2. Participate in the securing of Agricultural easements under SNPLMA
3. Participate in the purchase of defined lands under SNPLMA
4. Update the County's Trail Plan
5. Prepare plans for phase one of Johnson Lane Park improvements
6. Complete Eagle Ridge Trail Head

**Core Values of Great People Working in a Great Place**

**Douglas County - Experience It!**

Leadership – We effectively manage and direct change, to build on our strengths, to address the issues of today and tomorrow to achieve the collective vision of our community

Customer Service – We provide quality public services and know it is our obligation to meet the needs and expectations of those receiving County services in a manner that maintains public confidence and trust

Integrity – We hold ourselves accountable to the highest level of excellence, honesty, ethical conduct and act in a manner that is above reproach

Respect – We treat people with fairness, sensitivity, understanding, and value a diversity of ideas and contributions

Accountable – We are responsible for our actions and are held to the highest professional standards in our work and community

Teamwork – We embrace the ideals of collaboration, cooperation, empowerment, innovation and communication in recognition that in working together we achieve more

Transparency – We embrace the ideal of open government, with proactive outreach to the community we serve and honor our role as managers of the public trust and safe guard the community's social, natural, and financial resources

Involved – We care about the community in which we work and take an active role in making it a better place through personal commitment and participation in civic, charitable and community organizations