

**REPORT TO THE DIRECTOR OF  
THE LEGISLATIVE COUNSEL BUREAU CONCERNING THE  
CONSOLIDATION OR REORGANIZATION OF PUBLIC  
SAFETY, PUBLIC WORKS AND GENERAL GOVERNMENT  
FOR THE CITY OF RENO AND WASHOE COUNTY, NEVADA  
IN RESPONSE TO ASSEMBLY BILL 494**

August 25, 2010

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## EXECUTIVE SUMMARY

This report was produced as the result of a collaborative effort between the City of Reno and Washoe County, Nevada as a response to AB 494 (see page 4). There is a long, successful history of sharing services among agencies in the Truckee Meadows, as evidenced by the many joint services already offered through a number of mechanisms. There are about 60 services that are consolidated in whole or in part, as identified in Table C on page 13. In addition, a number of studies have been conducted to look at possible consolidations of public safety and other services, which are included as appendices.

More than two years ago, Washoe County, the City of Reno, the City of Sparks, and the Washoe County School District established a Shared Services Elected Officials Committee (SSEOC) that meets monthly to analyze potential shared service projects. This committee is currently reviewing the opportunities to share services in the areas of human resources, purchasing, information technology, building inspections and permitting, and business licensing. Those efforts are further discussed in the “Introduction” (page 4) and “Work Plan” (page 24) sections.

In looking at possibilities for intergovernmental cooperation, shared services, or consolidation, the governments have been giving careful consideration to the impact on citizens in three key areas (the items on page 8 define each term): mutual benefit, governance model, and service quality.

Under the direction of the SSEOC, Reno and Washoe staff worked together to identify overlapping services in both agencies that may have a potential for service collaboration and have analyzed approximately 50 services in public safety, public works, and general government in response to AB 494. The result of this initial, broad service review has identified activities which may offer further opportunities for pursuing, including, but not limited to:

- Law Enforcement Evidence Custody and Control
- Law Enforcement Records Management
- Law Enforcement Recruiting
- Elements of Equipment Services
- Call Center/Customer Request Management
- Graphic Design
- Video Production and Broadcast
- Web Site Management and Social Media
- Accounting
- Accounts Payable

All service activities considered for inclusion within a shared services model have been reviewed based upon key criteria. Some of those criteria look at the final outcome of a shared service to identify the following:

- Will a shared service provide a mutual benefit to the participating agencies?
- Will a shared service improve the level of service to the public?
- Is the shared service fairly easy to implement?
- Will a shared service require substantial organizational change?
- Will a shared service require a new governance model?
- What will be perceived level of citizen acceptance?

The complete list of criteria can be found on page 24 under “Prioritized Projects.”

At this time, we have not yet reached any conclusions on the costs associated with consolidating or sharing the services identified by this report, or the potential long-term savings that any such activity may be able to realize. For a full discussion, please see pages 16-17, under “Summary of Approach.”

What is positive is that we have put in place a countywide deliberate process for evaluating shared services in the SSEOC and that that an appropriate level of financial analysis will be conducted for each of the services we have proposed for further study.

It appears that one of the key issues being addressed in these efforts is in overlapping services, where two or more governments provide the same or similar services to different groups of customers. Discussions at many levels have identified three potential solutions to overlapping services:

- Share overlapping services between governments;
- Clearly define roles of each government to eliminate overlapping services; or
- Consolidate the governments so that only one government is providing services.

Which approach is likely to yield the most fruitful outcomes is a significant question. To that end, the jurisdictions within Washoe County are using a number of tools: public opinion surveys, research, and analysis of the financial impact of the three scenarios.

To gauge the public’s interest in a formal consolidation of Reno and Washoe, the County has created at ballot question that will be on the November 2010 ballot: “Should the separate local governments of Reno and Washoe County pursue a consolidation of the two governments if such consolidation can be shown to reduce costs and/or improve service?”

In addition to the opportunities for future shared services, staff has also identified legislative priorities where State law inhibits or complicates efforts aimed at sharing services or consolidation (page 25). By reducing or eliminating these barriers, the State Legislature could help further consolidation efforts statewide. This includes:

- Eliminating “cherry picking” provisions contained in NRS 280.123;
- Changing collective bargaining rules in NRS 288; and
- Helping to safeguard local government revenue sources.

State areas where legislation has increased costs to local government without matching revenues have also been identified. They include binding arbitration for public safety and presumptive health care. A longer list of items for further review can be found in Appendix B.

In the appendices, most of the templates used to analyze overlapping services have been provided, as well as a selection of previous consolidation studies for services within Washoe County.

## INTRODUCTION

### *Preamble*

On July 1, 2009, Assembly Bill No. 494, originally proposed by the Committee on Government Affairs, was passed into law.

The law requires that the cities of Reno and Sparks, and Washoe County prepare reports that identify opportunities for possible consolidation or reorganization within the areas of public safety, public works, and general government.

The text of the bill:

**Section 1.** On or before September 1, 2010, the Board of County Commissioners of Clark County, the Board of County Commissioners of Washoe County and the governing body of each city in those counties shall each submit a report to the Director of the Legislative Counsel Bureau for transmission to the 76<sup>th</sup> Session of the Nevada Legislature that, with respect to the functions of public safety, public works and general government performed by those entities:

1. Identifies the aspects of those functions that are currently consolidated in whole or in part.
2. Identifies the aspects of those functions that have been or are being considered for consolidation or reorganization.
3. Identifies the aspects of those functions that are not consolidated and whether those aspects may be appropriate for consolidation or reorganization in the future.
4. Analyzes and makes recommendations regarding the consolidation or reorganization of one or more aspects of those functions.
5. Provides estimates of the costs of consolidation or reorganization of one or more aspects of those functions and a projection of any long-term cost savings, to the extent feasible.
6. Analyzes the benefits of the creation of a permanent committee of affected entities that would meet periodically to discuss and coordinate future efforts at consolidation or reorganization of those functions.

**Section 2.** This act becomes effective on July 1, 2009.

The responses to each item can be found in the following places: §1.1 in “Current Shared/Consolidated Services” on page 13; §1.2 in the “Work Plan” beginning on page 24, as outlined in “Shared Services Elected Officials Committee” on pages 6-7, and identified in the “Analysis” section in pages 16-23; §1.3 are identified in the “Analysis” section; §1.4 are discussed in “Analysis” and “Work Plan” sections; §1.5 is discussed in the “Summary of Approach” on pages 16-17; and §1.6 is addressed in “Shared Services Elected Officials Committee” on pages 6-7.

This report is a collaborative effort between the City of Reno and Washoe County, as directed by the governing bodies of each entity. Some of the data and analysis contained within this report also includes the City of Sparks and the Washoe County School District, who have been long-time partners in seeking to decrease cost and increase service to residents through the Shared Services Elected Officials Committee, discussed in detail below.

The City of Reno was formally chartered by statute of the State of Nevada in 1903 and revised in 1971 to “provide for the orderly government of the City of Reno and the general welfare of its citizens.” The Reno area had been settled as early as the 1850s, and in 1871 Reno became the county seat of the newly expanded Washoe County, replacing the previous county seat, Washoe City.

