

**BOARD OF COUNTY COMMISSIONERS  
WASHOE COUNTY, NEVADA**

TUESDAY

10:00 A.M.

JANUARY 22, 2019

PRESENT:

**Marsha Berkbigler, Commissioner**

**Kitty Jung, Commissioner**

**Bob Lucey, Commissioner**

**Vaughn Hartung, Commissioner**

**Jeanne Herman, Commissioner**

**Nancy Parent, County Clerk**

**John Slaughter, County Manager**

**Paul Lipparelli, Assistant District Attorney**

The Washoe County Board of Commissioners convened at 10:02 a.m. in special session at the North Valleys Community Center, 8085 Silver Lake Road, Reno, Nevada. Following the Pledge of Allegiance to the flag of our Country, the Clerk called the roll and the Board conducted the following business:

**19-0067      AGENDA ITEM 3 Public Comment.**

Ms. Katherine Snedigar stated she provided the Manager's Office with a Notice of Non-Response the previous week. She provided a copy of the mentioned document, which was placed on file with the Clerk. She spoke regarding a lawsuit that would include the District Attorney, the County Manager, and each of the County Commissioners.

Ms. Sharon Korn said she was a resident of Palomino Valley and urged the Board to reinstate the Citizen Advisory Board (CAB) with the influence it had during previous years. She expressed frustration about the community not having a say in the development processes in the valley. She opined the community was not receiving fair representation and wanted all development issues to be brought to CAB meetings. She said the residents of Palomino Valley wanted the area to maintain its rural state and did not want the area plan to change to allow parcels consisting of less than 40 acres. She expressed concern about a proposed development, Marshall Ranch, which was being heard in February by the Planning Commission but would not be heard at a CAB meeting.

Ms. Susan Ambrose said she was a member of the Warm Springs CAB. She expressed frustration about restrictions imposed on CABs to only hear new development proposals or area plan amendments, and that multiple meetings had been cancelled. She said residents were frustrated because forums to discuss community matters were no longer available. She opined CAB members were being ignored by staff

and requested the County participate in a workshop with the CABs to discuss community concerns. She thought the Chairs of the CABs needed the opportunity to add items to meeting agendas.

Mr. Danny Cleous provided photos of flooding in Lemmon Valley, which were placed on file with the Clerk. He stated information was provided to him by an engineer who monitored Swan Lake and said the water had risen 11 inches since January 16. He indicated the Prado Ranch North project and the raising of Lemmon Drive were approved but wondered how water would move from the east side to the west side of the road. He said it was a good idea to divert water away from the flooded church, but in doing so homes between Nectar Street and Arkansas Drive were flooded. He opined water should have been pumped to a safer location.

Ms. Tammy Holt-Still provided photos of flooding in Lemmon Valley, which were placed on file with the Clerk. One photo displayed a meter at her home which indicated more than three inches of rain had fallen since the beginning of January. She said these numbers were recorded before the most recent storm. She stated one of Mr. Cleous' photos displayed the area of Red Pine Road before a recent storm and water was present then. She opined water was there due to a plugged culvert nearby. She expressed frustration about staff closing Nectar Street due to the flooding, leaving a severely damaged road as the only route in and out of the subdivision. She questioned why the Board was not doing something to resolve these issues.

Mr. Ray Lake said he was the Chair of the North Valleys CAB. He echoed the comments made by Ms. Ambrose and said the North Valleys CAB had five consecutive meetings cancelled. He expressed disappointment about the handling of the CABs and opined the County did not want to hear the voices of the people in the community.

Mr. Tim Jeter stated he was a resident and business owner in Lemmon Valley. He said it was important for him to be able to access all areas in Lemmon Valley and it would be catastrophic for his livelihood if the area flooded. There was water flooding a property where a home had been removed at the end of Deodar Way. He stated water on the north end of Lemmon Drive was up to the Hesco barriers. He said he reached out to Commissioner Lucey when flooding started about pond evaporation equipment and indicated water levels could have decreased by a third if this process had been done when the area first flooded. He said it could be a positive resolution and the cost to have the equipment in place for one year would be \$125,000. He was told by Commissioner Lucey the County had spent millions of dollars on the Hesco barriers and could not afford the evaporative equipment. He stated he could not imagine the feeling of his home flooding. He stated if Lemmon Drive was closed, a detour through Antelope Valley would be necessary. He said it would not be long, especially with water coming from other developments, before flood situations became catastrophic if the weather patterns continued. He hoped someone could tell him there was a plan to prevent the flooding from getting worse.

Ms. Lori Beach expressed concern about flooding issues in Lemmon Valley. Lemmon Valley had been in a state of flooding for the past two years and was surrounded by Hesco barriers that were in disrepair. She opined issues would have been addressed and resolved if they were occurring in affluent areas such as Arrowcreek or Galena. She felt the effluent that was dumping into Swan Lake was a mounting issue and moving the discharge from the new homes to the Stead treatment plan would not address the current issue. The homes at Prado Ranch would not address affordable housing needs in Reno because they would not be affordable. She stated the Prado Ranch development was denied by the CAB and the Planning Commission, but the Board voted against what the people who elected them wanted. She admitted she was not against development but she was against irresponsible development. She wanted the issues resolved in Lemmon Valley.

Mr. Tom Prentice said he was the Vice-Chair of the Warm Springs Rural CAB. He wanted monthly meetings for the CAB because there were items which needed to be discussed. He said he was told the CAB could only hold meetings if there were development issues on the agenda but meetings had been conducted recently with items not pertaining to development. He said he was unable to get development issues such as the Bob Marshall Ranch on an agenda. He said there were other issues the community wanted to address but did not have a public forum to do so. He indicated a special meeting regarding the Bob Marshall Ranch project was scheduled for February 2 but stated there would not be any public record of the meeting.

Mr. Michael Cummings stated he was a resident and business owner in Lemmon Valley. He said the ongoing issues in Lemmon Valley were getting worse each year. He wanted a resolution to the flooding issues and Lemmon Drive needed to be completely open and safe for traffic. He noted the back of Lemmon Drive was dangerous to drive on because some areas were unpassable.

Ms. Leona Galan said she had been a resident of Lemmon Valley for more than 30 years and residents there had been dealing with horrendous water for more than two years. She opined flooding could occur on existing properties if the Prado Ranch development was built and Lemmon Drive was raised. She expressed concern about water not draining from ditches which had been full for months. She was opposed to Lemmon Drive being raised because of the flood risks. She invited the Commissioners to visit her property and drive around Lemmon Valley to see the issues firsthand.

Mr. Matt Buehler stated he was a member of the West Truckee Meadows/Verdi Township CAB. He said the Commissioners had a hard job and thanked them for serving the community. He agreed with others who spoke about the CABs being more involved in issues other than development. He said he spent time in Gerlach canvassing when he was running for Treasurer and said people expressed concern about the lack of medical and fire protection in the area. He wanted services in rural areas to be consistent with those in Reno and Sparks and he thought CABs needed to be more involved with those issues.

Ms. Elise Weatherly spoke about responsibility, her daughter living on the streets, a sign displayed in front of an appalling business, church businesses, and people in prison for murder not being held accountable.

**19-0068**      **AGENDA ITEM 4** Election of Chair of the Washoe County Board of Commissioners.

On the call for public comment, Ms. Tammy Holt-Still spoke about unprofessional behavior from the Commissioners and opined four of the Commissioners should not be elected for the positions of Chair or Vice-Chair. She expressed frustration about the lack of response to the residents who were forced to move from their homes due to flooding in Lemmon Valley. She wanted those residents to receive the same treatment as residents outside of Lemmon Valley.

On motion by Commissioner Lucey, seconded by Chair Berkbigler, which motion duly carried on a 5-0 vote, it was ordered that Vaughn Hartung be elected as the Chair of the Board of County Commissioners.

Chair Hartung assumed the gavel.

**19-0069**      **AGENDA ITEM 5** Election of Vice-Chair of the Washoe County Board of Commissioners.

There was no public comment on this item.

On motion by Chair Hartung, seconded by Commissioner Berkbigler, which motion duly carried on a 5-0 vote, it was ordered that Bob Lucey be elected as the Vice-Chair of the Board of County Commissioners.

**19-0070**      **AGENDA ITEM 6** Fix the term of office of the Chair and Vice-Chair of the Board.

County Manager John Slaughter indicated this item was a statutory requirement and the terms of the offices were generally fixed at one-year terms, but it was at the discretion of the Board.

There was no public comment on this item.

On motion by Commissioner Berkbigler, seconded by Commissioner Jung, which motion duly carried on a vote of 5-0, it was ordered that the terms for the Chair and the Vice-Chair of the Board remain as one-year terms.

