

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

TUESDAY

1:00 P.M.

JANUARY 19, 2016

PRESENT:

**Kitty Jung, Chair**  
**Bob Lucey, Vice Chair**  
**Marsha Berkgigler, Commissioner**  
**Vaughn Hartung, Commissioner**  
**Jeanne Herman, Commissioner**

**Nancy Parent, County Clerk**  
**John Slaughter, County Manager**  
**Paul Lipparelli, Legal Counsel**

The Washoe County Board of Commissioners convened at 1:00 p.m. in special session at the Reno Town Mall, 4001 S. Virginia Street, Reno Sparks Convention and Visitors Authority Administrative Offices/Board Room, 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:

**16-0072**      **AGENDA ITEM 3** Public Comment.

There was no public comment.

**16-0073**      **AGENDA ITEM 5** Strategic Planning Discussion: The purpose of the Strategic Planning Workshop is to discuss and possibly give direction regarding strategic objectives, current Fiscal Year 2016 goals and possible Fiscal Year 2017 goals of the Washoe County Commission, which may include, but not be limited to review, discussion and possible direction to staff regarding: Review of 2016 Accomplishments; Washoe County's Strategic Planning process; Fiscal Year 2017 Financial Outlook for Washoe County; 2016 Commission Requests/Strategic Objectives/Fiscal Year 2016 Goal Alignment; The Washoe County mission, vision and values; Washoe County's Strategic Objectives; Washoe County's Fiscal Year 2016 and 2017 goals.

John Slaughter, County Manager, thanked each of the departments for their participation in the Strategic Plan process.

Al Rogers, Management Services Director, welcomed and thanked the Department Heads and the Board for all their efforts during the Strategic Plan process. He reviewed the flow that the presentation would follow and the expected goals for the meeting. A copy of the PowerPoint presentation was placed on file with the Clerk.

Mr. Slaughter asked the Board to review a handout entitled Declarations of Possibility, which was placed on file with the Clerk, and to talk about last year's accomplishments and what they were proud of.

Chair Jung stated the County accomplished economic development and the recruitment of quality businesses and firms in the last year. She wanted to see the funding restored to parks and libraries in the future. She noted they were working on protecting the most vulnerable, which included the animals. She also thought they needed to look at the Government Services Tax that could be enacted upon. She indicated priorities would have to be set for where the money would go, but it would be useful in many areas.

Commissioner Berkbigler was pleased that the libraries that were selected for closure had not closed.

Commissioner Lucey stated the Strategic Planning meeting was his favorite meeting of the year. He said he was challenged to rebrand the Commission as a functioning team and to change the perception of the County within northern Nevada. He said the focus was on economic development and quality of life for all citizens and residents. He mentioned he worked directly with Nancy Leuenhagen, Community Relations Manager, to put together a great team to work towards these goals. He stated the County's new website launched in 2015, which was a significant accomplishment. He explained that it functioned much easier than the old website and had new features such as the staff directory and a newly formatted staff intranet. He noted there had already been more than 1,600 travelers to the staff directory alone. He said he was proud of the department presentations that had been conducted and he commented about the wealth of information that was included in them. He stated the Citizen Advisory Boards (CABs) had significantly improved and the focus had been realigned. He stated there was a change from CMail to County News as the news resource and there had already been over 3,000 subscribers. He said he looked forward to continuing to brand the County.

Commissioner Berkbigler said her declaration was concerning the regional perspective and working as a team with regional partners. She thought there was success this year since the baseball tax issue was settled, and in 2017, there would be a professional soccer team playing at the field. She stated it was progressing well and the City of Reno was happy that the baseball tax issue was settled. She said another issue was the legacy issue from the separation of the fire companies. She said they were moving forward with a Resolution in the next few weeks. She noted the Legislative team, along with the executive staff, worked well with the Nevada Association of Counties (NACO). She commended Joey Orduna Hastings, Assistant County Manager, for her great work with the local courts to establish a better working relationship. She said the cities and the County met on a regular basis and worked together as a team to deal with regional issues. She indicated they continued to work on regional dispatch services and were moving forward with the project in a positive manner. She noted that Senior Services had expanded the Meals on Wheels program. She mentioned that Mojra Hauenstine was hired

as Business Facilitator in the Community Services Department, and she would be a great addition.