The City Charter defines the purpose of the City to:

- Make and pass ordinances, resolutions and orders;
- Acquire, control, improve and dispose of any real and personal property;
- Regulate and impose a license tax for revenue upon all businesses, trades and professions;
- Provide or grant franchises for public transportation and utilities;
- Enact and enforce any police, fire, traffic, health, sanitary or other measure; and
- Fix the rate to be paid for any utility service provided by the City as a public enterprise;

Cities are created because there is a need for or desire to supply enhanced services in areas of high population density, so the needs are typically quite different from those living in low density areas. Also, service level expectations can vary widely between urban, suburban, and rural areas, making some service delivery models challenging to implement.

As seen from the above list, a city government is incorporated to provide enhanced levels of certain services to address urban needs, paid for by a tax rate beyond that paid to county government for basic levels of county services.

Washoe County was created in 1861 as one of the nine counties that made up the Nevada Territory several years after the United States acquired the territory as part of the peace settlement from the Mexican War in 1848. The 1861 legislative assembly passed acts creating boards of county commissioners and defining their duties:

- To provide for the erection and repairing of courthouses, jails and other necessary public buildings for the county;
- To lay out, discontinue and alter county roads and high ways;
- To grant business licenses;
- To fix the amount of taxes to be assessed and cause the same to be collected;
- To audit the accounts of county officers;
- To have the care and management of county property; and
- To have the entire superintendence of the poor.

Reno, Sparks and Washoe County provide public services to 420,000-plus citizens dispersed throughout 6,600 square miles, of which 331 square miles are urban. The county seat is the City of Reno, the fourth largest city in Nevada with a population of approximately 220,000 (165 sq. mi.). The City of Sparks is the other incorporated city in Washoe County, with a population

nearing 92,000 (71 sq. mi.). There are approximately 105,000 residents of Washoe County who live outside the two cities within the unincorporated areas of the County (94 sq. mi.).

Over the years, services within each agency which were good candidates for consolidation or shared services have been either consolidated or shared by contract (see Table C on page 13). Although logically it would seem that some of the general government support departments within each of these agencies provide similar or same services under existing Federal and State of Nevada requirements, that is not necessarily the case. In many instances, operating policies and procedures vary widely within each individual agency, so those services are being analyzed for the potential to share these services given the constraints.

In looking at possibilities for intergovernmental cooperation, shared services, or consolidation, the governments have been giving careful consideration to the impact on citizens in three key areas:

- *Mutual Benefit*—Any form of shared services must result in equitable distribution of costs and benefits for the stakeholders and service users in the participating jurisdictions.
- *Governance Model*—A critical element in determining how to deliver a particular service revolves around having a governance model that assures that citizens have a clear understanding of how to access the decision makers and policy makers who would oversee that service.
- *Service Quality*—The efficiency and effectiveness in providing a consolidated or shared service should be greater than the most efficient and effective jurisdiction now providing that service or should, at a minimum, provide a way to maintain those services that might otherwise be lost or severely diminished.

One of the key principles expressed by both the City of Reno and Washoe County throughout all of the shared services discussions is that any proposed shared services or consolidated service effort needs to be based on reaching mutual benefit for the parties. For example, Animal Services has been consolidated in Washoe County, where all County taxpayers fund an equal share of the service.

To gauge the public's interest in consolidating Reno and Washoe, the County has created a question that will be on the November 2010 ballot. The question reads: "Should the separate local governments of Reno and Washoe County pursue a consolidation of the two governments if such consolidation can be shown to reduce costs and/or improve service?" The entire County will have the opportunity to provide feedback on this issue.

Reno had placed a similar question on that ballot for Reno voters in 2002: "Shall the separate governments of Washoe County and the City of Reno be consolidated provided consolidation reduces taxes and/or improves services as an alternative to the current system of separate governments for Washoe County and the City of Reno with the current fiscal inequity?" That question was approved on November 5, 2002 by 55.45% of voters in the City of Reno.

#### *Shared Services Elected Officials Committee (SSEOC)*

Building on the long history of intergovernmental cooperation in the Truckee Meadows, four local agencies created a committee of elected officials that meets periodically to discuss and coordinate future efforts in sharing services, consolidation, or reorganization of government functions.

The Shared Services Elected Officials Committee was created in 2008 and is currently comprised of the following elected officials:

Commissioner John Breternitz, Washoe County  
Commissioner Kitty Jung, Washoe County  
Mayor Bob Cashell, City of Reno  
Council member Pierre Hascheff, City of Reno  
Council member Sharon Zadra, City of Reno  
Mayor Geno Martini, City of Sparks  
Council member Ron Schmitt, City of Sparks  
Trustee Barbara Clark, Washoe County School District  
Trustee Ken Grein, Washoe County School District

The purpose of the SSEOC is to examine areas in which government entities may wish to combine, merge, or share services; with the goal of increasing the efficiency, effectiveness, and customer service of each service being reviewed. In fact, the goals of the SSEOC are perfectly aligned with the purpose of AB 494.

The SSEOC identified purchasing, information technology, and human resources as the first areas to pursue and are now through the initial research phase and have engaged a consultant to examine the feasibility of sharing those services.

Within the past few months, the SSEOC has also created a working subcommittee to evaluate sharing services in building inspections and permitting and business licenses.

In addition, the entities are actively pursuing the merger of the Truckee Meadows Water Authority and the Washoe County Department of Water Resources with full consolidation of the two entities anticipated to be completed sometime in 2011.

This committee fits the description suggested in §1.6 of AB 494—“... a permanent committee of affected entities that would meet periodically to discuss and coordinate future efforts at consolidation or reorganization of those functions”—and therefore staff recommends that the SSEOC be given the task of exploring the opportunities identified in the process that resulted in this report.

See the “Work Plan” section beginning on page 24 for more information on the committee’s future activities.

*Staff assigned to support SSEOC*

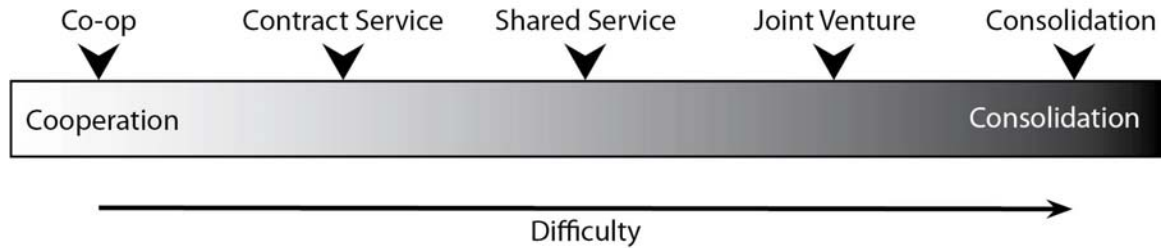
Each agency has also identified support staff for the SSEOC, who work together to execute the policy directives of the committee and provide interagency coordination of shared services efforts.

The lead staff assigned includes:

David Childs, *Assistant County Manager*, Washoe County  
Steve Driscoll, *Assistant City Manager*, City of Sparks  
Craig Hulse, *Director of Government Affairs*, Washoe County School District  
Kevin Knutson, *Director of Management & Budget*, City of Reno

Staff meet periodically and communicate frequently to plan and implement SSEOC directions, write staff reports, coordinate research and analysis, and manage the agenda process.