**19-0071**      **AGENDA ITEM 7** Discussion and possible action with regard to appointment and/or reappointment of Commissioners to boards and commissions, alteration of terms of service on boards and commissions where legally permissible, and such other action as the Board of Commissioners may desire to take in regards to those administrative matters. Manager. (All Commission Districts.)

County Manager John Slaughter stated the State Land Use Planning Advisory Council (SLUPAC) liaison had been decided previously due to changes in administration so the item was settled for the next term. He said the appointment of Commissioner Herman as the primary representative was recommended by the Board and approved by the Governor's Office. He said Management Analyst Jamie Rodriguez would help to capture any changes to the current appointments.

Ms. Rodriguez stated the attached material showed Chair Hartung's seat on the Regional Transportation Commission (RTC) expiring in 2019, but the expiration date should be December 31, 2018.

The appointments are as follows:

| <b>Board/Commission</b>                                  | <b>Commissioners</b>  |
|--|---|
| Animal Services Advisory Board                           | Commissioner Herman – Primary   |
| Community Homeless Advisory Board                        | Commissioner Berkgigler – Primary<br>Commissioner Lucey – Primary<br>Chair Hartung – Alternative              |
| District Board of Health                                 | Commissioner Berkgigler – Primary   |
| Downtown Reno Business Improvement District              | Commissioner Lucey – Primary<br>Commissioner Jung – Alternate   |
| Economic Development Authority of Western Nevada (EDAWN) | Commissioner Berkgigler – Primary<br>Commissioner Lucey – Alternate   |
| Nevada Association of Counties (NACO) Board of Directors | Chair Hartung – Primary<br>Commissioner Lucey – Primary<br>Executive Board<br>Commissioner Herman – Alternate |
| Nevada Tahoe Conservation District Board of Supervisors  | Commissioner Berkgigler – Primary<br>Dwayne Smith – Alternate   |
| Nevada Works   | Commissioner Herman – Primary<br>Commissioner Jung – Alternate  |
| Regional Transportation Commission (RTC)                 | Chair Hartung – Primary<br>Commissioner Lucey – Primary   |
| Reno-Sparks Convention and Visitors Authority (RSCVA)    | Commissioner Lucey – Primary  |
| State Land Use Planning Advisory Council (SLUPAC)        | Commissioner Herman – Primary   |
| Tahoe Prosperity Center Board of Directors               | Commissioner Berkgigler – Primary   |

| <b>Board/Commission</b>  | <b>Commissioners</b>   |
|--|--|
| Tahoe Regional Planning Agency Governing Board                     | Commissioner Berkgigler – Primary<br>Commissioner Lucey – Alternate  |
| Tahoe Transportation District Board of Directors                   | Commissioner Berkgigler – Primary<br>Commissioner Lucey – Alternate  |
| Tahoe Transportation Commission                                    | Commissioner Berkgigler – Primary<br>Commissioner Lucey – Alternate  |
| Truckee Meadows Regional Planning Agency Governing Board           | Commissioner Berkgigler – Primary<br>Chair Hartung – Primary<br>Commissioner Herman – Primary  |
| Truckee Meadows Water Authority Board                              | Commissioner Herman – Primary<br>Chair Hartung – Primary<br>Commissioner Berkgigler – Alternate<br>Commissioner Lucey – Alternate<br>Commissioner Jung – Alternate |
| Truckee River Flood Management Authority                           | Commissioner Herman – Primary<br>Chair Hartung – Primary<br>Commissioner Berkgigler – Alternate<br>Commissioner Lucey – Alternate<br>Commissioner Jung – Alternate |
| Vya Conservation District  | Commissioner Herman – Primary<br>Drane Stobiecki – Alternate   |
| Washoe County Criminal Justice Advisory Committee                  | Commissioner Jung – Primary  |
| Washoe County Debt Management Commission                           | Commissioner Herman – Primary  |
| Washoe County Internal Audit                                       | Commissioner Jung – Primary  |
| Washoe County Investment Committee                                 | Chair Hartung – Primary<br>Commissioner Lucey – Primary  |
| Washoe County Legislative Liaison                                  | Commissioner Lucey – Liaison<br>Commissioner Jung – Liaison  |
| Washoe County Open Space and Regional Parks Commission             | Commissioner Jung – Liaison  |
| Washoe County Senior Services Advisory Board Liaison               | Commissioner Jung – Primary<br>Commissioner Herman – Alternate   |
| Washoe County School District Capital Funding Protection Committee | Commissioner Lucey – Primary<br>Commissioner Herman – Primary  |
| Washoe County School District Oversight Panel                      | Commissioner Lucey – Primary<br>Commissioner Herman – Primary  |
| Washoe County Stadium Authority                                    | Chair Hartung – Primary<br>Commissioner Jung – Primary<br>Commissioner Lucey – Alternate<br>Commissioner Berkgigler – Alternate<br>Commissioner Herman – Alternate |
| Washoe Storey Conservation District                                | Commissioner Herman – Primary<br>Jim Shaffer – Alternate   |

| <b>Board/Commission</b>                    | <b>Commissioners</b>   |
|--|--|
| Western Nevada Development District (WNDD) | Commissioner Herman – Primary  |
| Western Regional Water Commission          | Chair Hartung – Primary<br>Commissioner Herman – Primary<br>Commissioner Lucey – Primary |

Regarding the Legislative Liaison position, Commissioner Jung thought it was important to have the County Manager choose one Commissioner to be the point person to answer questions. She said all of the Commissioners were subject matter experts on various topics and could be available if needed. Chair Hartung, Commissioner Berkbigler, and Commissioner Lucey agreed with Commissioner Jung.

Ms. Rodriguez recapped the changes to be made to the Commissioner appointments.

Chair Hartung asked whether the Commissioners all needed to be added as alternates for the Legislative Liaison position. Deputy District Attorney Paul Lipparelli replied the position was not an official seat on a public body, so alternate designations did not matter. He noted it was important to know and designate whether alternates were allowed on boards.

On the call for public comment, Ms. Tammy Holt-Still expressed concern that Chair Hartung was on boards with conflicting schedules and wondered why he chose to stay on both the RTC and NACO boards.

On motion by Commissioner Lucey, seconded by Commissioner Berkbigler, which motion duly carried on a 5-0 vote, it was ordered to approve the changes made to the above listed board appointments.

**11:06 a.m. Commissioner Lucey left the meeting.**

**19-0072** **AGENDA ITEM 8** Approval of minutes for the Board of County Commissioners' regular meetings of December 11, 2018, December 18, 2018, and January 7, 2019. Clerk. (All Commission Districts.)

There was no response to the call for public comment.

On motion by Commissioner Berkbigler, seconded by Commissioner Jung, which motion duly carried on a 4-0 vote with Commissioner Lucey absent, it was ordered that Agenda Item 8 be approved.

**19-0073      AGENDA ITEM 11 Commissioners’/County Manager’s announcements, reports and updates, requests for information or topics for future agendas. (No discussion among Commissioners will take place on this item.)**

Commissioner Berkbigler said she spoke with Katy Simon Holland, Chair of the Washoe County School District Board of Directors, and Lindsay Anderson, Director of Government Affairs for the Washoe County School District about Lemmon Valley Elementary School being labeled as a “sick” school. She said they would look at the statistics and work with the Health District to get the school inspected. If asbestos cleanup or other work needed to be performed, there was money available through the School District Tax Fund. She wanted to ensure the residents of Lemmon Valley knew this issue was being investigated.

Commissioner Berkbigler said she was curious about the status of Lemmon Valley. She believed more rain and less snow was expected, which meant more water in Lemmon Valley and Swan Lake. She wondered whether it was the proper time to look at the broader picture of Lemmon Valley and see what the County could do to fix the issues. She thought it was inappropriate to pump from one flooded area to another, which she indicated could potentially flood houses. She requested a presentation from staff and the National Weather Service about the overall concerns for flooding in the area be placed on an upcoming agenda.

Commissioner Jung said Lemmon Valley had been flooding since 2015. She indicated she personally asked Governor Steve Sisolak for the County’s Federal Emergency Management Agency reimbursement. She wondered whether the County could hire a third-party consulting firm to research potential solutions and mitigation options. She said she was approached late last year by Arlan Melendez, Chairman of the Reno-Sparks Indian Colony (RSIC), about Hungry Valley; he suggested a water importation project to take water from closed basins to address the paucity of water they had. She wanted staff to research a third-party who could come up with other ideas about what the County should do in the area. She noted projections for the winter were unpredictable and said micro storms were more prevalent in developed areas.