Commissioner Hartung said his goal was good stewardship of resources for infrastructure. He stated the County was successful this year with the merger of the Truckee Meadows Water Authority (TMWA) and the South Truckee Meadows General Improvement District (STMGID). He stated part of the process was the successful signing of the Truckee River Operating Agreement (TROA), which was significant to all of the regional partners. He said they started to discuss the effluent in the County and ways to deal with it in the upcoming years. He wanted the TMWA to take control of effluent in the region and utilize it where potable water had been used in the past. He stated Ms. Hauenstine had reached out to some builders to streamline the building permit process. He indicated a delay with obtaining a permit would delay the completion of a job. He said there were improvements made within the fire service including a new station being built, increased work force at other stations, outreach to Gerlach resulting in some positive changes, and a resolution to the issues in Wadsworth.

Commissioner Herman stated there were many exciting things this past year. She stated the construction of the Medical Examiners new building was an exciting event. She wanted to continue to focus on agriculture in her District and to ensure that citizens' constitutional rights were upheld.

Mr. Rogers continued the PowerPoint presentation by reviewing the plan structure and timing; strategic foundation, strategic objectives, and the Fiscal Year 2016 prioritized goals slides.

Ms. Orduna Hastings introduced Cathy Hill, Comptroller, and stated they had created a strong finance team and there were many great opportunities going into the new year.

Mark Mathers, Budget Manager, continued the presentation with the Fiscal Year 2017 goals and budget reviews. He stated direction was needed from the Board for his team to assemble the budget. He said the budget theme would be "Promising but Restrained", which meant times were promising but they were working with a restrained approach to budgeting. He reviewed the Fiscal Year 2015 results and indicated the year ended with a surplus of \$2.6 million in the General Fund. He reviewed the revenue trends, monthly C-Tax revenues, taxable sales by category and the property tax cap formula slides. He stated the property tax calculation would affect the Fiscal Year 2017 due to a flaw in the calculations. He said the property tax collections received were half of the General Fund budget. He said because of the tax cap, property taxes could only increase by a maximum of three percent, but based on the State's formula for property tax caps, the cap could be lower than 3 percent in 2017. He said they had approached the State about the formula and asked them to revisit how they calculate it, but if they continued with the current method, the County would experience a 2017 property tax cap of close to zero percent.

In regards to Chair Jung's question regarding taking the issue to the Legislature, Ms. Orduna Hastings replied a letter was sent to the State requesting a change to the formula's interpretation and they were waiting on a response.

Mr. Mathers indicated this was a serious issue because if the County was at the normal 3 percent cap, it would be generating \$4.5 million in property tax revenue and in Fiscal Year 2017 the County could be generating close to zero dollars.

Mr. Mathers reviewed the known cost increases, other trends currently unquantified and the Fiscal Year 2017 General Fund budget trends slides. He stated that salaries were the major part of the budget and depending how the labor negotiations concluded; the costs would have to be worked into the budget. He noted that these were estimated costs because labor and health benefits had not been negotiated for the upcoming year. He reviewed the policy issues for Fiscal Year 2017 and beyond, preliminary recommendations, and the budget timeline slides. He said the County would budget for a six percent increase in health benefits. He stated he would bring additional suggestions for revenues to a future meeting. He said the recommendations could change dramatically between now and April.

In response to Commissioner Hartung's question regarding the benefits of being self-insured, Mr. Mathers replied that the possibility had been researched but it would not generate the wanted cost savings.

Commissioner Lucey thanked Mr. Mathers for his presentation. He stated the Capital Improvement Projects (CIPs) fund balance was \$2 million and he thought that was not enough money to cover unforeseen projects. He stated the buildings were more than 15 years old and could need considerable repairs or updates soon. He wondered whether additional funding could be obtained for the CIPs. Mr. Mathers clarified there was an additional \$2 million in the CIP fund. Commissioner Lucey stated that was still not enough money.

