

## 1. CHANGE IN LEADERSHIP TEAM PROCESS

Lyon County Code 1.07.07 G states: ***Provide, under the direction of the Board of County Commissioners, management training and develop leadership qualities among department heads to build a County management team that can plan for and meet present and future challenges. In order to facilitate improved communication between the Board of County Commissioners, the County Manager and departments, the County Manager shall create a management advisory panel. The management advisory panel shall consist of all appointive and elective department heads and others deemed necessary or appropriate. The management advisory panel may provide input to the Board of County Commissioners, through the County Manager, regarding matters of general policy. (Ord. 348, 7-5-90)***

The past year of Leadership Team Meetings were not producing the results that I had anticipated. This was in part due to reduction in staffing, reorganization, and scheduling. I have changed the process from meeting every Agenda Review Meeting to meeting the first Agenda Review Meeting of the month.

The meetings will be conducted in person (no call in) with a specific agenda to address issues and problems facing the County. The meetings will include the elected officials, appointed department heads and middle management personnel.

October 30, 2013 was our first meeting with the new process. The Leadership Team discussed the following topics:

- Vision Statement for Lyon County
- Reorganization of the Community Development Department
- Internal and External Communications



A. Vision Statement:

The Leadership team was presented with the following agenda:

VISION STATEMENT (Facilitated by County Manager Jeff Page)

PROBLEM STATEMENT: Lyon County has no written or practiced vision for the future

GOAL: To develop and implement a Lyon County Vision Statement by January 2, 2014

ACTION TO BE TAKEN: The Lyon County Leadership team, through group discussion and group exercises, will develop a Lyon County Vision Statement to be discussed and acted upon by the Board of County Commissioners at their January 2, 2014 meeting

The team was provided with 2 documents to evaluate where they are as a department/division and the other to begin the process of identifying where the department/division envisions being in the next 3-5 years.

The team broke into their respective groups and discussed the questions presented. All of the information gathered from these instruments will be correlated into a comprehensive report to develop a Vision Statement for Board input and eventual implementation.

B. Community Development Department

The Leadership Team was presented with the following agenda:

DEPARTMENT OF COMMUNITY DEVELOPMENT (Facilitated by County Manager Jeff Page)

PROBLEM STATEMENT: Lyon County has two departments, Building and Planning, that work together to form Community Development. Lyon County anticipates a growth in business with Nevada Copper moving forward as well as expects a change in personnel by June 30, 2014.

GOAL 1: To determine the services and level of service to be provided by the Department of Community Development by November 25, 2013.

ACTION TO BE TAKEN: The Leadership Team will, through group discussion, will determine what functions of local government should be managed by the Community Development Department. The Leadership Team will also determine what level of service the Community Development Department can provide now and what level of service they should be able to provide in the next 1 – 3 years.

GOAL 2: To develop a reorganization plan to provide the services and levels of service as determined in Goal #1 by January 29, 2014.

ACTION TO BE TAKEN: The Leadership Team develop a written plan that will implement the services and levels of service as determined with the Goal 1 Action.

GOAL 3: To develop a budget for the Community Development Department based upon Goal 1 and Goal 2 by March 12, 2014.

ACTION TO BE TAKEN: The Leadership Team will develop and recommend to the BOCC a budget for the Community Development Department that provides the funding to implement the services and levels of service for the Community Development Department.

2010 we began the reorganization of the Public Works Department. This was done quickly with limited input from other departments. The Public Works reorganization has been successful but many other departments were left out of the communication loop. We did it this way as reductions in force and budgets dictated quick decision making.

We have an opportunity to introduce the entire team to reorganization and to have input into how it should be done. The team was provided with an instrument that asked the team for their input and thoughts on the reorganization. The team will now work within their respective departments and bring back thoughts, suggestions and ideas as what we should do with Community Development, what should be included and/or excluded from the department.

It is my desire to have a plan in place so that we can properly budget for a reorganization instead of reorganizing because of the budget.

C. Internal/External Communications

The Leadership Team was presented with the following agenda:

INTERNAL & EXTERNAL COMMUNICATIONS

PROBLEM STATEMENT: Lyon County is a diverse county with eight different communities and four different government centers (Yerington, Silver Springs, Dayton and Fernley). This diversity creates difficulties with dissemination of information to both employees and citizens which in turns fosters rumors and misinformation.