**11:11 a.m.      Commissioner Lucey returned.**

Commissioner Jung wanted evacuation plans developed for flood-prone areas throughout the region. She thought the County should coordinate with safety experts throughout the region to teach communities the importance of evacuation routes as well as to consider possible alterations or enhancements. She said she had no faith in a plan where one person was in charge of unlocking gates in an emergency.

Commissioner Jung asked staff to provide information about the Bob Marshall Ranch plan referenced during public comment because she had not heard anything about such a development project. She said the master plan update for the region was going to occur and she had been asking for more than 11 years to get a map of all projects in the area that had been approved but not built; this included those in Reno

and Sparks. She thought a map was available from the Regional Planning Commission. She wanted the ability to see where growth was intensifying to anticipate what services were going to be needed. She said the County was not consulted on any of the needed services. She wanted an evacuation plan established for animals when emergency situations occurred.

Commissioner Herman thanked Commissioner Jung for her suggestions for Lemmon Valley and said the residents cared about it also. She hoped action could be taking on those items. She said Quartz Lane had started to get cleaned up but now it was getting worse. She received a complaint about a fire engine not being able to access the end of the road. She had not heard what would be done to clean up the area.

Commissioner Lucey confirmed Mr. Jeter, who spoke during public comment, emailed him in 2017 regarding pond evaporative equipment. He had requested staff look into the option and wanted it brought back to the Board. He stated the suggestion came at a time when pumps were being placed, but he wanted staff to provide more information to determine whether it was a viable option.

Commissioner Lucey said he had the opportunity to go to Incline Village with Commissioner Berkgigler, Commissioner Jung, and Assistant County Manager Dave Solaro to talk about short-term rentals within the community. He stated many individuals were receptive to the ideas Commissioners Jung and Berkgigler brought forward about fines and how licensing worked. He said he looked forward to having proposed policy discussions with staff. He wanted any fines collected for violations to stay within the community in which they were collected. He thought collected fines should be treated as marijuana revenue was: those funds should stay in that district.

Commissioner Lucey said he wanted to review the purpose Citizen Advisory Boards (CABs) served as they pertained to development. He mentioned money was allocated for CABs every year and he realized meetings had been cancelled due to a lack of development projects. He thought a forum could be held about other issues in the community if there were no development projects to go before the CABs. He wanted this issue to be addressed.

Chair Hartung thought Assistant District Attorney Paul Lipparelli could brief the Board about possible issues with having public forums in place of CAB meetings and whether that could violate Open Meeting Law.

Commissioner Berkgigler mentioned an Incline Village meeting that Commissioners and staff attended with her. She thought it went well and they received positive feedback. She stated people were concerned about the proposed regulations and thought several more meetings would be held once draft regulations were complete.

Commissioner Berkgigler said she went to Lake Tahoe often and expressed concern about closed basins because Washoe Lake was so close to the highway. She thought closed basins were a bigger issue than just Swan Lake and they

needed to be addressed. She said there could be an issue with the highway in Washoe Valley if it continued to rain. She agreed with Commissioner Jung's suggestion to bring in an outside source to provide the County with expert advice about water and flooding issues in the entire region.

Commissioner Jung said a partnership was established years ago with the University of Nevada, Reno (UNR) and the Reno Police Department to red-tag homes. This would shame renters for their behavior, warn property owners about their renters' behavior, and impact the viability of the owner maintaining a rental in the area. She stated that process dramatically changed the number of complaints received at the City of Reno. She said offenders were generally college students who were subject to social consequences and nuisance violations; owners were given financial incentives to rent to responsible tenants. She wanted staff to research the process the City of Reno used because it worked.

Commissioner Jung said the County needed to clarify wording for citizens because she had a constituent say they wanted something "put on public record" so a developer would be noticed. She explained the process of putting something on public record did not put anyone on notice. She wanted to know whether a best practice was in place regarding citizen engagement that was not excessively labor-intensive. She thought the reason the process of putting an item on record did not include the action of notice was because of the Open Meeting Law's strict regulations. She thought the CABs could be a place where citizens could be heard and could address grievances. She said the community needed to be educated about what CAB meetings were. She wanted a process established for CABs to meet for community forums if there were no development issues to be discussed. She stated her district did not have a CAB because development overlapped with the Cities of Reno and Sparks. She thought the social networking service Nextdoor could take the place of community forums in certain instances.

Deputy District Attorney Paul Lipparelli cautioned the Commissioners about discussing items during comments and announcements. He explained this item was meant to be one-way reports, updates, and requests for future items. He suggested requesting an agenda item on a future meeting if an item needed more discussion.

With regard to Lemmon Valley flooding, Commissioner Herman said a professional or panel was needed to research options beyond public opinions.

Chair Hartung said conversations occurred with Scott Nebesky, Planning Director of the RSIC, and Mr. Melendez about solutions for closed basins. He asked staff to research whether the RSIC could play a role in solving closed basin issues.

Chair Hartung said Adam Mayberry, Public Information Officer with the Truckee Meadows Fire Protection District, was an expert with Nextdoor. The Chair requested a presentation to the Board about Nextdoor.

Commissioner Lucey requested the Communications Department research the possibility of a quarterly newsletter for each Commission District through Nextdoor or Washoe County's website. He stated a newsletter could inform the community of future meetings and current issues, and could establish better communication with constituents. He thought that, if a quarterly newsletter was successful, that method of communication could be used for other opportunities.

Chair Hartung announced the Board would take a short break for lunch and then Erica Olson from OnStrategy would move forward with the strategic plan portion of the meeting.

**11:33 a.m.**     **The Board recessed.**

**12:02 p.m.**     **The Board reconvened with Commissioner Herman absent.**

**19-0074**     **AGENDA ITEM 9** Discussion of the FY20 Washoe County Strategic Plan including but not limited to: (FOR POSSIBLE ACTION)

- Scope and Responsibilities of Board of County Commissioners
- Budget Overview
  - Facility Master Planning Preparation
- Citizen survey results
- Strategic goal briefings and discussion FY20 goals
- Using the Strategic Plan

County Manager John Slaughter introduced the topic and reminded the Board this portion of the agenda would be conducted in a more open format. He introduced Chief Operating Officer and Co-Founder of OnStrategy Erica Olsen.

Chair Hartung summarized that Ms. Olsen would provide an overview of the meeting and the Commissioners would have an opportunity to suggest changes or additions to the process.

Ms. Olsen presented a video showcasing the Washoe Impact Awards.

**12:04 p.m.**     **Commissioner Herman returned.**

Ms. Olsen thanked the communications team. She noted not every packet contained copies of the PowerPoint presentation, a copy of which was placed on file with the Clerk, but there would be two screens to view it. She reviewed slides with the following titles: Setting the Stage; Discussion Flow; Discussion Guidelines; Using a Strategic Plan; and Commissioner Requests (2 slides).

Ms. Olsen stated the plan was to workshop the 'strategic or not' tool because the Board used decision-making to allocate County resources. The workshop would be a way to keep strategic leadership alive day after day. She noted the budget overview was styled similarly to how it had been in previous retreats. She mentioned goal

briefings were achieved in prior meetings by a couple of hours of presentations about team accomplishments and initiatives; at this retreat the Board would read information first and then hold a discussion with the goal team leads.

Chair Hartung confirmed with the Board everyone was comfortable with the format.

Ms. Olsen indicated they were intentionally holding the meeting in a different County facility to facilitate a conversation with everyone present. She emphasized one challenge of the strategic planning process was determining which topics not to focus on. She thought the process was robust and they should take the opportunity not just to have a plan but to have a practice. She stated resources were not growing so they needed to be smart about what they took on board.

Ms. Olsen remarked there were best practices about ensuring the strategic plan was functioning and not simply a document. She indicated the 'strategic or not' exercise would assist in determining which priorities to pause or reject. She said not achieving key performance indicators that had been set up meant the plan was not being used successfully or perhaps something was wrong with the approach.

Chair Hartung stated prioritization was a challenge; some goals were easier and more natural to accomplish while others were more daunting in terms of budget and scale. Some of those issues dealt directly with the Board, some were ancillary, and some were being worked on in conjunction with other agencies and municipalities. He provided examples, mentioning homelessness and overcrowding in the detention facility. He suggested prioritizing goals that were more attainable while finding long-term solutions for more difficult goals.

Ms. Olsen noted there were key performance indicators for priorities that might never be taken off the strategic plan, but the plan was making an impact. She thought the goal team leads would have thoughts on that topic. She said the Board could accelerate the velocity of impact if the focus was narrowed. She recognized this was difficult given the different services and demands of the County.