**2:31 p.m.** The Board recessed.

**2:36 p.m.** The Board reconvened with all members present.

Mr. Slaughter stated the next section of the presentation included a Fiscal Year 2016 goal preview and Fiscal Year 2017 goal setting.

Nancy Leuenhagen, Communications and Engagement Manager, stated a significant amount of work had been completed in a short amount of time. She praised Commissioner Lucey for attending every meeting and thanked him for his support with this goal related item.

Commissioner Lucey stated the County's goal was broad based and vague, therefore the focus was on the short term impacts. He thought the County needed to have a strong brand and a strong message. He said every department's homepage was

redesigned to be consistent throughout the website. He noted that citizens were able to stay connected to the County, get information faster and were able to connect with the person they needed easier. He had heard rave reviews about the new website.

Ms. Leuenhagen stated the staff directory was something new and it was an amazing resource. She said Commissioner Lucey worked on the directory ahead of time by having the Technology Services Department gather the best practices from the Cities. She noted the department presentations would continue through March and then there would be a break through the budget season.

Commissioner Lucey stated the website also featured frequently asked questions (FAQs) for each department allowing citizens to obtain answers to many questions online. He said the information on the website was now pertinent and navigable.

Ms. Leuenhagen stated there was a sub-committee that helped promote the County's accomplishments and highlights. She stated the committee worked on a presentation for the County Manager that addressed strategic planning processes and objectives. She also stated they had scheduled Mr. Slaughter to present an update on the County to the Rotary Clubs and to Western Nevada Development District.

Commissioner Lucey stated Mr. Slaughter had done a great job of being the face and the voice for the County. He stated another accomplishment was re-establishing the Citizen Advisory Boards (CABs). He said that currently there were eight CABs with more than 40 members and 43 scheduled meetings. He noted they had added district forums also, which allowed citizens a platform to express their concerns, wants and needs. He noted there were six district forums held with more than 500 participants.

Ms. Leuenhagen stated the internal goals for 2016 were to develop questionnaire surveys for employees and to continue to update and improve the employee intranet. She stated the external goals were to strategize and develop plans to include political and social leadership.

Chair Jung wondered when the last significant citizen survey was administered and when there would be a new one. She stated the survey would need to be divided by area and key issues so the citizens' concerns could be expressed for their particular district.

Commissioner Hartung stated the largest issue with the CABs was training. He said the intense training needed to be re-established for the CABs to be more effective.

Ms. Orduna Hastings spoke regarding the goal of proactive economic development and diversification. She stated there was work to be done in this area but a significant amount had been completed. She noted many departments had met their goals and she thanked them for their efforts. She reviewed the slides depicting the economic

impacts. She stated the County Codes were being revisited by the District Attorney's Office. She noted the Registrar of Voters Office would be ready for elections as soon as they were advised of the requirements from the Secretary of State's Office.

Dave Solaro, Community Services Director, reviewed the steps for the building permit pre-application process, which included meeting with the Fire District, the Health Department and the Community Services Department. He stated the process would enable a builder to obtain the building codes, and health and fire requirements prior to work starting. He indicated this process had decreased the amount of time the permits were in process. He said that Mojra Hauenstein, Business Facilitator, had met with 42 agencies and businesses to gather feedback regarding the effective practices within the County and the practices that needed improvement.

Ms. Orduna Hastings continued the presentation by discussing the Accela regional permits program. She said the goal that had been delayed, although staff continued to work on the project.

Craig Betts, Chief Information Officer, said the Accela project was being extended. He stated there would be meetings with the vendor soon to discuss timelines and the additional costs to keep the vendor engaged until the go-live date. He indicated the credit card reader project was complete and ready to be implemented.

Kevin Schiller, Assistant County Manager, continued the presentation by reviewing the Senior Services slides. He stated the goal was to keep up with the rising growth of the senior population. He noted the County was on target to serve close to 380,000 meals this year. He indicated that Social Services and Senior Services were already integrated although the County Code had not been updated. He stated the two departments had combined their resources into one case management system to broaden the access to seniors. He said they had identified that caregivers were in need of assistance with caring for aging family members and bringing in more services would change how the County approached the needs in the community.

