

MINUTES OF THE BOARD OF CHURCHILL COUNTY COMMISSIONERS

155 N. Taylor St., Fallon, NV 89406

June 4, 2025

Call to Order:

The special meeting of the Board of County Commissioners was called to order at 8:00 AM on June 4, 2025.

PRESENT:

Commissioner Myles Getto
Commissioner Eric Blakey
Commissioner Matt Hyde
County Manager Jim Barbee
Comptroller Sherry Wideman
Deputy District Attorney Joseph Sanford
Deputy Clerk Crystal Muschetto

ABSENT:

Clerk/Treasurer Linda Rothery
Deputy Clerk to the Board Pamela D. Moore

Pledge of Allegiance:

The Pledge of Allegiance was recited by the board and public.

Public Comment:

Chair Getto asked if there was any public comment. Clay Hendrix said I am going to read my statement completely. Good morning Commissioners. My name is Clay Hendrix and I am a Churchill County resident, a member of the Nevada State Bar, and I was an applicant for the County Manager position. I am here today as a wrongfully rejected candidate who has spent years promoting transparency, due process, and fair public governance through litigation. Before applying, I did my due diligence by seeking direction from individuals I trust and who you know intimately. Now, I must ask a direct question, is this a legitimate and open recruitment or is there already a preferred candidate? Initially, I was assured the process was open and competitive. Based on that assurance, I applied in good faith.

I've served this community for eight years on the Churchill County School Board, including as board president. During my tenure, I helped lead two superintendent searches, at least one alongside Commissioner Matt Hyde. Those searches were public, rigorous, and transparent. We scrutinized every candidate equally and welcomed public input. In fact, during our second search and interview, an internal Churchill County School District applicant was ultimately not selected, not because of a lack of dedication but because the board felt the individual was not yet ready to fulfill the full responsibilities of the role. It was a difficult and uncomfortable decision but it was made in the spirit of fairness and integrity. That is how principled hiring works. That same individual now serves as the Churchill County School District Superintendent.

In stark contrast, I was recently informed by a county employee, who fears retaliation, that the current County Manager took steps to block applications, including mine, from advancing to the interview stage. I was told that the County Manager did not want my application to compete with the Assistant County Manager's application. If this is true, it is a manipulative and calculated effort to control the outcome of the process and silence legitimate competition. Let me be clear, I have no personal relationship with anyone working in the county offices outside of the Commissioners themselves. I am not socially tied to the staff. The person who came forward did so entirely on their own. I did not solicit the information. The fact that the county employee would contact me, someone unconnected socially or professionally, underscores the seriousness of their concern. Under Nevada law, as a whistleblower, this person is entitled to protection and non-disclosure. This board has an obligation to protect their identity and must strictly prohibit the County Manager or Assistant County Manager from taking any action to discover that person's identity. There are others with concerns, but I have refrained from contacting them due to the potential impact on their employment.

Even more troubling is the makeup of the review panel—just three individuals: the City Mayor, the County Manager, and one other person. One of the interview candidates listed the Mayor as a reference—the same Mayor serving on the panel. Meanwhile, the Assistant County Manager is a final interview candidate and is supported by the County Manager, his direct supervisor and one of the review panel members. In other words, both interviewees are individuals favored by the review panel before the process even began. How is this impartial? How is this transparent to other applicants, including myself? And this is not about me.

I have submitted a public records request to both Churchill County and the City of Fallon requesting screening documents, scores, communications, including text messages and emails from both official and personal devices. This includes deleted content of all devices. The county has an obligation to preserve this information, even though such a vital policy appears to be absent from the county code. As a lawyer, I can say with confidence, procedural and substantive due process was ignored to achieve an ulterior purpose. I know what fair hiring practices look like and this wasn't it. If the Commission proceeds without fully investigating these concerns, I will conduct my own investigation and review the County Manager's and the Assistant County Manager's actions, including the extent to which they may have colluded to influence the process in favor of the Assistant County Manager or other applicants, which is not fair to anybody. The County Manager's involvement in this process must be thoroughly scrutinized. If these allegations are true, this is favoritism. It's a serious breach of public trust at the highest level. What message does this send to Churchill County governance?