Ms. Olsen pointed out about 30 percent of Commissioner requests were linked to a strategic goal and she hoped they could raise that to 75 percent. All requests required about a 1000 hours of staff time on top of daily operations. Mr. Slaughter commented everyone needed to understand staff spent a significant amount of time on day-to-day issues.

Ms. Olsen introduced Assistant County Manager Christine Vuletich to give a briefing on the budget. Ms. Vuletich reviewed slides with the following titles: Agenda; FY 2018 Financial Results; General Fund FY 2018 Financial Results; General Fund – Fund Balance; GFOA Fund Balance Guidelines; Changes in Unrestricted Fund Balance; and Stabilization Fund.

Ms. Vuletich noted the Board received the County's Comprehensive Annual Financial Report the previous month. She indicated overall results in the General Fund were positive this year. She explained restricted components of the General Fund balance were legally restricted by law and not available in the savings account. The \$2.7 million increase in the Restricted Fund balance was due to a change in Governmental Accounting Standards Board financial reporting requirements. She said the State once allowed a portion of employees to go onto the post-retiree health program, and because of that the County had to treat those as employee assets and not trust assets. She remarked assigned funds were encumbrances carried over from the prior year's budget, such as contracts and purchases not completed by June 30. Unassigned funds could be available to be appropriated but they also constituted the County's savings account.

Ms. Vuletich stated 59 days' worth of working capital would be available in the event of a major disaster or a financial downturn. Commissioner Jung asked how much was required by law. Ms. Vuletich answered the County was required to maintain four percent, or around two weeks' worth. Commissioner Jung inquired about the previous ten years' history of how much the County maintained and Ms. Vuletich responded that would be discussed on a later slide.

Ms. Vuletich clarified GFOA stood for Government Finance Officers Association. She said savings accounts were important to protect taxpayers and employees from unexpected changes in financial condition. She felt Washoe County did not have a dependency on volatile revenue sources because it diversified industries and revenue sources. She noted the County received \$40 million in federal grant money the previous year so they monitored the potential for cuts in federal funding. She commented the unrestricted fund balance should not be used for ongoing, recurring expenditures because it could not be relied on every year. She illustrated this with a bar graph showing changes in the unrestricted fund balance over the previous decade.

Ms. Vuletich said the stabilization fund could only be used in the case of a natural disaster or an economic downturn. Because the Federal Emergency Management Authority took an average of five to seven years to issue reimbursements, she recommended the stabilization fund be replenished now; funds would be transferred from the unassigned fund balance. If that was the Board's direction, a formal item would be placed on a future agenda.

Budget Manager Lori Cooke reviewed slides with the following titles: General Fund FY 19 Budget (2 slides) and General Fund Mid-Year FY 2019. She noted they used the financials from December 31, 2018, which constituted exactly half a year.

Commissioner Jung asked about the trend of the consolidated tax (C-tax). Ms. Cooke replied there was growth but it was not accelerated. Regarding the percentage of expenditures that were comprised of salaries and benefits, Ms. Cooke stated the County's 70 percent was in line with service agencies.

Commissioner Lucey said he thought property tax comprised 52 percent of the revenues in the previous year. Ms. Cooke responded the combined total of property tax and C-tax in the previous year was 81 percent and it was 82 percent this year. C-tax was becoming a higher percentage of General Fund revenue. She said the County was not concerned that actual totals were not 50 percent of the year's budgeted totals because revenues and expenditures were not accumulated evenly. She offered to provide additional information about the breakdown of expenditures by functionality.

Christine Vuletich reviewed slides with the following titles: Preliminary Budget Trends for FY 2020 and General Fund History. She reminded the Board the word she used to describe the previous year's outlook was 'guarded'; this year's word was 'uncertainty'. She admitted there was a strong regional economy and strong growth, but mentioned existing home sales were down 7.5 percent over the prior year, air cargo shipments were down, and taxable sales were flattening. She added the government shutdown could result in a drag on local economy. Additionally, major international economies were slowing down.

Commissioner Jung inquired when the County ever had adequate funding for its capital improvement program (CIP). Ms. Vuletich replied she did not know if the County ever had adequate funding, though it had the ability in the past to construct facilities. Commissioner Jung asked how long the County had deferred the CIP. Ms. Vuletich did not know the history offhand but she knew many maintenance and equipment replacement items were deferred during the recession. In fact, heating, ventilation, and air conditioning (HVAC) units and rooftops still needed improvement.

Commissioner Jung asked whether projects were prioritized based on the County's liability and Ms. Vuletich responded liability was one of the components used for prioritization. Commissioner Jung noted they received complaints from inmates about the HVAC units and pointed out that population could be litigious. She hoped staff considered liability when prioritizing things since the County was probably the favorite municipality to sue in northern Nevada.

Commissioner Lucey suggested it was essential for risk management to assess where liabilities existed to help prioritize capital improvement projects. Chair Hartung agreed and thought it was time to bring back the position of a risk manager.

Ms. Vuletich reviewed the General Fund history and cautioned against being in a situation where expenditures were much higher than revenues. She noted the recovery from the recession was prolonged. She said small recessions of a year or two happened in regular economic cycles and the savings account helped with that. She reiterated it took 10 years to come out of the recession.

Ms. Cooke reviewed slides with the following titles: General Fund Long-term Trend; Preliminary General Fund FY 2020 Budget; Revenue Trends; General Property Tax; Consolidated Tax; General Fund Known Cost Increases; and Uncertainty.

Ms. Cooke stressed financial forecasting was difficult and it involved making assumptions and examining macro-economic conditions. She remarked the forecast was not starting with a deficit but revenues and expenditures were expected to converge in 2022. She mentioned the forecast could change if assumptions did not come to fruition. She stated the base budget was balanced, noting the revenue from property tax and C-tax was roughly the same as the cost of salaries, benefits, services, and supplies.

Ms. Cooke mentioned last year there was concern about the C-tax refund. She explained the final settlement included an 18-month payback which saw an offset to the reduction in the current fiscal year. The majority of the payback was factored into the Fiscal Year (FY) 2019 budget while the rest was forecasted for FY 2020. She said there was a two-month delay in C-tax figures so the presentation used figures from November.

Chair Hartung asked whether the refund was the AT&T overpayment and Ms. Cooke confirmed it was. Chair Hartung asked whether Governor Steve Sisolak recently brought up the AT&T repayment. Ms. Cooke said she believed the Governor's comments related to the Washoe County School District (WCSD).

Ms. Cooke said they were waiting for the consumer price index numbers to come out based on the State's formula to determine the general tax cap; they estimated it at 4.8 percent until then. Other general fund revenues included fees for services, licenses and permits, fines, and forfeitures. She said one voter-approved exemption that would have an impact was the implementation of Marsy's Law.

Ms. Cooke said general property tax figures for FY 2019/20 were estimated because figures from the State related to actual property tax would not be available until mid-March. Tax abatements stayed with taxpayers and were not available for County General Fund services. She pointed out the recovery period for the C-tax had been closer to 12 years. C-tax was more sensitive because it could be impacted by a drop in sales, a decrease in home sales, or people moving out of the area.

Commissioner Jung asked whether the Board provided direction to employ the Hay Group to consider how Washoe County's 100 percent employment would impact the County's ability to retain, expand, and recruit its workforce. Mr. Slaughter responded the County continued to use the Hay Group and they had final results from the Hay Study which had been ongoing for the previous few years. He confirmed the results of the study would be presented to the Board before it went into collective bargaining.

Ms. Cooke admitted it was possible staff might not know until late in the budget process what impacts might arise from legislative changes. She recommended increasing contingency funding by \$1 million to address all the uncertainties listed in the presentation. She reiterated the earlier recommendation to increase funding for the CIP for certain purposes. She confirmed Commissioner Jung's assertion that every single County collective bargaining agreement would expire on June 30, 2019.

Commissioner Jung asked about the deadline for above-base requests. Ms. Cooke said requests would be due by February 22; departments were working with Human Resources and had to submit their paperwork by February 8.

Commissioner Jung asked whether a decision was made about how to address furloughed federal workers. Mr. Slaughter said he was collecting information from all departments regarding tax collection and human services support. A gameplan was being developed. He was unsure how many federal employees in Washoe County were impacted by the shutdown; there were about 3,000 statewide and he guessed maybe a quarter of those were Washoe County residents. He commented staff would provide a final report to the Commissioners and all agencies when it was completed.

