

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

TUESDAY

10:00 A.M.

OCTOBER 4, 2022

PRESENT:

**Vaughn Hartung, Chair**  
**Alexis Hill, Vice Chair**  
**Jeanne Herman, Commissioner**

**Janis Galassini, County Clerk**  
**Eric Brown, County Manager**  
**Mary Kandaras, Chief District Attorney**

ABSENT:

**Bob Lucey, Commissioner**  
**Kitty Jung, Commissioner**

The Washoe County Board of Commissioners convened at 10:00 a.m. in special session at the Truckee Meadows Fire Protection District Headquarters, 3663 Barron Way, Reno, Nevada. Following the Pledge of Allegiance to the flag of our Country, County Clerk Jan Galassini called roll and the Board conducted the following business:

**22-0746**      **AGENDA ITEM 3** Public Comment.

There was no response to the call for public comment.

County Clerk Jan Galassini stated an email received from Ms. Elise Weatherly would be placed on file.

**22-0747**      **AGENDA ITEM 4** Announcements/Reports.

Chair Hartung asked Assistant County Manager Dave Solaro to research the possibility of adding speed bumps on Omni Drive, particularly the area south of Sky Ranch Boulevard due to the propensity of drivers to speed on the curvy roads. He opined it would be beneficial to have a speed study done on Omni Drive. He noted the lack of deceleration lanes on David James Boulevard and Robert Banks Boulevard. He said the speed limit was 55 miles per hour in that area, and the median in the road made the area feel crowded. He asked for conversations with Division Director of Engineering and Capital Projects Dwayne Smith and the Nevada Department of Transportation (NDOT) regarding those issues.

Vice Chair Hill explained she represented the County at the five-year anniversary of the Nevada Water Innovation Institute (NWII). She asked the NWII to come before the Board of County Commissioners at a later date so the Board could do a proclamation for the institute. She noted Mr. Smith and Mr. Solaro attended the event, and

she felt there were many bright opportunities ahead for the NWII partnership. Chair Hartung thanked Vice Chair Hill for attending the NWII anniversary for him, as he was unable to attend due to the Nevada Association of Counties (NACO) Annual Conference. He was proud of the work that NWII did and said the institute was leading the nation on water research.

**22-0748**      **AGENDA ITEM 5** Approval of minutes for the Board of County Commissioners' regular meeting of August 23, 2022.

There was no response to the call for public comment.

On motion by Commissioner Herman, seconded by Vice Chair Hill, which motion duly carried on a 3-0 vote, with Commissioners Lucey and Jung absent, it was ordered that Agenda Item 5 be approved.

**AGENDA ITEM 7** BCC Governance:

**22-0749**      **7A** Recommendation for discussion and possible action in regards to the 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. Boards and commissions for which possible changes to appointments could be made under this item include all of the boards and commissions listed at the end of this agenda as the “various” boards and commissions that commissioners may be members of or liaisons to.

Chair Hartung opined Vice Chair Hill was better fitted to sit on the Economic Development Authority of Western Nevada (EDAWN) board due to her work with the homeless population. He requested Vice Chair Hill take his seat on the EDAWN board, and Vice Chair Hill approved his request. Chair Hartung reminded he was the chair of many different boards, and he asked that Vice Chair Hill replace him on the Nevada Association of Counties (NACO) board. Vice Chair Hill affirmed she would sit on the NACO board. Chair Hartung noted the appointments and reappointments of the commissioners to various boards would be revisited in January 2023.

Program Assistant Alexandra Wilson explained Vice Chair Hill was currently the alternate for EDAWN and asked if the alternate position should be moved to another member of the Board. Chair Hartung replied the alternate position on EDAWN should be transferred to himself.

There was no response to the call for public comment.

On motion by Chair Hartung, seconded by Vice Chair Hill, which motion duly carried on a 3-0 vote with Commissioners Lucey and Jung absent, it was ordered that Agenda Item 7A be approved and the Board members be appointed.

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Assistant to the County Manager Erick Willrich requested Item 7A be reopened. Ms. Wilson explained there was a new board, the Truckee North Tahoe Transportation Management Association (TNTTMA) board, that amended its bylaws to allow for the appointment of a commissioner. She believed Vice Chair Hill preferred to be appointed to that board. Vice Chair Hill affirmed that was correct.

There was no response to the call for public comment.

On motion by Chair Hartung, seconded by Vice Chair Hill, which motion duly carried on a 3-0 vote with Commissioners Lucey and Jung absent, it was ordered that Vice Chair Hill be appointed to the Truckee North Tahoe Transportation Management Association board.