*Definitions*



For the purposes of this report and the ongoing activities of the SSEOC, we have selected five terms to describe different levels of interagency cooperation that we generically refer to as “shared services.” These divisions are somewhat arbitrary and many existing relationships fall somewhere between these categories, but they provide useful distinctions when discussing current or potential shared services. Because AB 494 also uses the word consolidation in a more generic way, we also use the term “functional consolidation” as a synonym for “shared services.”

**“Co-op”**—Two organizations working together to achieve efficiency or reduce cost. Examples include mutual aid agreements, “piggy-backing” on purchasing contracts, sharing equipment, or staffing interagency teams to achieve mutually beneficial outcomes, such as the “Living with Fire” partnership.

**“Contract Service”**—In these arrangements, one organization contracts with another to provide services that are necessary, but can be obtained more efficiently through the contract. For some services, such as traffic signal maintenance, a contract with performance and payment agreements usually suffices; for larger, more complex agreements such as Fire Services, additional organizational structures may be used, such as the Joint Fire Advisory Board. When the providing agency is a commercial or nonprofit entity, these relationships are usually referred to as privatization of services.

**“Shared Service”**—When we use this term to refer to a specific relationship, it’s where one organization provides services normally provided by another through an agreement that authorizes the governing body of the providing organization to determine level of service, funding, and program objectives. These arrangements are more difficult to unwind than contract services and may have a longer sunset horizon. Also known as program mergers, program consolidations, or service consolidations; examples in the Truckee Meadows include Regional Animal Services, Civil Protective Custody Facility, and the 800 MHz Radio System.

**“Joint Venture”**—When organizations create a new, independent entity with its own governing board that has responsibility for designing and implementing programs and services and the authority to raise revenues from designated sources. Examples include Truckee Meadows Water Authority, Affordable Housing Consortium, Regional Transportation Commission, Truckee Meadows Regional Planning Authority, and the Reno-Sparks Convention and Visitors Authority. Most have some representation from the governing boards of the original organizations.



**“Government Consolidation”**—This is where one organization ceases to exist as an independent entity and all of the functions, programs, and services are taken on by another entity, which then has complete governance and taxation authority. Examples include the City-County consolidation of Carson City and Ormsby County, or the Sheriff-Police consolidation of the Las Vegas Metropolitan Police Department.

## BACKGROUND

The Shared Services Elected Officials Committee (SSEOC) was formed because of a number of environmental factors that made sharing services more attractive than ever.

The recent cuts in staffing levels and services necessitated by the severe revenue losses experienced by local government during this recession have left current funding and service levels at the lowest levels in decades.

There is no excess capacity in any government to take on additional work and all functions are underfunded, some critically so. One of the motives for pursuing shared services among the various governments within Washoe County has been to protect existing service levels and hopefully return services to a level consistent with citizen expectations.

Because most of the budget goes to personnel costs, the local governments continue to face the issue of increasing costs for pension, health care, and pay as we work through the collective bargaining process to hold down costs while trying to maintain services for our residents and businesses.

Another area of increasing risk is the level of resources dedicated to infrastructure maintenance and replacement. This is one of the first areas impacted in a recession, and has also been significantly impacted by the reduction of State capital funds.

Internal support services have been disproportionately impacted in order to minimize reductions in external services.

There has been a flattening of layers across all agencies, and span of control is at an all-time high for most services. This has been impacted not only by reductions in force, but also through positions frozen when lost to attrition and retirements. This remains an area of risk, given the average age of the workforce. Consolidation and sharing services may be one way to reduce some of the management level costs, but maintaining line staff in these economic times and after all of the cutbacks remains a key concern if services are to be effectively maintained for our citizens.

One positive aspect of these staffing issues is that consolidating or sharing services may not cause large reductions in force to blend staff. On the other hand, any opportunity for significant dollar savings from sharing or consolidating services has been severely reduced, if not eliminated.

### *Services Provided*

For the entities represented in this report, there are more than 120 services offered to constituents. They range from state or charter-mandated services to services chosen because of citizen needs or desires. This list provides a broad overview of government services and may not include the level of detail that is provided for some of the areas of promise identified in the “Analysis” section.

In many areas, there are similar services offered by both agencies. It should be noted that these services may be the same, but are not duplications of service, since they have different customers, procedures, and policies. In conducting our analysis we identified those services provided by both the City of Reno and Washoe County, both internally and externally. The following tables are a listing of those services that have been identified. For both the City of Reno and Washoe County,

there are a myriad of services that are provided by one entity and not the other. These services are not part of this phase of analysis but opportunities may be identified in future work by the entities. An extensive listing of services provided by either the City of Reno or Washoe County that are not provided by the other entity is provided in Appendix D.

TABLE A: EXTERNAL SERVICES OFFERED BY BOTH THE CITY OF RENO AND WASHOE COUNTY

<b>Common External Services</b>
911 Dispatch
Adjudication of municipal code violations
Advance land planning
Alternative sentencing programs
Building and safety
Business licensing and enforcement
Code enforcement
Community Assistance Center (homeless shelter and services)
Community Development Block Grants
Court case processing
Crime analysis
Current land planning
Elections
Emergency preparedness
Environmental control
Fire emergency operations
Fire prevention
GIS Data mapping
Green initiatives
Investigations
Law enforcement community affairs
Law enforcement field operations – patrol
Law enforcement field operations – traffic
Law enforcement internal affairs
Law enforcement records and evidence management
Law enforcement Special Weapons and Tactics (SWAT) Team
Marshal service and municipal/County court
Misdemeanor prosecutions
Neighborhood services and ombudsman
New development engineering
Park maintenance
Pavement and right-of-way maintenance
Public information
Public records requests
Public Works capital projects
Recreation programs (urban, regional)
Repeat offender program
Sanitary engineering/treatment plant operations
Senior adult programs
Sewer and stormwater maintenance
Sewer billing

Snow and ice control
Special events
Street sweeping
Traffic engineering
Traffic operations
Victim advocate program
Water quality/floodplain management
Web site management

With internal services, there is a great deal of overlap, but again, they are similar services, not duplications of service.

TABLE B: INTERNAL SERVICES OFFERED BY BOTH THE CITY OF RENO AND WASHOE COUNTY

Common Internal Services
Accounts payable
Accounts receivable
Budgeting and forecasting
Civil litigation services
Commission/Council agenda and support
Contract management
Debt management
Diversity program
Employee services
Employee training
Facility maintenance
Financial reporting and external audit
Fixed asset management
Fleet maintenance and management
Grant management
Information technology services
Internal audit
Legal review services
Legislative relations
Network operations support
Payroll
Performance management
Property management
Purchasing
Records management
Risk management
Safety training and management
Strategic Planning
Systems and programming management
Workforce planning

We have not completed templates for every possible service, but have rather looked for where there is overlap and, therefore, opportunity to reduce replication and combine customer groups; with an emphasis on the areas that hold the most promise.

There are a number of challenges in assessing the feasibility of sharing services or consolidating government functions that are being addressed through the SSEOC studies currently in progress and for any future projects.

One such challenge is in assessing the degree to which government services are overlapping. Where there is no overlap, there would not be savings from eliminating redundancy per se, but only from the potential to reduce future indirect or general government management costs through eliminating overlapping services or consolidation.