Ms. Vuletich reviewed slides with the following titles: Capital Needs; Capital Financing Existing Resources (3 slides); Potential New Capital Financing Resources; and Summary. She indicated they were required by the State to create a five-year CIP. She mentioned some funds were set aside in a fund for recurring replacements like roofs and HVAC units; she recommended increasing funding for that this year. She noted she had previously been before the Board to put the State Revolving Fund loan in place for the South Truckee Meadows Water Reclamation Facility (STMWRF). She estimated the Sheriff's Office (SO) infirmary would be a \$30 million facility. Additionally the 9th Street facility was aging and required upgrades and expansion. She pointed out technology, including the financial system, needed to be replaced. She reiterated they did not have a revenue source to fund those long-term projects.

Ms. Vuletich repeated revenue sources merely covered existing expenditures with a little extra being allocated for unknown expenses. Funding for these capital improvement projects could only be achieved with significant reduction of service levels, reprioritization of programs, or an increase in fees. She mentioned utility and connection fees would pay for the STMWRF project and fees gathered from 19 other agencies would help pay for the cost of the shared radio system.

Chair Hartung asked whether re-evaluating the spending plan would give the County the ability to do different things with the money they had allocated. Ms. Vuletich said it would but they would still have to continue to repay the debt until 2036. Chair Hartung asked whether they had to restrict use of the funds to public safety issues, to which Ms. Vuletich responded funds would have to be used for public safety or flood projects. Chair Hartung asked whether they could use funds for a region-wide storm water utility management scenario. Ms. Vuletich said that would be possible.

Ms. Vuletich summarized the County could not operate if it spent more than it brought in. She reviewed the recommendations, including increasing the contingency funding from \$1.5 million to \$2.5 million. She acknowledged the County would not be able to grant all above-base requests and she thanked departments for working with what they already had.

Ms. Cooke reviewed slides with the following titles: Budget Timeline & Next Steps; and Questions. Ms. Vuletich then reviewed slides with the following titles: Citizen Survey Results; The NCS; The NCS & Washoe County; Facets of Community Livability; National Benchmark Comparisons; Key Focus Areas; Key Finding #1; Economy Measures; Affordability; Key Finding #2; 87%; Engagement with Amenities; Community Enrichment Trends; Key Finding #3; Safety in Washoe County; Statistics (2 slides); Special Topics; Sources of Information; Familiarity with Services; Contact with County Employees; Respondent Household Locations; Conclusions; and Questions.

Ms. Vuletich explained the survey was national so The National Research Center (NRC) compared the County's results with those of 15 to 20 other counties with similar sizes and demographics. Prompted by Commissioner Jung's query, Ms. Vuletich said the NRC was based out of Boulder, Colorado. She thought the 22 percent response rate was so high because they sent mailers and provided numerous options to take the survey. Commissioner Jung stated that was the best response rate the County ever had and she thought the NRC should teach other organizations since most external surveys resulted in a response rate of around 10 percent. Commissioner Jung asked how the households who took part in the survey were chosen and Ms. Vuletich said it was a random sample pulled from a listing of property addresses.

Chair Hartung asked how the NRC came up with a 6 percent margin of error. Ms. Vuletich did not know the answer but she offered to find that out. Chair Hartung pointed out election pollsters could be very incorrect in their results. Mr. Slaughter said he was comfortable with both the response rate and the margin of error and opined election surveys were based on a much narrower kind of question which captured only a moment in time. The NRC primarily focused on these types of community surveys for local governments.

Ms. Vuletich remarked the questions asked were standardized throughout the country but there were a number of questions customized just for the Washoe County survey. She said she would email the list of questions to the Commissioners.

Commissioner Jung expressed frustration that the WCSD was named the same as the County because it furthered the misconception that the Commissioners were in charge of the schools. She suggested reaching out to the WCSD to both describe what the County did for them and to ask how the County could help. She pointed out the City of Reno handled much of the programming but still felt it worthwhile to write a letter to the school district to help inform their budget. She said she was happy to help the WCSD but did not want to do their job.

Chair Hartung remarked the Commissioners only heard about issues concerning the WCSD but never any praise. He added there was a belief the County had purview over the Washoe County Courts as well. Commissioner Jung said she did not want the fire district to use Washoe County in its name.

Ms. Vuletich said the results of the survey validated many of the topics discussed by the Board. Regarding the survey results, she said arrows indicated the result was lower than results from other communities to which the NRC compared the County.

Chair Hartung asked whether the citizens polled were only unincorporated County residents or whether they belonged to the municipalities as well. Ms. Vuletich said those polled belonged to each because Washoe County represented the entire county. Chair Hartung pointed out the County was limited by a regional plan as to the types of housing that could be used. Commissioner Jung felt that point needed to be communicated.

Chair Hartung asked Ms. Vuletich to define community enrichment. Ms. Vuletich replied it referred to education, public libraries, events, culture, recreation, and art. Chair Hartung said he thought education meant different things to different people and Ms. Vuletich agreed.

Chair Hartung asked how many days of supplies citizens should have in case of an emergency. Ms. Vuletich answered three days though Mr. Slaughter suggested that should be a minimum.

Ms. Vuletich indicated Communications Director Nancy Leuenhagen was pleased with the results concerning where citizens received their information because it validated her team's efforts. Chair Hartung expressed concern with using social media as a source of information because false information was rampant there.

Ms. Vuletich informed the Board the results for the household location answers were not accurate. While the answers given were what the respondents said, some answers given did not correspond with where those respondents actually lived. 56 percent lived in the City of Reno and 19 percent lived in the City of Sparks; the original totals were 68 and 24 percent respectively. She stated 25 percent of the respondents lived in the unincorporated County, which was in line with the County's population and demographics. Chair Hartung provided an example of a special assessment district in Sparks that was tied to a sewer bill yet many citizens did not realize it.

Commissioner Lucey said it was fantastic citizens received information from local media and from the County's website but he pointed out media outlets only reported on press releases the County produced or items which they were felt important. He thought it was important to elevate constituents' understanding of what was happening in their districts. This survey could provide a foundation for a discussion about how to better educate the public about all County services. He thought topics like education were already in the spotlight but secondary and tertiary issues like juvenile services and roads needed to be emphasized as well. He wanted a greater depth of information. He praised Washoe 311 but said constituents could handle issues themselves if they had more information presented to them. Citizens wanted to know what was happening in their districts and what the Board was doing to address their concerns.

Commissioner Berkbigler agreed with Chair Hartung's comments about social media but pointed out millennials did not read newspapers. Many of the people coming into the area for high-tech jobs received their news through social media.

Commissioner Jung said those residents were getting news from Instagram and Snapchat, not Facebook. She wanted to see the County provide more public awareness whenever a County resource was deployed to let people know what their taxes were being used for. She indicated people commented they paid enough in government services tax (GST) but she argued they were in a very low tax community. She thought it would be helpful to show constituents wanting extra services where the County's current resources were allocated. She said County employees were visible collecting animals, providing services as part of the Human Services Agency (HSA), transporting inmates, and performing building inspections; citizens could be reminded that their tax dollars paid for each of those services. She recommended rebranding with the 'your tax dollars at work' slogan.

Commissioner Jung noted she had to leave the meeting because her husband's grandmother passed away. She reiterated a request for the questions asked as part of the survey. Lastly, she said there were no dog parks in the north valleys and felt they could build one with the Regional Animal Services fund.

**1:35 p.m.**      **The Board recessed.**

**1:42 p.m.**      **The Board reconvened with Commissioner Jung absent.**

Ms. Olsen said they just received a lot of information from a budget perspective and also a citizen perspective. It was now time to consider whether to bring forward recommendations from Ms. Vuletich and the citizens as priorities for the strategic plan. Unlike previous years, the goal teams would not present for two hours. Instead everyone in attendance would read the handouts pertaining to the different teams' accomplishments and focuses; a copy of the handout was placed on file with the Clerk. Ms. Olsen reminded the Board the goal teams and County leadership wanted to ensure there was a connection with where the focus was and where it was not. The goal teams' recommendations were designed to accelerate completion of those strategic priorities.

She invited the goal team leads to the front of the room while the audience and the Commissioners read the handouts.

Ms. Olsen announced the format: each team lead would briefly share the team's highlights, emphasize the team's focus, and answer any questions. Ms. Cooke introduced Fiscal Analyst Brianna McBride who would be a new member of the fiscal sustainability team. Ms. Cooke noted many of this team's goals were reported annually as opposed to quarterly. She said their accomplishments were the result of countywide cross-organizational efforts.

Chair Hartung felt many people did not know why the County moved to a shared radio system. Ms. Cooke agreed it was a huge infrastructural investment to replace a system that had been in place since before 1999, and it was necessary to address bandwidth concerns for law enforcement. Chair Hartung said the general public may not have understood why it was replaced and how long the new system would last. It was important for the County to educate people about these things.