You're hearing this only because I have the legal knowledge and skill to expose the flawed process. The average applicant does not have those resources, knowledge, or time to challenge the County Manager's seriously defective hiring process. Clearly, the County Manager did not research my background before taking action to favor a preferred candidate. Even the job application itself was defective. It lacked basic customary requirements for leadership positions, such as structured instructions and sealed letters of recommendation. It appears the only legitimate way forward is for the current County Manager to resign or recuse himself from the process and for the county to appoint an independent investigator. Unfortunately, this

recruitment process must be reopened and restarted, grounded in transparency, accountability, and public trust. Unless, of course, the Commission is prepared to extend an offer subject to the resolution of this challenge. Please enter this statement into the public record. I will submit a written version, as well. Thank you for your time and your duty to protect the public trust in Churchill County.

Chair Getto said thank you for your public comment, Mr. Hendrix. Is there any other public comment? Clay Hendrix said I have my statement right here and my public document request. Chair Getto said you can go ahead and give it to Deputy Clerk Muschetto. Any other public comment? Okay, seeing none, we'll move on to verification on the posting of the Agenda, please.

Verification of the Posting of the Agenda:

It was verified by Crystal Muschetto, Deputy Clerk, that the Agenda for this meeting was posted on the 29th day of May, 2025, between the hours of 1:00 and 5:00 PM at all of the locations listed on the Agenda, in accordance with NRS 241.

Consideration and possible action re: Approval of Agenda as submitted or revised:

**Commissioner Matt Hyde made a motion to approve the Agenda as submitted.
Commissioner Eric Blakey seconded the motion, which carried by unanimous vote.**

Appointments:

8:05 AM A- Consideration and possible action re: Introductory comments from the District Attorney's Office regarding the interview process for the Churchill County Manager.

Staff from the District Attorney's Office will provide the board with introductory comments related to the interview process for the Churchill County Manager.

FISCAL IMPACT: N/A

EXPLANATION OF IMPACT: N/A

FUNDING SOURCE:

ACTION REQUESTED: None; Informational Only

Chair Getto said we will move on to appointment 6-A, introductory comments from the District Attorney's Office regarding the interview process for the Churchill County Manager.

Commissioner Blakey said, Mr. Chairman, may I interrupt please. Due to the public comments, I'd like to see if the county attorney would—do they have any comments considering the public comment before we move forward with this process?

Mr. Sanford said I'll answer both of those questions. Obviously, this is a public process. It is a process that has been adopted by this Commission. Obviously, there will always be candidates who were ultimately not selected through the process who have an opinion on whether they should or should not have been. I have had an opportunity to review all of the candidates that were submitted, as well as to review the process. This is a standard process carried throughout

the state. I do not have any concern about the legitimacy of this particular process. As you can see, we have a number of candidates here for your selection. There are four very highly qualified candidates. We're very fortunate to have each of them here. I do not believe there's any bias or due process concerns within our process that would make any decision you make today ineffectual. If that answers your question, I'll just move forward.

Commissioner Blakey said, as long as the county attorney doesn't have any issues or future litigation that could cause us concern or liability issues, that is the main thing. It has been stated in public, so we must address it, I would think. Mr. Sanford said I have no problem with that. I'm not going to say we will have a public records request. We will happily comply with all of the public records requests as they are presented and we will take whatever action is necessary in the event there is some form of litigation filed. Commissioner Blakey said thank you.

Mr. Sanford said I am going to do a quick introduction to the process today for those of you who are either part of the public or watching online and may not have watched our previous meetings where we discussed what the process was going to look like. There are four candidates here. We have scheduled 75 minutes to an hour and a half for interviews for each of them. The order was randomly selected. We will be starting with Peter Jankowski, then Leif Steinbaugh, then Chris Spross, and then Jennifer Savage. Also, during this process, we have a written assessment portion for some in-depth questions that, hopefully, will have some insight into the ability of the candidates to go more into depth on any particular issue. Those will be done this morning and then presented to the Commission at lunch for your consideration after the deliberation stage.