The majority of overlapping services fall into two categories: support services that are typical of any organization and areas where municipal services are provided to residents of unincorporated areas by the County. In these cases, sharing services or contracting for services becomes an attractive alternative.

In analyzing the most effective and efficient delivery of services, therefore, a number of models are being considered including, but not limited to:

- Sharing services through contracts and joint ventures;
- Eliminating overlap by consolidating functions or contracting for services; or
- Consolidating governments.

There are also some differences between constituents that live within municipalities and those who chose to live in unincorporated areas that should be addressed. This includes the population density, level of community standards (more codes versus more personal discretion), urban versus rural service needs, level of service expectations, and cost expectations.

Another area that requires special attention is governance, in ensuring that all constituents are fairly represented and have access to the officials responsible for making decisions that impact them.

Cities are created because there is a need for or desire to supply enhanced services in areas of high population density, so the needs are typically quite different from those living in low density areas. Also, service level expectations can vary widely between urban, suburban, and rural areas, making some service delivery models challenging to implement.

*Current Shared/Consolidated Services*

There are about 60 services that are currently shared between agencies in Washoe County in the four types of shared services identified. Because the fifth category, “Consolidated Government” has only a few examples, it has not been included in the table.

TABLE C: CURRENT SHARED SERVICES BETWEEN CITY OF RENO AND WASHOE COUNTY

Co-Op
Auctions of Government Surplus Equipment
Building Codes Standardized for Washoe County, Reno, Sparks, Fernley, Lyon County
Computer Technology: GIS Information, Courts & Criminal Justice, Regional Basemap Committee

Employer Health Care Coalition
Golf Course Marketing Co-Op
Graffiti Tracking and Abatement
Human Services Consortium
Internet Crimes Against Children Task Force
Joint Terrorism Task Force
Kids and Senior Korner Project
Living with Fire Partnership
Park Maintenance – Reno provides maintenance to 17 schools in Washoe County School District (WCSD)
Purchasing -- Joinder Bids and Joint Requests for Proposals
Recreation Programming
Regional Emergency Operations Center (REOC) Paging System (for volunteers)
Regional Evacuation and Shelter Plan
Regional Gang Unit (RGU)
Regional Open Space Plan
Regional Snow Response Plan
Senior Centers and senior transportation services
Vehicle Maintenance/Fleet Services
<b>Contract Services</b>
Courts Delinquent Accounts Collections (Sparks/County)
Elections
Enhanced E911
Fire Suppression and Prevention (Reno Fire Department/Truckee Meadows Fire Protection District)
Mills Lane Justice Center Facilities Management
Regional Emergency Communications Dispatch
Regional Emergency Operations Center (REOC) Facilities Management
Regional Public Safety Training Center (RPSTC) Facilities Management
T-1 Technology Line (Provided to Sparks by Washoe County)
Traffic Signals Maintenance (Provided to Washoe County by Reno)
<b>Shared Services</b>
Extraditions
Family Resource Center with Washoe County School District (WCSD) at Sun Valley
Forensics (Crime Lab)
Juvenile Detention Alternatives Initiative
Northern Nevada Police Officers Law Enforcement Academy – Police Officers Standards and Training (POST)
Open Space and Trailhead Management
*RAVEN – Regional Aviation Enforcement operated by Washoe County Sherriff’s Office (WCSD)
Regional Emergency Ordinance Disposal (EOD) Team, formerly the Consolidated Bomb Squad
Regional Road Impact Fees
Regional Sex Offender Unit
*Regional Special Enforcement Team (SET), formerly the Consolidated Narcotics Unit (CNU)
*Repeat Offender Program (ROP)
Road Maintenance Resource - Sharing Agreement
Search and Rescue (SAR) Team
Toxicology Lab

<b>Joint Ventures</b>
800 MHz Regional Radio System (17 partners)
Affordable Housing Consortium (HOME Consortium)
Central Truckee Meadows Remediation District
Community Assistance Center, Homeless Shelter Operations and Cold Weather Shelters
Regional Emergency Operations Center (REOC)
Regional Public Safety Training Center
Truckee Meadows Wastewater Reclamation Facility (TMWRF)
Truckee Meadows Water Authority (TMWA)
Truckee River Flood Control Project
Western Regional Water Commission (WRWC)
<b>Consolidations</b>
Civil Protective Custody Facility
Detention Facility (Consolidated Jail)
Public Health, through the Washoe County Health District
Regional Animal Services

It should be noted that due to recent budget cuts, not all agencies have been able to participate in some of the regional services. Last year, for instance, the Washoe County Sheriff’s Office had to pull out of the Repeat Offender Program (ROP), the Regional Special Enforcement Team (SET), and the HELP program and the City of Reno had to reassign their RAVEN staff back to patrol.

## ANALYSIS

The analysis of potential shared services and consolidation has been broken down between public safety, public works, and general government as outlined in the legislation. It is important to note that many services are interdependent and provide support across departmental and agency lines, and that it would be in the best interest of the taxpayers to continue a cross-discipline approach for all of our services.

### *Summary of Approach*

As the SSEOC had been created to address shared services within Washoe County, the governing bodies of Washoe County and City of Reno assigned responsibility for responding to AB 494 to that committee.

The existing SSEOC support staff worked with departmental staff in both agencies to identify services provided by both agencies that could be shared or consolidated. Using a standard template, departmental staff collaborated to produce a template for each overlapping service that was identified.

The template asked twenty-one questions:

1. Function/Program/Service (FPS) to be reviewed.
2. Brief description of FPS.
3. Currently provided by. (Reno, Washoe County)
4. Current Level of Effort: (FTEs, Dollars)
5. Mandated?
6. Required by Code?
7. What process and outcome measures are currently being collected for this FPS?
8. What efforts at shared services for this FPS are currently underway?
9. Can this FPS be provided by one of the entities on behalf of the others?
10. Are special skills, knowledge, equipment, etc. necessary?
11. What are the key outcomes that define successful delivery of this FPS?
12. Can this FPS be outsourced? (Include examples of successful privatization functions that can be used as models)
13. Does this FPS benefit from economies of scale?
14. Are there other models that should be looked at?
15. Are there national models available of successful cooperation/consolidation of this FPS?
16. What areas of promise exist for cooperation/consolidation relative to this FPS?
17. Are there any legislative barriers to cooperation/consolidation?
  18. Are there any procedural barriers to cooperation/consolidation?
  19. Are there any financial barriers to cooperation/consolidation?
  20. Are there any opportunities to provide customer self-service (such as online)?
  21. Are there other agencies that could provide the service/participate (RSCVA, TMWA, State)?

Probably the most important element of any decision to share or consolidate services is the financial implications. In order to have reliable pro forma data to work with, a great deal of analysis will need to be done that identifies the fully loaded costs and sources of funding. That



level of analysis was not possible to accomplish across such a wide range of services in the time available for responding to the legislation and with the resources available.

It should be noted, however, that we have in place a deliberate process for analyzing shared services in the SSEOC and that the appropriate level of financial analysis will be conducted for each of the services we have proposed for shared services.

The expenditures identified for each service on the templates are estimates of direct costs and indirect costs allocated to departments using dissimilar budgeting processes and can therefore only be used as estimates designed to describe the relative scale of each service's costs.

In some cases, we have developed more reliable data, and those studies have been included in the appendices.