Commissioner Berkbigler inquired about other revenue sources which were being considered. Ms. Cooke responded they were considering a GST, revisiting user fees, and pursuing new and existing grants. They planned to continue the fee study. Commissioner Berkbigler stated she was a proponent of exploring existing regional service arrangements, specifically with respect to the dispatch system; it could be a great source of revenue. Commissioner Lucey agreed, citing its relevance to the fiscal equity conversation that continued to happen.

Ms. Cooke indicated that was a key area they were working on and said they received a list of regional service arrangements from departments. They were reviewing that list to determine if any services were missing. She reminded the Board some services were paid for not with money but by trading other services.

Chair Hartung asked what the potential cost savings would be if the County was able to divert people from the detention facility. He thought it was worth considering whether low-level offenders needed to be arrested and booked, which was an expensive process. He wanted to know how much money would be saved by diverting 100 people a year, suggesting the saved money could be spent by the SO for hiring more deputies and providing better service.

Commissioner Lucey indicated some of those secondary and tertiary approaches would have a lasting impact on fiscal sustainability. He listed some of these approaches: reducing jail populations through court programs, utilizing alternative sentencing, and heeding the advice of State auditors who discovered cost-saving measures. He recommended filling the business concierge position once filled by Division Director of Planning and Building Mojra Hauenstein and bolstering programs to create more efficiencies. He pointed out many issues involved multiple departments and felt they needed to be addressed with a multi-jurisdictional approach.

Commissioner Berkbigler recalled Chair Hartung had suggested the SO consider a booking fee when another jurisdiction brought someone to the jail for booking. She thought that might achieve a reduction in the number of people that were dropped in the jail for no real reason.

Commissioner Lucey said the expeditious nature of doing business was a challenge and he wanted to examine ways to speed processes up. He suggested reevaluating areas that saw no progress and finding ways to utilize County resources better. He cited the statistic that 70 percent of County costs were salaries and said it was a

problem if there was no efficiency. Chair Hartung provided the example of people's frustration at the length of time it took to obtain a permit for a fence.

Regarding booking fees, Mr. Slaughter said they explored the idea legislatively many years before and it might still require a legislative solution. He stated the Cities of Reno and Sparks paid a fee for use of the jail prior to 2003 but the Board at that time removed that requirement as a part of a fiscal equity discussion. He urged caution but welcomed the discussion. Regarding Chair Hartung's points about diversion, he indicated staff would monitor possible changes at the Legislature related to lowering penalties for certain crimes. That could possibly result in taking people out of the State prison system but adding them to the County jail. He admitted processing individuals through the criminal justice system was the County government's responsibility.

Chair Hartung wondered how to keep inmates with mental health issues out of the jail population and place them into facilities to treat them. He was curious how HSA Director Amber Howell would utilize the Northern Nevada Adult Mental Health Services (NNAMHS) campus and he was confident the County could come up with solutions that would be considered on a national level like the Crossroads program.

Commissioner Berkbigler thought application would be more difficult than brainstorming but she felt there were many good ideas. She hoped staff would utilize each Commissioner since they had expertise in certain areas, citing Commissioner Lucey and Chair Hartung's knowledge of police services.

Chair Hartung said he received comments from the building community about missing Ms. Hauenstein's ability to solve insurmountable problems. He praised Ms. Hauenstein and wished to reinstitute her previous position. Assistant County Manager David Solaro noted Ms. Sarah Tone was now in the business facilitator position. She had been working within the Community Services Department (CSD) on defining process improvements as well as reaching out to the community to follow up on Ms. Hauenstein's work.

Mr. Lucey noted they worked closely with Ms. Tone in the Manager's Office and wanted to ensure she had the ability to make decisions on the fly. He felt there could be policy decisions the Board could make to ensure that position could make decisions quickly without getting inundated by the process.

Ms. Olsen commented they will likely find crossover with some of the goals by the other teams. She asked the goal leads to focus on whether the team was heading in the right direction in FY 2020. She introduced the team leads for the unified team goal and the engaged employee goal.

Chair Hartung asked whether the Board should funnel certain issues through Washoe 311 or directly to Ms. Tone. Ms. Hauenstein responded Washoe 311 was the first line of defense and redirecting calls there helped staff focus on thinking tasks.

Ms. Hauenstein indicated the County conducted three surveys over the previous year and identified five services prioritized by the community: roads and traffic; storm water and sewer infrastructure; fire and EMS response; law enforcement response; and parks and open space. There were 1,300 respondents to these surveys, which she noted were different than the survey mentioned earlier. She acknowledged Commissioner Jung's comment that there was confusion about what the County did. She stated they wanted to have a campaign to educate the community as to what the County did and to what level, focusing on the five services listed above. She sought feedback about whether they were spending their resources in the right way.

Division Director of Engineering and Capital Projects Dwayne Smith thanked the Board for comments made earlier about reaffirming the initiatives under the strategic goals while responding to growth. He stated they wanted to inform the public about what the County did within the existing framework. He asked whether the team was missing anything.

Commissioner Berkbigler said she was focused on the idea of improved customer service and wanted to see the progress continue. She thought their goal for FY 2020 was extremely important particularly because many people assumed the city did all of the work. She thought the education factor could help the County in many ways.

Commissioner Lucey wanted to see continued attention spent on customer service. He stated that, due to the current tax structure and the depreciation of home values, the County was collecting less in taxes on relatively new homes. He felt building new homes subsidized old infrastructure and wanted to examine how to escape the hole that was dug during the recession. He admitted changing the legislation was a large undertaking but he thought it was this Board's job to determine the best way to educate residents about what the County did with their tax dollars.

Chair Hartung recalled a gentleman during public comment who was disillusioned with response times for services in the outlying regions. He said people had an expectation that they should receive the same service regardless of their proximity to the core. He claimed residential areas that were five to seven years old cost more to service than the taxes they yielded; the City of Sparks de-annexed Copper Canyon for this reason. He asked what could be done to change the structure of impact fees. He acknowledged it was difficult for staff to require certain things but the impact of development was often greater than the regional impact fees collected. He thought they should examine ways to convince developers to be more proactive with infrastructure needs. He said developers told him they were willing to fund things outside their footprint to make the region a better place.

Commissioner Herman opined sometimes people got turned away by attitudes and stressed the customer was always right. She wanted staff to remember citizens were the ones they were serving. She said she received numerous calls about how citizens had been treated.

Mr. Smith stated the CSD initiated a department-wide fee study to determine whether fees were in alignment with the service levels provided. He said the development community was interested in finding middle ground between fees and responsiveness. He wanted to make sure everyone was in agreement about consistency in the services provided. Additionally, alternative strategies for funding certain projects relied on participation from certain areas of the community. For instance, special assessment districts could become a tool to help the gap between a developer's impact mitigation and existing areas. He asked for the Board's continued support when staff reached out to the community to consider potential funding sources.

Chair Hartung mentioned discussions about utilizing homeowners associations (HOAs) but he expressed reservation about situations where an HOA establishes requirements but then dissolves. He wondered how they would address a situation where an HOA became insolvent.

Ms. Olsen indicated she would move to the employee engagement and unified team goals since there were elements there addressing customer service and efficiency.

Ms. Leuenhagen said she was excited to merge the unified team and employee engagement goals. She expressed pride in what her cross-functional committee had achieved over the past year. She noted the team had to be more tactical at first. She said making the unified team a strategic objective allowed them the resources to continue to support Washoe 311. She anticipated Microsoft Office 365 would change the way employees saved data and communicated with each other. The committee was working with Tech Services to roll out the program. She noted they saw a 14 percent increase in the use of Washoe 311 with little to no advertising but they would be increasing outreach using a small advertising budget. She expected a bigger increase over the coming year.

Chair Hartung asked whether the Cities of Reno and Sparks had a comparable service to Washoe 311, saying citizens were calling Washoe 311 to ask about issues in those municipalities. He asked whether they should suggest routing relevant calls from Washoe 311 to Sparks. Ms. Leuenhagen said that was being done with Reno Direct and the use of Accela government software. Using the example of a citizen query about permitting, she said they were mirroring the City of Reno's practice of not changing any information but giving citizens information they did not have before. She said Sparks did not have a 311-type service but Washoe 311 worked with a few staff members to funnel callers.

Chair Hartung expressed frustration about receiving quarterly bills for a storm water utility even though he paid it annually. He thought it cost Washoe County extra to send bills for things that had already been paid and that the billing process was taken care of through Accela. Ms. Leuenhagen said she would look into that and get back to him.