Commissioner Berkbigler said one of the things to note about economic development growth was there were seniors moving into the area and more people with Dementia. She stated the County could not take the position that growth meant healthy happy residents and that growth would create the need for more services to be offered.

Commissioner Hartung thought additional training could help people with illnesses to stay in their homes. He said there was a fitness program for Parkinson's patients called Rock Steady Boxing, which helped patients lessen the amount of drugs needed to combat the disease. He said Carson City had a facility that worked with this program and he would like to see something similar in the County. He stated there was a need for additional senior centers in other areas such as Verdi, Cold Springs, Spanish Springs, and the South Valleys because transportation was an issue for many seniors.

Mr. Schiller reviewed the presentation slides about preparing for medical marijuana. He said the County's codes and ordinances related to medical marijuana would continue to be improved and clarified. He noted the Board would be discussing the platform for the next legislative session. He said the fee structure was a key issue that would be brought to the Board in the next month.

Chair Jung stated the Legislature had done a great job but there were always details that were overlooked. Mr. Schiller and his team had been tracking all of the fixes and she expected there would be a significant amount of legislative work to be done related to medical marijuana. She thought retail marijuana would pass through the Legislature because the younger generation would be voting in favor of it. She thought there needed to be a mechanism for a neighborhood notification process and she noted the medical marijuana workgroup was open to suggestions and feedback.

There was discussion among the Board regarding the fees collected and the need for clarification. In addition, it was discussed whether the medical marijuana establishments (MMEs) should receive first rights to sell recreational or retail marijuana.

Mr. Slaughter reviewed the Improve Service Delivery and Outcomes slide of the presentation. He stated there were 250 initiatives that represented this effort. He said getting back to the basis of how services were delivered was very important. He highlighted that the Granicus/Legistar agenda development program saved significant staff-hours. He thanked his team for the hard work of getting the programs implemented.

Gabriel Enfield, County Grants Administrator, said the Training Partners Team worked on a cross-functional initiative to consolidate online training developed by different departments. She stated the training presentations were placed on the County website so they could be accessed easier.

Kevin Dick, District Health Officer, said that in the past year they completed a cost benefit analysis of all the different programs within the Health District, which was a recommendation within the fundamental review. He stated the mission of each program, the services that were provided, the staffing levels and the program budget were reviewed. He said an analysis was conducted using the data that was available, which identified programs that were overstaffed and understaffed. He indicated work was being done to shift resources to accommodate service needs.

Nancy Parent, County Clerk, explained the microfilm of the permanent records was deteriorating and a vendor had been found who scanned over 4,000 microfilm reels electronically. She noted it saved the permanent records from further deterioration and made it easier for staff to access the records.

Michael Clark, Assessor, stated last year the Legislature decided not to require the publication of the complete tax roll and as a result, there were only four full pages of announcements published in the newspaper this year. He noted the change

would create a savings of \$30,000 to \$40,000 per year. He said there were less citizens interested in reading the print edition of the newspaper but it was available online.

Mr. Rogers reviewed the Investing In Critical Infrastructure slides of the presentation. He stated there had been great progress in this goal area. He noted there were 42 initiatives that drove this goal and most of the projects were either complete or in progress. He said a Capital Improvement Projects (CIP) Team had been created and they had a rough preliminary plan for the Fiscal Year 2017.

Commissioner Hartung stated wastewater was an issue that was getting worse. He wanted to see the Truckee Meadows Water Authority (TMWA) manage the wastewater and effluent. He thought there should be a plan to start looking into more satellite treatment facilities.

Regarding the critical infrastructure, Commissioner Lucey said there could be some security issues in the next year. He thought this was a discussion that was needed at all County facilities. He thought the safety and security of employees should be one of the top goals.

Eric Crump, Division Director of Operations, stated the Community Services Department (CSD) was responsible for maintaining a large percentage of the County's assets. He said the assets consisted of the roads, parks, Sheriff's Office's fleet vehicles, snowplows, equipment services, reclaimed water and the sewer infrastructure as well as the County buildings. He stated that currently CSD was using four different Asset Management software systems to manage them. He noted the Accela software program, which was being used in the CSD, had the capability to support the entire Asset Management processes without the need for additional software or licensing. He indicated it was decided to utilize Accela and a third party contract was being negotiated for the implementation of the program. He noted there were some issues with bandwidth, which would involve some technical work to be completed.