Because of these difficulties, staff is not able to provide cost estimates for consolidating services identified in the templates, nor forecast potential savings or the amount of time before start-up costs are recouped and ongoing savings will be realized.

The fact that no costs or potential savings have yet been identified should not be construed as an obstacle to moving forward with shared service efforts, however, as the detailed analysis necessary to provide meaningful pro forma financial statements is a key element of the due diligence appropriate for these kinds of agreements.

Also, we recognize that cost savings is only one of the motives for pursuing shared services, and that efficiency, ease of use, simplification of policies and procedures, and the stakeholder experience are other important factors to be considered. In fact, an analysis of reference sources on city-county consolidations shows that there is little reason to expect significant costs savings, particularly in the short-term, so that should not be the only motivation for attempting to consolidate or share services.

Some successful consolidations have been focused on regional problems, such as economic development.

In some consolidation efforts, diseconomies of scale have occurred due to increasing the size of the consolidated government; these potentially adverse impacts must be scrupulously guarded against.

Lastly, it is most appropriate that any savings identified should accrue directly to local taxpayers.

## **OPPORTUNITIES WITHIN PUBLIC SAFETY**

Public safety is a broad term that encompasses many different activities from criminal investigations and fire suppression to traffic and sanitary engineering. For the purposes of this report, we have limited that definition to Police and Fire services and have included other public safety services under Public Works and General Government.

Because Fire services are contracted between the County and the City, no templates were necessary to identify ways to share services. The combined service is, however, a potential

regional service and recent studies looking into possible regionalization are included in Appendix C.

Staff at the Washoe County Sheriff's Office and Reno Police Department looked at areas where services were similar enough to warrant consideration. They included:

- Accounting/Grant Funding
- Evidence Custody and Control
- Records Management
- Recruiting

Other areas are continuing to be researched through the SSEOC process and will be analyzed as they are identified.

*Aspects that are Currently Consolidated in Whole or in Part*

The agencies are now sharing services or have consolidated a variety of functional areas:

- 800 MHz Regional Radio System (17 partners)
- Civil Protective Custody Facility
- Courts Delinquent Accounts Collections (Sparks/County)
- Detention Facility (Consolidated Jail)
- Enhanced E911
- Extraditions
- Fire Suppression, Prevention and Inspection Services for Truckee Meadows Fire Protection District
- Forensics (Crime Lab)
- GIS Information, Courts & Criminal Justice, Regional Basemap Committee
- Graffiti Tracking and Abatement
- Internet Crimes Against Children Task Force
- Joint Terrorism Task Force
- Juvenile Detention Alternatives Initiative
- Living with Fire Partnership
- Mills Lane Justice Center Facilities Management
- Northern Nevada Police Officers Law Enforcement Academy – Police Officers Standards and Training (POST)
- \*RAVEN – Regional Aviation Enforcement operated by Washoe County Sheriff's Office (WCSO)
- Regional Animal Services
- Regional Emergency Communications Dispatch
- Regional Emergency Operations Center (REOC)
- Regional Emergency Operations Center (REOC) Facilities Management
- Regional Emergency Ordinance Disposal (EOD) Team, formerly the Consolidated Bomb Squad
- Regional Evacuation and Shelter Plan
- Regional Gang Unit (RGU)
- Regional Map Committee
- Regional Public Safety Training Center
- Regional Public Safety Training Center (RPSTC) Facilities Management

- Regional Sex Offender Unit
- \*Regional Special Enforcement Team (SET), formerly the Consolidated Narcotics Unit (CNU)
- Repeat Offender Program (ROP)
- Search and Rescue (SAR) Team
- Special Weapons and Tactics (SWAT) Team
- Toxicology Lab
- Truckee Meadows Water Quality Committee

\*Some co-op activities that have been used for years have recently been cut back due to the recession, and will be reviewed first when adequate funding is available.

#### *Aspects Being Considered*

There are no projects currently underway in public safety in the current phase of the SSEOC's work, but the Sheriff and the Reno Police Department have been asked to proceed to discuss possible areas of shared services on a parallel track and report back to the SSSEOC.

#### *Aspects not Consolidated, but Appropriate for Future Consideration*

Staff has identified possible collaboration in the following areas:

- Evidence Custody and Control
- Records Management
- Recruiting

These will be among the first priorities for the SSEOC to evaluate as part of the process currently in place. Others will be identified as the SSEOC process continues.

## **OPPORTUNITIES WITHIN PUBLIC WORKS**

The public works staff at the respective entities identified the following services to analyze for the potential to share or consolidate:

#### *Building Functions*

- Building Control System Management
- Carpentry Shop
- Janitorial Management
- Landscaping
- Paint Shop
- Snow and Ice Control at Facilities

#### *Engineering Functions*

- Capital Projects Management
- Development Review for Stormwater, Pavement, Grading, Traffic Safety Requirements
- FEMA Flood Plain Management

- Pavement Condition Management Program
- Stormwater Management Planning and Engineering
- Stormwater Quality Management Program
- Stormwater Utility Management
- Tenant Improvements Design and Project Management
- Traffic Engineering

*Road Maintenance Functions*

- Long Line Striping
- Maintenance of Irrigation/Drainage Ditches
- Service Area Readjustments to Enhance Maintenance Delivery Efficiencies
- Sign shop
- Snow and Ice Control
- Street Sweeping
- Traffic Signal Control (Interlocal agreement where Reno maintains the County's signals; to be approved in August 2010)
- Weed Control

*Equipment Services*

- Body Shop
- Specialty Services on Fire Apparatus
- Specialty Services on Heavy Equipment

*Aspects that are Currently Consolidated in Whole or in Part*

The agencies currently work together in a number of areas:

- 800 MHz Regional Radio System (17 partners)
- Central Truckee Meadows Remediation District
- Mills Lane Justice Center Facilities Management
- Regional Emergency Operations Center (REOC) Facilities Management
- Regional Public Safety Training Center (RPSTC) Facilities Management
- Regional Road Impact Fees
- Regional Snow Response Plan
- Road Maintenance Resource - Sharing Agreement
- Traffic Signals Maintenance (Provided to Washoe County by Sparks)
- Truckee Meadows Wastewater Reclamation Facility (TMWRF)
- Truckee Meadows Water Authority (TMWA)
- Truckee River Flood Control Project
- Western Regional Water Commission (WRWC)
- Vehicle Maintenance/Fleet Services

*Aspects Being Considered*

At this time the Washoe County Department of Water Resources (DWR) and the Truckee Meadows Water Authority (TMWA) are well along with a process that will ultimately lead to the

merger of the two entities. If the effort goes as planned, the current timeline is for completion of the merger by the end of June 2011.

The SSEOC is not currently reviewing any services in this area, but has identified functions that could be looked at in the future, such as fleet maintenance and management (Equipment Services).

*Aspects not Consolidated, but Appropriate for Future Consideration*

Staff has identified the following areas as having potential collaboration between the County and the City:

- Elements of Equipment Services
- Mobile Maintenance Operations: Snow & Ice, Sweeping
- Pavement Condition Management
- Storm Water Quality Management
- Traffic Signal Maintenance

Because not all of the templates for services identified above were completed in time to be included in this report, the analysis of potential opportunities will continue as part of the SSEOC's ongoing work plan.