Ms. Olsen introduced Division Director of Operations Eric Crump to speak about the proposal to merge the employee engagement and unified team goals. Mr. Crump responded there was a natural crossover and thought the teams had similar goals. He said they brought members from both teams together to examine strategic objectives for both and to restate the strategic objective for the combined goal. He felt regional leadership could not be achieved without engaged employees.

Mr. Crump explained the Best Places to Work program was a nationwide program and the County had not participated in several years. He announced a survey would be distributed in mid-February. The team wanted to get the survey results because they had a tough time measuring employees. He was certain there would be opportunities for specific initiatives regarding engagement. He explained the process improvement program would begin with a pilot program in the CSD and it would expand as they trained other departments. He mentioned they utilized cross-department resource sharing during the voting season and it could be an option to redeploy employees on light duty because of workplace injuries.

Commissioner Lucey thought it originally made sense to have separate teams as foundational starting points, but stated there was such an evolution in both goals that it was a perfect time to unify the teams. He noted the County spent a lot of money to send people to trainings, saying it was important to empower employees and give them the platform to share that information. He felt there was value in a discussion about how the County got innovative ideas and how those ideas could be implemented. He wanted to empower any of the County's 2,400 employees who wanted to do better. He mentioned they sent employees to trainings not just so they could do their jobs but to involve the County and better use its resources. He thought department heads were not doing their jobs if they were not exploiting the intelligence of their staff. He expressed concern that employees might hesitate to take initiative out of fear of backlash from their supervisors and felt the employee engagement team could address that.

Government Affairs Liaison Jamie Rodriguez indicated she was brought onto the marijuana team several months prior to close out the strategic goal. She summarized marijuana was legal and the County had growth facilities, production facilities, and dispensaries. She said they needed to determine what to do with the monies collected from the dispensaries as well as those collected from State taxes. She stated the direction from the Board had been to spend it on impacts resulting from the legalization of marijuana. She said many departments felt there was the potential for impacts but it was too soon to know what they would be; they asked for more time to collect data about those impacts. She clarified she was not suggesting the Board change its direction.

Ms. Rodriguez recommended using those funds for ancillary services such as drug testing kits for the Sober 24 program and other programs that assisted with legal vice substances. It would be part of the annual fiscal budget and departments could submit proof of the impacts to request reimbursements as well as funds for ancillary costs. The Board would then determine where the monies would be spent as part of the budget review process. She asked that the goal be closed out. She added the topic of

marijuana would continue to come up legislatively and there could be additional changes in the future. She felt keeping the goal open for possible changes did not seem like a good use of County time and there were policies to address future legislative issues.

Commissioner Berkbigler agreed with phasing the goal out. Regarding the use of funds for ancillary services, she wanted to ensure they were used for drug testing kits and not used in the foster child program, as an example. She said the HSA and the Sheriff's Office would be the two departments most heavily impacted by marijuana. She noted there were funds set aside to address children in foster homes; marijuana funds should be used for drug testing kits or Sheriff's Office items. Those funds should not be available for general ancillary services.

Ms. Rodriguez confirmed the intent was that those funds would be used for ancillary services specific to marijuana, including drug testing kits for the Department of Alternative Sentencing, the Crossroads program, and Juvenile Services. An additional suggestion was it could be used for additional training for counselors to better address issues.

Commissioner Berkbigler thought funds should not be specific to marijuana but could be used to address all drug issues including opioids and methamphetamines.

Mr. Slaughter summarized the money would be set aside for the annual budget review process and he would make a recommendation targeting specifically how the County was impacted and how the County could make an impact. He wanted to stress that staff would communicate the reality of the amount of taxes collected since the County was the last in the statewide revenue chain. He referenced a news anchor who asked why local governments did not use marijuana funds to fix roads. He answered that question by saying there was not enough money to do so and it would not be in accordance with the direction of the Board. He asked how much had been collected and Ms. Rodriguez answered about \$500,000 had been collected since marijuana became legal on April 20.

Chair Hartung pointed out the County did not study Colorado enough and said that state had a big issue with enforcement. He envisioned accidents happening as a result of marijuana.

When asked by Chair Hartung about marijuana lounges, Ms. Rodriguez responded that would be a legislative discussion. At this point it was something the State Legislature would have to allow based on the ballot question that was passed. Authority was given to states to consider whether local jurisdictions could license lounges. She said the County would monitor it and bring regular updates back to the Board. She commented most legislation so far was focused on a cleanup of the State system, but the Board would have to decide how to address lounges if they passed in this legislative session.

Mr. Slaughter said he had a conversation with Commissioner Herman and suggested having a regular agenda item to update the Board quarterly about the revenue the County received and where it would be used.

Ms. Olsen introduced the final team, which covered the vulnerable populations objective. Human Services Program Supervisor Kimberly Schweickert indicated all the team members were brand new. She pointed out bridge housing and affordable housing came up in the citizen's survey and the team was focused on that. Not only did that entail increasing affordable housing, it involved preserving affordable housing units already in the community.

Ms. Schweickert mentioned the objective about ensuring case management levels were appropriate was specific to housing. Case managers would help people obtain and keep affordable housing. She said it had been determined 70 case managers were needed in the community to address the mentally ill population. She said they currently had three case managers specifically focused on that but a few other case managers worked with those populations. Chair Hartung asked whether 70 was a wishful number and Ms. Schweickert said it was, though they hoped to get nine case managers.

Ms. Schweickert noted a substance abuse task force had been created and it, in conjunction with the expansion of the Crossroads program and the partnership with Sober 24, would help with their objective to address substance abuse in Washoe County. They also intended to expand programming for vulnerable populations with the NNAMHS campus.

Chair Hartung asked how the Crossroads program fit into the Stepping Up Initiative. Ms. Schweickert answered they were able to add ten women's beds the prior year because of a partnership with Grace Church. They tried to ensure good communication with all partners who dealt with those populations so they could provide the best service.

Chair Hartung said a high-level figure with The Row was receptive to a discussion about hiring Crossroads patients into entry-level positions and moving them up through the system. The Row could work with those people to initiate them into having a job and staying sober. He wanted to have a deeper conversation about a possible program for those people to gain competence and then train others.

Commissioner Lucey thanked Ms. Howell and HSA staff for everything they were able to achieve. He noticed there was no representative from the Second Judicial Court on the goal team. He noted he traveled with Chief Alternative Sentencing Officer Joseph Ingraham to the Center for Coordinated Innovations where they saw how programs interacted with court systems, Human Services departments, and business improvement districts (BIDs). He commented the County built relationships with Grace Church and public-private partnerships but now they needed to work with the HSA and the Downtown BID to identify those individuals and provide services. He wanted to

ensure seniors were getting into the Temporary Assistance for Displaced Seniors program and veterans were receiving veteran services.

Commissioner Lucey sought to have discussions about how all departments, including the Second Judicial District Court and the SO, could participate in a collaborative effort. He said the NNAMHS campus was a mental hospital and mental health needed to be approached in a different manner. He wanted the County to be a model for the country by establishing innovative ways to deal with these populations. He thought the task force could examine how to save people's lives and integrate them back into businesses which would welcome them.

Mr. Slaughter drew the Board's attention to the photos included in the handout, which he said were representative of the County's achievements. He thought the County should continue to look ahead to what could be next.

Commissioner Lucey pointed out the County overachieved in adoptions, which resulted in tremendous cost savings, but he wanted to continue to push the bar higher. He said the savings that resulted from the Hope House, the NNAMHS campus, and the foster programs would be reflected in future budget cycles.

Chair Hartung praised Ms. Howell and said she achieved more than he could have hoped for given budget restraints. He congratulated her department and looked forward to the possibility of gaining national recognition for County programs. He felt each child placed into a permanent home would not only stay out of the County's system, but they would become successful.

Ms. Olsen looked for consensus from the Board about the proposed changes to the goals: the marijuana goal would be closed out and the unified team goal would be combined with employee engagement. She asked whether the Commissioner champions should change for the four remaining goals.

Chair Hartung reviewed the current sponsors and champions for each goal as laid out in the handout. He asked whether Commissioner Herman was a sponsor for a goal. Commissioner Berkbighler noted she had been but the objective was combined with another goal the prior year.

Chair Hartung asked whether they wanted to still use champions because each Commissioner was involved in each of the goals.

Commissioner Lucey asked the team leads whether they wanted a Commissioner to maintain a leading role for each goal or if they would rather utilize the Board as a whole. He pointed out each team managed its goals throughout the year without much Commissioner input.