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**22-0750**      **7B** Discussion and possible approval of amendments to the Washoe County Board of Commissioners Rules of Procedure Handbook (most recently adopted on December 18, 2018). The purpose of the rules is to provide parliamentary authority and to establish supplemental rules of procedures for the conduct of County Commission meetings and individual Commission members where such rules are not inconsistent with the laws of the State of Nevada. Possible amendments may include but are not limited to the following subjects within the rules of procedure: consent agenda parameters, order of business, virtual appearances by remote technology system, terms of officers, communication records, clarifying applicability of Robert’s Rules of Order, and placement of items on Board agendas. Commissioners may propose additional amendments for adoption as well.

Chair Hartung asked if there were limitations in the law that prevented the Board from appearing virtually for meetings. Chief Deputy District Attorney Mary Kandaras stated the Board may appear by virtual technology. She clarified that the wording in the Washoe County Board of Commissioners Rules of Procedure Handbook would be changed from “telephonic appearance” to “virtual technology.” She explained the staff report stated what was allowed by law regarding Board members appearing virtually for meetings. Chair Hartung recalled for other boards, there were restrictions on how many members could appear telephonically. He asked if those rules were written in each board’s own policy and not as a result of Nevada Revised Statutes (NRS). Attorney Kandaras assumed those were choices made by each board.

Vice Chair Hill thought the changes were great and appreciated the staff who worked on the changes. Regarding Article 7.1, Election of Officers, she asked if changes to appointments to boards could be made if commissioners did not want to serve their full term on the board. Chair Hartung said a commissioner could step down at any

time. Attorney Kandaras stated it would depend on the circumstances, but the Board of County Commissioners could arrange for a new appointee to a board. Vice Chair Hill asked if it would be done by making a request for a future agenda item, and Attorney Kandaras responded yes. Vice Chair Hill said she felt comfortable with all the requested changes in the staff report.

Commissioner Herman asked what changes were being requested, and Chair Hartung responded the changes were listed in the staff report under the background section. Chair Hartung asked if Commissioner Herman wanted to make any additional changes to the handbook. Commissioner Herman stated she did not want there to be any changes to the handbook.

Chair Hartung opined members of the Board should not be allowed to add anything to the agenda that violated State or federal law, and he asked if that was already in the rules. Attorney Kandaras read Article 5.5 from the staff report and said the changed language was shown in italics. She summarized that an illegal item should not be brought forward and placed on Board agendas.

There was no response to the call for public comment.

On motion by Vice Chair Hill, seconded by Chair Hartung, which motion duly carried on a 3-0 vote with Commissioners Lucey and Jung absent, it was ordered that Agenda Item 7B be approved.

**AGENDA ITEM 6** Strategic Planning Discussion: The purpose of the Strategic Planning Workshop is to discuss and possibly give direction regarding strategic objectives for the current Fiscal Year 2022 and possible Fiscal Year 2023 objectives of the Washoe County Commission, which may include, but not be limited to review, discussion and possible direction to staff regarding:

Chair Hartung asked County Manager Eric Brown how he would like to handle the strategic planning discussion due to the time limitations. Manager Brown recommended the Board start with Agenda Item 6C, Innovative Services.

Chair Hartung asked Erica Olsen, Chief Operating Officer and Co-Founder of OnStrategy, to speak about what could be accomplished before Commissioner Herman left at 11:00 a.m. and the Board lost its quorum.

Regarding Agenda Item 6D, Vulnerable Populations, Manager Brown informed the Board would hear a presentation from the Homeless Services team at an upcoming Board of County Commissioners meeting. He suggested Agenda Item 6D be skipped. He believed Agenda Item 6C, Innovative Services, could be held in the limited time the Board had. Ms. Olsen informed that the group decided Agenda Item 6A, Fiscal Sustainability, was an important topic but would take more time than the meeting allotted.

She suggested Agenda Item 6A be heard at the January 2023 workshop. If the Board had time, she suggested Agenda Item 6B, Economic Impacts, be discussed after Item 6C.

**22-0751**      **6C** Innovative Services - Presentation of FY22 accomplishments, FY23 goal milestones, discussion and update on Washoe County's Future of Work initiative.

Erica Olsen, Chief Operating Officer and Co-Founder of OnStrategy, said the Innovative Services Team (IST) would update the Board on the goal areas and discuss the future of work initiative. The IST introduced themselves as Human Resources Manager Elizabeth Jourdin, Internal Auditor Manager Samantha Turner, Chief Information Officer Behzad Zamanian, and Communications Director Nancy Leuenhagen.