## **OPPORTUNITIES WITHIN GENERAL GOVERNMENT**

There is a large variety of services provided by local agencies, some of which overlap. Those identified in this analysis include:

- Building Permitting and Inspections
- Business Licensing
- Citizen Response (including neighborhood services, call center and customer request management)
- Communications/Public Information (includes graphic design, video and web functions)
- Emergency Management
- Finance – Accounting
- Finance – Budget
- Finance – Collections
- Grant Management
- Human Resources
- Information Technology
- Internal Audit
- Parks – Golf
- Parks – Parks Facilities
- Parks – Senior Services
- Planning and Development Services
- Purchasing
- Reprographics
- Risk Management

- Strategic Deployment (strategic planning, performance measurement, etc.)

*Aspects that are Currently Consolidated in Whole or in Part*

There are a number of areas in general government that are currently shared in Washoe County, including:

- Affordable Housing Consortium (HOME Consortium)
- Auctions of Government Surplus Equipment
- Building Codes Standardized for Washoe County (WC), Reno, Sparks, Fernley, Lyon County
- Community Assistance Center, Homeless Shelter Operations and Cold Weather Shelters
- Elections
- Employer Health Care Coalition
- Family Resource Center with Washoe County School District (WCSD) at Sun Valley
- Forensics (Crime Lab)
- GIS Information, Courts & Criminal Justice, Regional Basemap Committee
- Graffiti Tracking and Abatement
- Human Services Consortium
- Kids and Senior Korner Project
- Open Space and Trailhead Management
- Park Maintenance – Reno provides maintenance to seventeen schools in Washoe County School District (WCSD) when requested
- Public Health – Washoe County District Health
- Purchasing – Joinder Bids and Joint Requests for Proposals
- Recreation Programming
- Recruitment of Personnel
- Regional Open Space Plan
- Senior Centers
- T-1 Technology Line (Provided to Sparks by Washoe County)

*Aspects Being Considered*

Staff is working with Matrix Consulting to establish the feasibility of sharing services in several major internal services: human resources, purchasing, and information technology. This project covers many of the services identified above.

A subcommittee has been created first to begin analyzing the potential for cooperating, sharing services, or functionally consolidating building permitting and inspections and then to look at business licensing.

*Aspects not Consolidated, but Appropriate for Future Consideration*

The SSEOC had also considered reprographics, recreation/senior programming, and emergency management as potential areas to explore, even before this report was undertaken, so those services remain as possible next steps.

In addition to those items already in the SSEOC work plan or under consideration, this report also has identified potential areas of collaboration in:

- Call Center/Customer Request Management
- Graphic Design
- Video Production and Broadcast
- Web Site Management and Social Media
- Accounting
- Accounts Payable

Some have significant operational barriers, but all are worth consideration.

## RECOMMENDATIONS

Based on the data collected through this process, staff recommends the following as potential next steps for the SSEOC:

- That the service aspects that have been identified as appropriate for future consideration be submitted to the SSEOC for review and analysis.
- That standardization of software and hardware platforms should be pursued first, as investments in technology can be a large part of the investment in services and may take years to align.
- That, whenever possible, we create “one-stop shops,” where constituents can receive all necessary services at one location, during one visit.
- That some services, such as business licensing or web services at *mynevada.gov*, may benefit from pursuing a statewide perspective, seeking ways to further reduce cost and effort for constituents.
- That any services that primarily benefit limited geographical areas should consider using General Improvement or Special Assessment Districts for funding.

Staff also recommends working with the State Legislature to remove any impediments to sharing services or consolidation. The major items to look at include:

- Eliminating “cherry picking” provisions contained in NRS 280.123;
- Changing collective bargaining rules in NRS 288;
- Protecting local government revenues;
- Changing binding arbitration; and
- Changing presumptive healthcare.

Please see the “Legislative Support” section of the “Work Plan” below for a fuller discussion of these issues.

## WORK PLAN

### *Current Timeline*

The SSEOC has been studying potential shared services in purchasing, information technology, and human resources.

The current timeline for the review of those services is that phase one of the study by Matrix Consulting is expected to be completed in mid-October of 2010 with an interim report available for review in mid-September.

In addition, the SSEOC established a subcommittee to look at the possibility of sharing services in building inspections and permitting and also in business licensing. The subcommittee was established in July 2010 and is working together with staff to analyze those functions.

The appointees to the six-member SSEOC Subcommittee have been selected by the City of Reno and Washoe County and the committee will begin reviewing building inspections and permitting in early August with a four- to six-month timeline expected for completion. The results of the subcommittee recommendations would be presented to the SSEOC and the subcommittee would then begin working on the topic of business licensing.

The additional opportunities identified in this report will be submitted to the SSEOC for consideration as these other projects are completed.

### *Prioritized Projects*

The initial priorities for sharing services were identified as:

- Purchasing
- Human Resources
- Information Technology

Information technology, in particular, has been identified as an important first step, as the variety of different software and hardware platforms currently in use provides a significant barrier to consolidation and if addressed first promises to make it possible to standardize information collection and management across numerous services.

Based on lessons learned in the analysis of the first three services, the SSEOC established criteria for prioritizing the services. They are:

- Does it provide mutual benefit?
- Is this a service that is at risk or in danger of being eliminated?
- Does it improve the level of service for the public?
- Is there an opportunity for avoidance of future capital or operational costs?
- What is the perceived ease of implementation (including projected implementation costs, speed of implementation, employee displacement, etc.)?
- What is the relative value of in-house delivery of this service versus outsourcing it?
- Are there other successful models elsewhere that we could build on?



- Is there a possibility of achieving a reduction of current costs?
- What governance model will be used?
- What is the perceived level of citizen acceptance (or resistance of) of the specific shared service/merger/consolidation proposal?

Using these criteria, the SSEOC asked staff to look at the following as potential shared services:

- Fleet Maintenance
- Reprographics
- Business Licensing
- Recreation/Senior Programming
- Building Permits and Inspections
- Emergency Management

In light of the staff analysis, the SSEOC elected to move forward on business licensing and building permits and inspections as a next step.

Other prospects identified in this report will be prioritized using the criteria set forth above.

#### *Legislative Support*

Apart from the organizational and financial work required to successfully share or consolidate services between agencies, there are a number of obstacles created by State law that could be addressed to effectively share services.

For example, the compounded costs of the “cherry picking” rules contained in NRS 280.123 make cost reduction almost impossible in consolidating public safety services. This has been cited as a key impediment in many of the consolidation studies that have been undertaken in the past.

Another element, in NRS 288, restricts management from making changes to hours or working conditions without triggering negotiations. Also, language that requires existing collective bargaining agreements to stay in force when negotiations reach an impasse provide no incentive for accepting reductions in pay or benefits and effectively create “baseline” benefits in negotiations. More flexibility in the City’s ability to negotiate with bargaining units would help reduce barriers to sharing services or consolidating.

Other ways the State Legislature could empower local governments to generate savings through sharing services or consolidation include minimizing the impact of unfunded mandates and keeping the revenue structure of local governments whole or possibly even finding ways to increase those revenues.

## APPENDICES

The attached CD-ROM contains the full text of a number of studies and reports related to consolidation and shared services in Washoe County. A brief description of each item is provided below.