Ms. Rodriguez said she thought it was helpful to have one person from whom to get direction. Mr. Smith agreed it was important to have one champion. Ms.

Hauenstein added the connection was very important. Ms. Schweickert said having the Manager as a champion and having one sponsor was important. Ms. Cooke agreed.

Ms. Leuenhagen agreed and said it was important the Board knew the work Washoe 311 was doing. She thought it was important for the Board to receive quarterly updates and for committee members to get to know the Board. Mr. Crump agreed and added there were certain goals that would benefit from a Commissioner's involvement, citing Mr. Slaughter's involvement with internal processes related to a few employee engagement and unified team objectives.

Commissioner Berkbigler suggested making no changes to the current assignment of Commissioners.

Ms. Olsen stated the next discussion involved what would happen after the meeting. The goal teams presented priorities they felt were achievable with the resources available. She asked whether a new idea that came along afterward would just add to the goal teams' agendas. She reviewed the slide entitled Assumptions. She felt it was important to address the NNAMHS campus since it was one of the most strategic things done over the previous year but it did not exist during the last strategic planning meeting.

Mr. Solaro reviewed slides with the following titles: NNAMHS After Action (2 slides); Strategic or Not – NNAMHS.

Mr. Solaro admitted there would always be new, emerging priorities. He recalled the community had been confronted with homelessness and Ms. Howell came to the Manager's Office to discuss options. What followed was a series of conversations with the Cities of Reno and Sparks to discuss homelessness. He said the programs in place were not solving the problem and part of the solution was utilizing the NNAMHS campus as a resource. They removed the vulnerable women and children population from the male population. He emphasized the campus was important because of the compounding return on investment for the community in the future.

Mr. Solaro wished he could say the County had the resources to address the needs of the NNAMHS campus but the reality was there were four project managers overseeing all capital improvement projects. 20 percent of all project managers were working on the NNAMHS campus, meaning 1/8th of all other approved projects were not getting done. He indicated the HSA staff had to reprioritize their schedules and County staff was beginning to wonder what other projects they could take on. He mentioned because of staffing concerns there was outsourcing happening with the NNAMHS campus.

Ms. Howell stated it became clear after attending a number of Reno Council meetings the child welfare population had been forgotten because it was being addressed through another system. Statistics like housing costs and the number of families staying in hotels did not register since those families were not out in the streets. She stressed the cost was significant. Three challenges became evident: the need to

expand the Crossroads program because of the link with the child welfare system, the costs of the foster care system, and the backlog in adoptions. Other factors, such as the inability to expand Crossroads, the increase in the jail population, and the number of homeless seniors, led to a lot of County costs. She mentioned the number of adoptions finalized over the previous year saved the HSA \$1.9 million in foster care costs.

Ms. Howell said the approach targeted a number of different populations that cost the County millions of dollars every year. The NNAMHS campus started as a small idea but it blossomed as new possibilities became clear. She underscored the importance of cost shifting because the recidivism rate for people who had been helped was low. The NNAMHS campus would help other hidden populations that would otherwise be very expensive.

Chair Hartung said that, although the move of the Daybreak program did not cost less than keeping it where it was, they could service more people which translated to a lower per-patient cost.

Commissioner Lucey felt they needed to continue increasing access to those vulnerable populations, such as with the addition of the senior center in Incline Village, so staff did not have to travel long distances. The rapid response began with assets like the NNAMHS campus.

Mr. Solaro reviewed the slide entitled Strategic or Not Thinking. He said the 'strategic or not' tool allowed department heads to determine whether a goal was appropriate for the entire County to work towards. He said staff struggled with workload, citing earlier in the meeting the Board had provided staff with six months of work in 15 minutes. The tool would help make strategic decisions because there were processes in place already to handle day-to-day operational matters. He remarked one option not highlighted was a pause button so staff could determine whether the time was correct to address a strategic objective.

Commissioner Lucey felt the onus should be on the Board to say no to smaller requests when they were working on major programs. He recognized the Board balked at having only three priorities but he cautioned against diverting staff away from those major programs. He thought the Board needed to focus on those priorities and only add new projects when old ones were completed.

Chair Hartung expressed concern about other priorities not being tracked if each Commissioner only had three priorities. He understood staff was tasked with many issues but he said the County had learned to work smarter and not harder. He pointed out the County was currently doing more with fewer employees.

Mr. Solaro agreed each department could examine the policies put in place by the Board and recognize they were doing more with fewer resources. He said there were a lot of comments wondering when they would get back to having more resources,

but he thought the County had to continue to work smarter and not harder. That was why a tool was developed to move forward on certain items when the time was right.

Commissioner Berkbigler said it was one thing for the Board to request things but another for staff to do them. She said she liked the idea of having three major projects, saying there was an issue with Lake Tahoe that was a strategic problem. Because of that, something else on her priority list could be moved lower on the list. She expressed her appreciation for staff who was able to accomplish much with a small number of employees.

Commissioner Berkbigler explained her comment the previous night about government moving slowly was a benefit statement that could be made to constituents because they understood it was true of governments in general. She felt there were ways the Commissioners could communicate with their constituents about projects that were not necessarily on the forefront.

Mr. Solaro acknowledged government worked slowly because there were checks and balances in place so kneejerk reactions were not made. He said one reason things were slow was because they had so much work to prioritize.

Chair Hartung pointed out they were often accused of excluding the public from the process when they did fast-track a project.

Commissioner Lucey said asking staff to redirect from a major project to another priority could be detrimental and the Commissioners needed to be cognizant of being overbearing with their requests.

Mr. Solaro said they planned to do an exercise with members of the audience utilizing the 'strategic or not' tool but they were going to forgo that because of time constraints. He reviewed five slides showing different examples of utilizing the tool.

Commissioner Lucey noted there were seven other elected department heads and the Board needed to figure out how to integrate their needs into the County's strategic goals. He wondered how feedback about certain topics, such as speeding within neighborhoods, got back to the Board so they could place policy discussions on an agenda. He pointed out much of the code in place was 30 years old. He posited that having a method to receive feedback might eliminate the need for the Commissioners to inundate staff with constant requests.

Mr. Solaro stated 90 percent of requests that came in were taken care of quickly. He said sometimes the reasonable answer was "no", even though staff struggled with giving no answers. He said he could do a better job getting information to the Board when they held monthly meetings with Commissioners about their requests. He repeated the statistic that 89 percent of citizens thought the County was doing a good job.

Commissioner Lucey felt Commissioners needed more information about how issues were addressed and they could relay that substantive data when those issues came up again.

Mr. Slaughter pointed out it was more complicated because, in addition to seven other elected officials, there were departments who reported to separately-appointed boards. He suggested a discussion at staff level to clarify where final decisions were made.

Mr. Solaro reiterated it was agreed that the affordable housing trust fund was a strategic goal though it did not line up exactly with any of the strategic priorities. He thought it was important to bear in mind something in the strategic priorities might not get completed because staff was working on the trust fund. He mentioned the County's resources were pretty much set in stone.

Chair Hartung countered that point by saying strategic goals were ongoing. He alleged solving all infrastructure issues in the region could be a huge drain on the budget and would be impossible.

Ms. Olsen reviewed slides with the following titles: Conclusion; Final Direction on FY20 Goals & Next Steps; and FY20 County Goals – Proposed. She stressed the importance of discussing the specific initiatives of each goal team more deeply so everyone would know the ramifications of other issues like the affordable housing trust fund. She indicated the goals were not locked because other things could arise.

Chair Hartung recognized the process was dynamic and strategic priorities might have to be adjusted based on given circumstances.

There was no response for the call for public comment.

Commissioner Berkbigler thanked everyone for the information and was pleased with how the goals were coming together. She praised County staff for the many good things happening in the County.

Commissioner Lucey said it was tremendous how far the County had come and he looked forward to these meetings every year. He said it was a collective team effort and thanked the individuals on the front line who dealt with many of these issues for their time and commitment.

Chair Hartung thanked staff, department heads, and elected officials, recognizing it was difficult to run individual department inside the County. He thanked the Commissioners for their confidence in him.

**19-0075      AGENDA ITEM 10 Public Comment.**

Ms. Elise Weatherly was called for public comment but she was not present to speak.

\* \* \* \* \*

**3:55 p.m.**      There being no further business to discuss, the meeting was adjourned without objection.

---

**VAUGHN HARTUNG**, Chair  
Washoe County Commission

ATTEST:

---

**NANCY PARENT**, County Clerk and  
Clerk of the Board of County Commissioners

*Minutes Prepared by:  
Derek Sonderfan, Deputy County Clerk*