Ms. Jourdin conducted a PowerPoint presentation, a copy of which was placed on file with the Clerk, and reviewed slides with the following titles: Where have we been, post Covid; Our Goals; Guiding Principles; Identified 8 High Priority Initiatives; Where are we today.

Ms. Jourdin noted COVID-19 (C19) changed the workplace internally for employees and externally for how staff interacted with the public. When the IST began researching how the workplace would look in the future for County employees, the team focused on workforce fiscal sustainability, management of County resources, and the County's environmental footprint. She informed that the eight listening sessions with staff had been held in collaboration with OnStrategy personnel. The goal was to sustain the innovative improvements that happened during C19 and adjust the things that needed work. She noted the first four goals appeared to be employee-focused; however, achieving those goals would allow the County to improve service delivery to its citizens. She explained the employee turnover rate percentage was currently in the mid-twenties, and the goal was to reduce that rate to 15 percent. The Best Place to Work survey would be held in 2024, and the IST hoped to increase employee satisfaction to 80 percent and become a Best Place to Work. She added other municipalities in the region had achieved that accomplishment. If the County could achieve the first four goals, it would allow for a more innovative, flexible, and responsive organization for the community because staff would be more engaged and satisfied.

Ms. Jourdin discussed the eight high-priority initiatives and said the four initiatives highlighted in yellow on the PowerPoint presentation had been embedded into the Fiscal Year 2022 Strategic Plan. She mentioned the other initiatives were still happening in the background through the Future of Work Implementation Team. The initiatives were placed into three main categories: policy development technology, internal and external adoption of the policy development technology, and creating space standards for the sustainability of County facilities.

Chair Hartung expressed his concern about customers not being able to speak to a live person at the County. He relayed a frustrating incident where he was unable to reach a physical person at the Internal Revenue Service (IRS) and the problems that

arose from that experience. He did not want the County to be in a situation where a remote workforce led to customers being unable to engage easily and physically with a County employee. Ms. Jourdin assured the IST was mindful of that concern when developing its policies. She said departments with hybrid schedules would ensure there was staff available in office. She noted that scheduled hours would be posted, as indicated in initiative number five, so staff and the public would know what to expect from a particular department on any given day.

Ms. Leuenhagen said the members of the Washoe 311 group prided themselves on providing the public with a live person to speak with, and she noted callers were often surprised when they reached a person. She informed that Washoe 311 was expanding to a team of four people starting that week. She reminded the Washoe 311 line rolled over to the Crisis Support Services of Nevada. Chair Hartung acknowledged the Washoe 311 program was great; however, his concern was for customers who needed documentation and those who preferred to physically interact with an employee. He reminded the County was a service organization. Vice Chair Hill opined the idea of expectations was important. She recalled that during her time working for the City of Reno, there was an unwritten rule that staff had 24 hours to answer a voicemail. She believed it would be beneficial if there was a rule in the County for returning phone calls so Board members could relay that information when they got complaints. She did not think it was an appropriate use of a department head's time for Board members to reach out to them when the complaint could be overinflated. Chair Hartung opined the top-down approach was not always the best solution. Ms. Jourdin stated the IST was mindful of those concerns when developing policies. She believed different responses were being researched as part of policy development, and departments were analyzing which positions could not be remote or hybrid.

Chair Hartung clarified he had no issue with remote or hybrid work and said there were many things that could be done out of the office, as long as they did not involve sensitive information. He believed staff could be productive from home, but he wondered how the County could delineate staff that needed to be in the office from staff that could be remote. He asked how the County would ensure the workload was being completed and the quality of the work was on par. Ms. Jourdin explained the IST was researching performance management under the policy development initiative. She said the County would develop additional key performance indicators to analyze productivity by data. This, she stated, would allow for management by performance and data, rather than management based on a person's time sitting at their desk. She informed there was also policy development being done concerning what positions and data had to be secured within the County buildings due to requirements from federal and State agencies. She said the IST would launch resource scheduling software in the next month that would assist with the utilization of capital funds and department requests. The IST would work with an architect and a workforce planning consultant on a large pilot project at one of the County departments to analyze how much space was ideal for employees and how to build a collaborative space.

Chair Hartung noted there were a number of departments with elected officials and said the IST policies may not mesh with an elected official's policies. He wondered if the IST had worked collaboratively with the elected officials who were department heads, and he asked how the IST policies had been received by them. He asked how the IST would rectify the situation if there was a conflicting desire by an elected department head. Ms. Jourdin replied the policies would not be mandated and were simply best-practice policies. There would be encouragement to adopt them where it was reasonable, but the policies would not be mandated. Chair Hartung was concerned about the policies putting employees at odds with their elected department head. Ms. Jourdin said the IST was doing its best to mitigate that problem. She elaborated the Policy Development Team was a combination of elected and appointed department representatives, in an effort to understand the nuances of the County departments.