Commissioner Lucey wanted to know what properties the County owned and leased. He also wanted to see software consolidation for the Courts, Sheriff's Office and the District Attorney Office to streamline and unify processes.

Mr. Rogers stated the plan was to move forward with the six goals. He said the next step was to meet with department and division heads on February 10th, to take a deeper look at the goals and to prioritize them. He noted that in the spring they would bring forward new fiscal goals and a Fiscal Year 2016 update to the Board. He reviewed the annual planning calendar with the Board.

Chair Jung said she would like staff to work on a statement of employee decorum, appearance and attire, and establish a policy. She wanted an update on road conditions throughout the County. She noted the roads had been affected with the recent weather conditions and it was an economic issue for them to be in need of repairs. She said there was an issue regarding opioid use and she wondered what employment laws



were changing. She wondered what was being done to screen for opioids and to help people who were addicted to them.

Mr. Slaughter thanked the Board for their involvement in the strategic planning process. He said he was challenged to make the strategic planning meeting relevant and with the commitment of staff, Department Heads and the Board, he felt that had been achieved.

There was no public comment or action taken on this item.

**16-0074**     **AGENDA ITEM 4** Discussion and possible action with regard to amendment, or additions to the 2015 Washoe County Board of Commissioners Rules and Procedures, and such other action as the Board of Commissioners may desire to take in regard to these administrative matters.

John Slaughter, County Manager, indicated there were four areas where direction was needed from the Board. He referred to slide number 7 of the PowerPoint presentation, which was Commissioner Requests. (Please see Agenda Item 5 for the PowerPoint Presentation.) He reviewed the current policy and the proposed policy, which included placing priorities on requests related to strategic goals, strategic objectives or urgent and important items. He thought placing priorities on the requests would help staff to complete them.

With some discussion, the Board agreed that prioritizing requests would help them keep track of them. They concurred that they needed structure to stay focused on the goals and thought this would be a good policy change. Mr. Slaughter stated a tracking system for requests was essential for follow-up with the Board.

Mr. Slaughter indicated the next item to be addressed was Board travel. He said each Commissioner was targeted for 20 percent of the travel budget. He asked for Board input as to whether this should remain the same or if travel budgets should be based on appointments and boards.

The Board discussed some options including leaving the policy the way it was written with advice to the Board as to whether Commissioners could use the unused balance of their travel budgets for discretionary funds; leave it the way it was written and allow a Commissioner to request additional funds from other Commissioners if they ran out of travel money; and to place the entire travel budget into one pool and when it was depleted there would be no more travel. It was mentioned that most of the Boards that the Commissioner's sat on covered the travel expenses for the members who were required to travel to attend meetings or conferences. It was noted that Nevada Association of Counties (NACO) would not pay for Board Member travel.

Mr. Slaughter stated the suggestions provided would be brought back to the Board for review.

Mr. Slaughter indicated the next item was related to public comments and whether speakers should be allowed to use the County's audiovisual equipment. He noted allowing information to be submitted via a thumb drive could create risks of viruses or hacking and there would be no control over the content of the material presented.

Discussion among the Board concluded that it was not appropriate for a speaker to utilize the County's equipment for a presentation based on possible risks to the equipment. They agreed a policy should be created to state the determination. The Board determined handouts were appropriate for public comment and the use of props would be determined on a case-by-case basis. Props would be prohibited if they were considered to be disruptive during a meeting.

There was no public comment or action taken on this item.

**16-0075**      **AGENDA ITEM 6** Public Comment.

There was no public comment.

**4:21 p.m.**      There being no further business to discuss, the meeting was adjourned without objection.

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**KITTY K. JUNG**, Chair  
Washoe County Commission

ATTEST:

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

*Minutes Prepared by:*  
*Doni Gassaway, Deputy County Clerk*