### *A: Service Evaluation Templates (on CD-ROM)*

The final templates, as developed through teams made up of Washoe County and City of Reno staff are attached to provide further detail. Note: The attached templates represent the initial results of joint work by City and County staff as part of a dynamic list of reviews of various services provided by the two entities. Additional templates will be completed by staff teams who continue to study possible opportunities for service sharing.

### *B: Suggested Statute for Further Review*

There are a number of ways that the State Legislature could assist local governments in successfully implementing consolidation. Below is a summary of items; this list is not inclusive.

- NRS 179D Registration of Sex Offenders and Offenders Convicted of a Crime Against a Child
- NRS 244 Counties: Government
- NRS 245 Counties: Officers and Employees Generally
- NRS 266 General Law For Incorporation of Cities and Towns
- NRS 268 Powers and Duties Common to Cities and Towns Incorporated Under General or Special Laws
- NRS 278.026-029 Planning and Zoning: Regional Planning in Counties Whose Population is 100,000 or more but Less Than 400,000
- NRS 280.123 Metropolitan Police Departments: Merger
- NRS 288 Relations Between Governments and Public Employees
- NRS 289 Peace Officers
- NRS 354.5943 Local Financial Administration
- NRS 354.59873 Local Financial Administration
- NRS 354.59874 Local Financial Administration

### *C: Consolidation Studies & Reports (on CD-ROM)*

The governments of Washoe County have a long history of seeking efficiencies through service sharing and consolidation. Some previous studies include:

#### **C.1 “Report and Recommendations of the Ambulance System Study Committee,” June 1986.**

This study was conducted by the Ambulance System Study Committee. The Committee was charged with identifying the strengths and weaknesses of the existing system and to make recommendations to the District Board of Health,

Reno City Council, Sparks City Council and the Board of County Commissioners on possible improvements to the existing ambulance system.

**C.2 “Law Enforcement Staffing & Operations in the Truckee Meadows: A Blueprint for the 1990s,” March 1990.**

The purpose of this study was to conduct a manpower needs analysis of four Truckee Meadows law enforcement agencies and, from that analysis, provide recommendations concerning their staffing requirements for the next five to ten years. The agencies involved in the study were the Washoe County Sheriff’s Office, the Reno Police Department, the Sparks Police Department, and the University of Nevada, Reno Police Department. A discussion on the potential for shared services can be found on page 16.

**C.3 “Medical First Response Study Committee,” September 1994.**

This study was done to further improve medical first response in Reno, Sparks and Washoe County; building upon what was accomplished with the 1986 Report and Recommendations of the Ambulance Study Committee.

**C.4 “Regional Law Enforcement Task Force Report to Truckee Meadows Regional Planning Governing Board,” January 1996.**

The purpose of this task force was to conduct an independent, thorough, community-centered analysis of the cost and benefits of regionalizing law enforcement operations in Washoe County.

**C.5 “Memo – Issues Regarding Consolidation of Law Enforcement Services in the Truckee Meadows,” January 2001.**

This report contains a summary of issues related to the topic of consolidation of law enforcement services in the Truckee Meadows. The report identifies some of the major issues related to law enforcement consolidation in the Truckee Meadows.

**C.6 “Effectiveness Evaluation of Contract for Provision of Fire Service Between the City of Reno and the Truckee Meadows Fire Protection District,” April 2002.**

As part of the Interlocal Agreement for the provision of Fire Protection Services between the Truckee Meadows Fire Protection District and the City of Reno, an evaluation of the effectiveness of the agreement and consolidated services was completed to evaluate the effectiveness of the Agreement and the consolidated services, while the District and the City jointly work together in exploring the benefits of, and work towards the creations of, a “unified fire jurisdiction,” such as a regional fire protection agency or district.

**C.7 “Assessment of the Cost Impact of Regionalizing Park Maintenance Services,” August 2002.**

MAXIMUS was retained by Washoe County to evaluate the potential costs and benefits of regionalizing specific county and services. The attached report presents an analysis of the costs and benefits of regionalizing park maintenance.

**C.8 “Status Report on Law Enforcement Consolidation Discussions,” October 2003.**

A one-page report was submitted at a joint meeting of Reno, Sparks and Washoe County summarizing the status of the willingness of the Reno Police Protective Association and the Washoe County Sheriff’s Deputies Association to discuss voluntary measures that could reduce the up-front labor cost of consolidation of law enforcement in the Truckee Meadows.

**C.9 “Status Report on Law Enforcement Consolidation Discussions,” January 2004.**

A two-page report was submitted at a joint meeting of Reno, Sparks and Washoe County summarizing the status of the willingness of the Reno Police Protective Association and the Washoe County Sheriff’s Deputies Association to discuss voluntary measures that could reduce the up-front labor cost of consolidation of law enforcement in the Truckee Meadows.

**C.10 “Status report, discussion and possible direction to staff regarding County Commission position(s) on possible law enforcement consolidation,” April 2004.**

Washoe County staff submitted a staff report to the Board of County Commissioners updating the Board on recent work with labor groups and officials from the City of Reno to quantify the possible costs and benefits of a law enforcement consolidation with the City of Reno, and requested Board direction on certain parameters for the County’s possible consideration and analysis of law enforcement consolidation alternatives.

**C.11 “Law Enforcement Consolidation Status Report,” April 2004.**

A staff report was submitted to the Board of County Commissioners of possible labor costs if the “cherry-picking” provision (NRS 280) was voluntarily not invoked if law enforcement was consolidated.

**C.12 “Status of Discussions on Law Enforcement Consolidation,” April 2004.**

A staff report was submitted to the Reno City Council detailing the limited activity that had occurred regarding law enforcement consolidation, including the issue of the “cherry-picking” provision (NRS 280), duplicative patrol areas, and administrative staffing.

**C.13 “Operational Audit of Truckee Meadows Municipal Golf Courses,” August 2004.**

Economics Research Associates (ERA) conducted an operational audit of the Truckee Meadows municipal golf courses in 2004. One of the study's findings is that, with an inventory of 9.5 public access regulation length golf courses, including the five 18-hole municipal courses, the Truckee Meadows public golf market presently is over-served by approximately two 18-hole courses. The analysis indicates that at anticipated market growth rates, even with no additional new facilities developed in the area, it will likely be at least 10, and possibly 20, years before the excess supply is fully absorbed.

**C.14 “Status Report on Law Enforcement Consolidation Discussions,” July 2005.**

A staff report was submitted to the Reno City Council, Sparks City Council and Washoe County Commission with an update that discussions were at a standstill because of apparent irreconcilable positions at the time of the stakeholders relating to organization and governance.

**C.15 “Risk Management Shared Services Project,” April 2008.**

Reno, Sparks, and Washoe County put together a review to determine if there are any current opportunities for joint risk management services among the participating agencies that would result in greater efficiencies and cost savings to the agencies involved.

**C.16 “Human Resources Consolidation Analysis & Report,” July 2009.**

A task force of representatives from City of Reno, City of Sparks, Washoe County, Washoe County School District (WCSD), Reno Sparks Convention Visitors Authority (RSCVA), and the Reno Transportation Commission (RTC) were asked to review the current processes in regards to services offered in the Human Resources and Benefits/Risk functions. The purpose of the review was to determine if there were opportunities for forming partnerships, and ultimately consolidating services.