GOAL 1: To define, develop and implement processes to inform all employees of activities, events and information pertinent to the operations and administration of Lyon County by January 8, 2014.

ACTION TO BE TAKEN: The Lyon County Leadership team will, through group discussion and research, develop an internal communication system to keep all employees up-to-date on activities occurring, changing or proposed in Lyon County.

GOAL 2: To define, develop and implement processes to inform and educate the citizens of Lyon County of the activities of the County by January 8, 2014.

ACTION TO BE TAKEN: The Lyon County Leadership Team will, through group discussion and research, develop processes to enhance public education, awareness and information that is consistent and transparent.

The Leadership Team identified and confirmed that communications is one of our weak links. We have to identify what information do our employees and the public want before we can determine how to best get the information out.

Internal Communications: Currently the majority of our communications are done by front line supervisors and middle managers in regards to department/division specific issues. E-mail has provided management the ability to reach most employees but can be problematic as the reader may lose the meaning/direction of an email. This issue will continue to be addressed at future team meetings.

External Communications: The team recognized that we have advanced our abilities through normal media outlets as well as social media (Facebook and Twitter). The team identified the need to upgrade our website to allow more functionality and ability for the public to voice their concerns and comments. The team expressed a desire to fund the upgrades in the next budget year.

The team discussed the thought of enhancing community input at BOCC meetings through the use of streaming video technology (used by the City of Fernley) or Live feed at locations in Dayton, Silver Springs and Fernley (used by the State Legislature and UNCE). I will be working with Information Technology to develop the fiscal impacts of both recommendations.

I have also received feedback to explore the options of early afternoon/evening BOCC meetings and/or moving the BOCC meetings around the County.

I have also received commitment from the Leadership Team to develop a public workshop to educate and inform the public about what the county does and why. NACO has a national campaign called "County Works" for such a purpose. It is my goal to develop curriculum and implement our versions by spring of 2014. Success will become reality if we conduct these informational workshops throughout the County and not just Silver Springs as a central point.

One of the goals is to get the various Citizen Advisory Boards to participate as well as the general public. This will provide the CAB with a better understanding of the County and prepare the public for involvement in their government.

## 2. COMSTOCK MINING

October 31, 2013 I participated in a tour of the Comstock Mining project. The primary purpose of the tour was to inform the participants of what Comstock Mining is doing now in Storey County, their future plans in Lyon County and their restoration projects at various historical sites in the Comstock.

The Planning Commission will hear Comstock Mining's request for Master Plan Amendment and Zone changes on November 12, 2013. I have requested the Yerington Police Department to be present as it is anticipated that the hearings may become contentious.

## 3. AIRPORT

Mr. Loveberg and I will meet with the FAA the first of December to address the Airports ACIP (Airport Capital Improvement Plan) for the upcoming year.

## 4. DRAFT COMMUNITY DEVELOPMENT CODE

The Planning Department has published a draft of the Community Development Code. It has been posted on the website, sent to the Citizen Advisory Boards, and is being reviewed and discussed in the Planning Commission Meetings.

The Planning Department has been meeting with the CAB's and my office has been fielding questions and comments. There are some that have claimed that we are hiding the nuisance code in this draft. 15.14.01 uses the word public nuisance and the Planning Department has provided me with the following explanation:

***It is common practice to declare that violations of land use regulations (e.g., zoning, land use, development, building and safety codes, etc.) constitute a "public nuisance." The term "public nuisance" is used in local land use regulations because a "public nuisance" deals with the use of one's property, and its interference with the rights of the community and threats to the public health, safety, convenience or welfare (the "police powers" which form a basis for zoning, etc.).***

The other issue that is brought up is that the code uses terminology found in the United Nations Agenda 21. Agenda 21 is a non-binding, voluntarily implemented action plan of the United Nations with regard to sustainable development. It is a product of the UN Conference on Environment and Development (UNCED) held in Rio de Janeiro, Brazil, in 1992. It is an action agenda for the UN, other multilateral organizations, and individual governments around the world that can be executed at local, national, and global levels. The "21" in Agenda 21 refers to the 21st Century. It has been affirmed and modified at subsequent UN conferences.

Lyon County receives its authority and/or mandate from the Nevada Constitution and Nevada Revised Statutes. Title 22 of the Nevada Revised Statutes provides Lyon County with our authority and limitations in regard to planning, land use regulations and zoning regulations.