Chair Hartung agreed with including the elected department heads in conversations. He wanted to try to avoid conflicts between employees in departments where remote work was not allowed. Ms. Jourdin said the IST was trying to avoid those conflicts but could not guarantee employees would not transfer from a department that was not open to adopting flexible policies, to a department that was. She opined department heads that were not open to flexible policies may learn to become flexible to retain their staff. Chair Hartung noted that often disgruntled employees contacted Board members, even though there were other methods to handle their problem. Ms. Jourdin informed one of the things that came out of the listening sessions was that there were inconsistencies in the departments. Through policy development, the IST was trying to mitigate those inconsistencies; however, the policies were at the discretion of the department heads so the team could only put forth best practices for them to follow. Chair Hartung noted department heads would change over time.

Mr. Zamanian said when the IST started working on the project, the idea was to enable employees to be their best when working from home. The team had to find the right tools to ensure employees could do their best. The IST decided it would be best to supplement existing services with potential remote options, rather than replacing the existing services. He reminded that the County developed a technology plan for fiscal year 2022. He said the IST identified four goals that fit with the strategic objectives, which included: technology modernization, improving citizen and employee experience, cyber security and business continuity, and automation of business processes. The IST identified a series of projects for each of the four goals. For example, under "improving citizen experience," it was decided to implement kiosks with different economic facilities. He informed that about 60 projects had been identified under the four goals.

Chair Hartung asked what a kiosk could accomplish. Mr. Zamanian replied many facilities had what was called a "digital receptionist" that acted as a wayfinding tool for customers. In addition to the wayfinding features, other interactive functions would be added to the kiosks to provide the customer with face-to-face interaction with employees. Chair Hartung noted he would not want to come to the County offices to use a kiosk to talk to someone when he could have just phoned them. Mr. Zamanian said the kiosk services would not replace existing services, but rather create efficiencies to improve a citizen's

experience at County facilities. Chair Hartung asked about the costs associated with the kiosks. Mr. Zamanian replied the cost was not that much. He said there were many products available, including a platform from Zoom that provided digital reception. He explained many people came to the County facilities for very simple questions, and the idea was to provide better communication whether it be through kiosks, the County website, or chatbots on the website.

Ms. Leuenhagen said the kiosks were one example of how her team and Mr. Zamanian's team worked together. She explained the County had many outdated information boards that needed to be removed because they did not match other data. She said the kiosks were not replacing anything but were a step towards working on the citizen experience. She mentioned it was a cross-functional project between the Communications Department and Technology Services. Vice Chair Hill opined the employee-run program was impressive, and she appreciated staff's efforts to meet citizens where they were, whether online, physically, or on the phone. She looked forward to seeing the program move forward.

Ms. Olsen noted the discussions regarding infrastructure and the environment would be substantial, and she recommended Agenda Item 6A be heard at a later date, as the Board would only have a quorum for 15 more minutes. County Manager Eric Brown stated the Board would hear the remaining items in January when time allowed for a full discussion. Chair Hartung noted the Board would table Agenda Items 6A, 6B, and 6D

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

**22-0752**      **6A** Fiscal Sustainability - Presentation on the financial activities, highlights, goals and initiatives for Washoe County in concert with sustainability and delivery of regional services.

This item was not heard.

**22-0753**      **6B** Economic Impacts - Presentation on the impacts of the FY23 budget on the infrastructure scorecard for Washoe County owned assets and discussion to solicit direction on next steps for Washoe County related to Climate Resilience and strategic work that allows Washoe County to become a resilient county that takes a holistic approach to resilience, examining social and economic resilience, sustainability and disaster management.

This item was not heard.



**22-0754**      **6D** Vulnerable Populations - Presentation and status update of strategic initiatives, including a regional approach within the community, growth within programming and housing, and determining the approach for the ongoing and future funding requirements.

This item was not heard.

**22-0755**      **AGENDA ITEM 8** Public Comment.

There was no response to the call for public comment.

County Clerk Jan Galassini stated an email received from Ms. Elise Weatherly would be placed on file.

**22-0756**      **AGENDA ITEM 9** Announcements/Reports.

There were no announcements or reports.

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**10:46 a.m.**      There being no further business to discuss, the meeting was adjourned without objection.

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**VAUGHN HARTUNG**, Chair  
Washoe County Commission

ATTEST:

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**JANIS GALASSINI**, County Clerk and  
Clerk of the Board of County Commissioners

*Minutes Prepared by:  
Evonne Strickland, Deputy County Clerk*