**C.17 “Information Technology Consolidation Report,” June 2009.**

A task force of representatives from City of Reno, City of Sparks, Washoe County, Washoe County School District (WCSD), Reno Sparks Convention Visitors Authority (RSCVA), and the Reno Transportation Commission (RTC) were asked to review the current processes in regards to services offered in Information Technology functions. The purpose of the review was to determine if there were opportunities for forming partnerships, and ultimately consolidating services.

**C.18 “Consolidation Project of the Purchasing Function,” June 2009.**

A team of representatives from the City of Reno, City of Sparks, Washoe County and the Washoe County School District was tasked with “taking the next step” with regard to work performed in 2008 supporting the joint “Shared Services”

discussion between local agencies in Northern Nevada. In this case, the “next step” was to further analyze the issues and requirements necessary to consolidate the functions of “purchasing” between the member agencies. The team reviewed existing structures, organizational differences, client requirements and legal mandates in the analysis presented here. This document provides some detailing of these efforts, highlights of key issues and consideration of the continuing services required by all of the represented agencies.

**C.19 “Standards of Cover – Sierra Fire Protection District,” 2009.**

The All Risk Standards of Cover was produced under the direction of the Washoe County Nevada County Commissioners, Washoe County Manager Katy Simon and Washoe County Fire Service Coordinator Kurt Latipow. The County of Washoe Requested in its RFP2662-09 the following scope of work: 12.1.3 Conduct a Standards of Response Cover Deployment Analysis. This approach uses risk and community expectations on outcomes to assist fire department leadership and elected officials in making informed decisions on fire and EMS deployment levels.

**C.20 “Standards of Cover – Truckee Meadows Fire Protection District,” 2009.**

The All Risk Standards of Cover was produced under the direction of the Washoe County Nevada County Commissioners, Washoe County Manager Katy Simon and Washoe County Fire Service Coordinator Kurt Latipow. The County of Washoe Requested in its RFP2662-09 the following scope of work: 12.1.3 Conduct a Standards of Response Cover Deployment Analysis. This approach uses risk and community expectations on outcomes to assist fire department leadership and elected officials in making informed decisions on fire and EMS deployment levels.

**C.21 “Standards of Cover – Washoe County Volunteer Fire Agencies,” 2009.**

The All Risk Standards of Cover was produced under the direction of the Washoe County Nevada County Commissioners, Washoe County Manager Katy Simon and Washoe County Fire Service Coordinator Kurt Latipow. The County of Washoe Requested in its RFP2662-09 the following scope of work: 12.1.3 Conduct a Standards of Response Cover Deployment Analysis. This approach uses risk and community expectations on outcomes to assist fire department leadership and elected officials in making informed decisions on fire and EMS deployment levels.

**C.22 “Washoe County Fire Services Survey,” October 2009.**

Washoe County government requested a survey of citizens who reside in the service areas of the Sierra Fire Protection District, the Truckee Meadows Fire Protection District, or a volunteer fire station in Washoe County. The purpose of the survey was to learn citizens’ level of satisfaction and priorities regarding fire agency services. The survey was conducted by InfoSearch International.

**C.23 “Washoe County Fire Services Survey – Supplemental Comments Report,” October 2009.**

Washoe County commissioned InfoSearch International to conduct a citizen survey on fire services. This report details citizen comments on two questions regarding issues/challenges for the fire agency serving their area and if Washoe County should maintain the current structure of having two primary Fire Districts and volunteers, or consolidate into one Fire District.

**C.24 “Fire and Fire-Based EMS Master Plan,” April 2010.**

In February 2009, Washoe County commissioned Diamante Partners, LLC to develop a comprehensive fire and fire-based emergency medical services master Plan that included an assessment of existing operations and a series of recommended methods for improving and/or enhancing existing Fire and Fire-based Emergency Medical Service delivery in the unincorporated areas of Washoe County, Nevada, governed by the Board of County Commissioners (BOC). At a minimum, the Master Plan outlines existing service delivery and operational procedures, but also includes recommendations related to potential consolidations, service equity and new opportunities to achieve economies of scale, and enhancements to governance.

**C.25 “Collaborative Traffic and Emergency Management in the Truckee Meadows – Concept of Operations,” May 2010.**

The Regional Transportation Commission of Washoe County in association with the Nevada Department of Transportation and other transportation management agencies and emergency response agencies in the Truckee Meadows area of Nevada, have embarked on a project to enhance collaborative traffic and emergency management in the region. This document describes the concept of operations for collaborative traffic and emergency management in the region. Subsequent project tasks will identify functional requirements for a shared regional operations center and enhancements needed to the region’s transportation data communications infrastructure to support the functionality described in the Concept of Operations.

**C.26 “Regional Coordination Final Recommendations,” July 2010.**

Lorick Associates Consulting presented final recommendations to the Regional Transportation Commission regarding regional coordination between Reno, Sparks and Washoe County. Recommendations were made for the following areas: general, work activity, traffic signal preventative maintenance, crack sealing, routine sweeping, snow and ice control, ditch cleaning, street striping, painting legends and paint crosswalks.

*D: Non-Overlapping Services Provided by City of Reno and Washoe County*

There are some services that are only offered by one government, which have not been addressed in this analysis.

Washoe County services:

- Alternative Public Defender
- Alternative Sentencing
- Assessor
- Clerk – Marriage Licenses
- Constable
- District Court
- Family Court
- Justice Courts
- District Attorney
  - Fraud Check Diversion Program
  - Juvenile Division
  - Major Violators Team
- District Health
  - Administrative Health – Women, Infants & Children (WIC)
  - Air Quality
  - Community and Clinical Health Services
    - Clinics (Family Planning, STD/HIV Testing, Teen Health Mall)
    - Chronic Disease Prevention/Tobacco
    - Immunizations
    - Home visiting
    - Public Health Nursing
    - Tuberculosis Prevention and Control
  - Emergency Management and Homeland Security
    - Food Inspections
    - Hazardous materials
    - Underground Storage Tanks
    - Vector-Borne disease Control
  - Epidemiology and Public Health Preparedness
    - Vital statistics
  - Environmental Health Services
- Juvenile Services
- Law Library
- Libraries
- Medical Examiner/Coroner
- Public Administrator
- Public Defender
- Public Guardian
- Regional Parks
- Registrar of Voters
- Senior Services
- Senior Law Program
- Recorder



- Real Estate
  - Marriage Certificates
  - Maps
- Sheriff
- Forensic Services
- Detention Facility
- Social Services
  - Child Protective Services
  - Child Care Services
  - General Assistance
  - Health Care Assistance
  - Burial-Cremation Services
  - Foster Care Services
  - Adoption Services
  - Clinical Services
- Treasurer
  - Real Estate/Property Tax
  - Special Assessments

City of Reno services:

- City Attorney's Office
  - Civil
  - Prosecution of misdemeanors
- Civil Service
- Community Development Block Grants (CDBG)
- Cultural affairs and resource development
- Downtown maintenance
- Economic development projects
- Historic resources
- Housing ownership and assistance
- Municipal Court
- Parking meter maintenance and collections
- Parking permits
- Parking ticket citations and collections
- Police Department
- ReTRAC
- Redevelopment Agency
- Reno Direct call center
- Sewer rebate program
- Special Assessment Districts
- Urban parks & facilities
- Urban recreation programming
- Youth programs