Many of these statutes have been in effect since the 1940's. Because one document (Agenda 21) uses the same or similar language as NRS does not mean that the State of Nevada or Lyon County is imposing the Agenda 21 requirements upon the citizens of the state or the county. Further, my research has found that the Agenda 21 is not to be considered law under the sixth amendment of the United States Constitution.

My point in bringing these issues to the Board is to inform the board of criticisms of the draft and to prepare the Board for public debate on the issues. It is my hope that the Board will have a civil discourse and debate on the merits of the draft and not propaganda.

5. GENERAL FUND BALANCE HIGHER THAN ANTICIPATED JULY 1, 2013

The General Fund balance is higher than projected by \$1,341,244.00. The General Fund is higher in either restricted or designated funds (funds that can only be spent for specific services/functions) for a total of \$436,077.00. Unrestricted funds came in at \$905,167.00 higher than projected.

The Comptroller's Office has provided me with the following breakdown and explanations for each.

<b>RESTRICTED OR DESIGNATED FUNDS</b>	
<b>Explanation of why Higher than Budgeted</b>	<b>Amount</b>
<u>Funds Restricted by Statute</u> – (ie. Technology Fees, etc.) <i>Projecting fees is difficult. Staff looks at past years growth and attempts to determine a projected increase/decrease for budget. This year Lyon County had an increase above projections</i>	<b>\$108,026.00</b>
<u>District Court</u> – A capital murder trial was postponed and the purchase and implementation of their court management software was delayed and moved into this fiscal year	<b>\$253,064.00</b>
<u>Vehicle Maintenance Shop</u> – The final implementation of the vehicle maintenance software was delayed and moved into this fiscal year	<b>\$20,200.00</b>
<u>Planning</u> - The final phase of the Development Code consulting contract will be paid this fiscal year.	<b>\$54,787</b>
<b>Subtotal</b>	<b>\$436,077.00</b>
<b>UNRESTRICTED FUNDS</b>	
<b>Explanation of why Higher than Budgeted</b>	<b>Amount</b>
<u>Consolidated Taxes</u> – Sales taxes increased in the last quarter of FY13	\$140,992.00
<u>Delinquent Taxes and Penalty Collections</u> – The County collected more than projected the last quarter of FY13.	\$176,774.00
<u>Prisoner Board Collections</u> – The Sheriff's Office collected more than projected from prisoner room and board fees.	\$47,404.00
<u>Utilities License Fees</u> – Increased use of electricity due to hot and dry conditions increased the franchise fees for the last quarter of FY13	\$185,210.00
<u>Facilities Department</u> – Unfilled positions and lower utility expenses, than projected, on the Justice Complex. The Public Works Management Team did not rush to replace vacant positions. They are in the process of determining what positions need to be filled and what level as well as looking at private contract vs. filling position. Staff projected costs of power and natural gas based upon prior use and square footage. Actual costs were lower.	\$185,210.00
<u>Sheriff's Office</u> - The Sheriff's Office had and currently has a number of vacant positions. The Sheriff has advised that they are having difficulty recruiting people that can pass the mandated Background.	\$104,589
<u>Jail</u> - The Sheriff's Office had and currently has a number of vacant positions. The Sheriff has advised that they are having difficulty recruiting people that can pass the mandated Background	\$70,153.00
<u>Liability Insurance Deductibles</u> – Actual cost is lower than projected	\$42,862.00
<u>Various other Department</u> - Spent less than projected. Some of this was due to change in organization, added efficiencies, etc.	\$95,872.00
<b>Subtotal</b>	<b>\$905,167.00</b>
<b>TOTAL</b>	<b>\$1,341,244.00</b>

I, in consultation with the Comptroller, make the following recommendations for the unrestricted funds:

Reserve for additional capital murder case – Lyon County currently has funding set aside in restricted funding for existing murder cases. The Fernley murder case will go to trial this fiscal year. \$202,003.00

Transfer to Retiree Health Benefits – FY11 The Comptroller established, with Board approval, the Retiree Health Benefits fund with a starting balance of \$1,800,000.00. June 30, 2013 that fund had a balance of \$930,839.00. This fund needs to be replenished every few years until those retirees are no longer receiving the mandated health benefits. \$430,000.00

2.5% onetime bonus for all employees – in the past several years Lyon County has frozen wages of our employees and at the same time decreased staffing thus increasing the workload on our employees. \$273,164.00