I want to go over a couple of basic pieces of information related to an interview. We have prepared a list of standardized questions to ensure fairness and consistency across all of the candidates. While you are allowed to ask non-prepared follow-up questions, they should directly address material presented by the applicant and be answerable in a concise and direct manner. This ensures that the same questions are asked to each candidate and there are no potential liability-inducing questions that are asked. So, for example, if we considered myself, we said, you say that you are the Chief Civil Deputy District Attorney and you represent elected officials at various boards, you could ask, does that include representing the Churchill County Board of County Commissioners? Simple. It is answered with a yes or no or something like that. We would ask that you wouldn't ask something like, what do you see as common legal issues facing the county? That's a completely separate question that wouldn't be fair to other candidates. Please focus on job-relevant qualifications, such as leadership, budget management, and knowledge of county operations. Do not consider non-work-related intangibles such as age, race, gender, marital status, appearance, religion, or anything of that nature. In that vein, please don't ask personal questions. They tend to lead to those types of answers and can create issues. It's recommended that there is no particular favoritism or bias shown during the interviews and that you wait until the deliberation stage before expressing any particular opinion about any candidate. Each of the interviews has 14 questions. I'm just going to go over some of that so we don't have to do it every single interview. There are 14 questions. Each candidate is reminded to base their answers based on that time limit of 90

minutes for each interview. We expect the questions to be answered within about 75 minutes, with 15 minutes of time for questions from applicants. I'm happy to answer any questions you may have.

Chair Getto said thank you, Joe. Any questions or comments from board or staff?

Mr. Barbee said, Mr. Chairman, part of the conversation that I had with you a couple of days ago and prior to this meeting, so no one's surprised, I'll be stepping out before you get started and will return at 3:15 PM. I have a couple of meetings today and don't really see the need for me to be in the room. Chair Getto said thanks for letting us know. Any other questions or comments from board or staff? Okay, if not, we will go ahead and move to our first item, which is going to be our 8:15 AM. This is going to be Peter Jankowski.

My name is Peter Jankowski. I'm originally from New Hampshire. If you can't tell, I speak fast sometimes and you can slow me down so you can understand what I'm saying. I'm excited to be here and interested to meet with you folks.

Chair Getto said okay, thank you. We'll jump right in. I have the first question, so, if you could tell us about yourself and the experience you have that makes you the best fit for Churchill County at this time. Mr. Jankowski said oh, we got an hour and a half. So, let's see. Now, after I got out of the Navy, I went to the University of New Hampshire and, from that point, I've been involved in local government. I was always interested in local government. In my hometown, I was on the Planning Board and the Budget Committee. I was a Selectman, which is an old term for Counselors. I was a State Representative and, while I was there, we used to talk to a town attorney all the time. He was a Selectman and encouraged me to go to law school. I went to law school just because he would always have an answer, not always the right answer, but he would always have an answer. I'm pointing at the attorney because I've dealt with them my whole life. So, that's one of the reasons I went to law school and, since then, I've been a town or city manager since 1997, from communities as small as 1,304 to as large as almost 23,000 people. In New England, counties do very little. I don't know if you know that. Local municipalities do everything, whether it's from the Assessor, Board of Health, tax collecting, personnel, everything you folks do, including Parks and Recreation, the whole thing. We don't have a county Sheriff. They do a few things and they run the nursing home and they have the jail and stuff like that but, otherwise it's all done at the municipal level. My experience is pretty broad in doing all those aspects, from libraries, museums to everything is oversight.

Chair Getto said I have a follow-up question to that. What goals would you set for yourself in your first year as County Manager and how would you work towards achieving them? Mr. Jankowski said, you know, when I come to a community/county within the first 30, 60 days, I am just trying to figure out the county itself, because everyone is a little different. They all work. I always say the town clerk is a town clerk, is a town clerk. I guess you call them recorders here. They all have their nuances, the differences, right? So, part of it, what I do, is

learn the staff. Find out what they do, how they do it, what their strengths are, what they like to do. Same with Commissioners or counselors. Everyone's a little bit different. I figure what they're interested in, what they want to know about, what happens. How do I work with them? For me, it's communication with my counselor. I think that's very important. I've been in situations before where communications was not that good. For me, I always want to figure out the best way to communicate with both my Commissioners and my department heads. To be honest with you, you can go on the internet and do your research on Churchill County and you can read the newspapers and stuff, but I won't have a good idea what is looking forward for Churchill until the Commissioners tell me. To be honest, with the stakeholders in the community, usually within their first couple weeks, a lot of stakeholders in the community will come and see you and give you their two cents or direction of what things need to be looked at, like you had this morning. A variety of different things. It takes a little bit of time to understand. The county has a number of communities, even though I think that Fallon is the largest one and that you know your relationship with the city and all that sort of stuff. For me, you take the first 60 days to try to figure out what is going on and pick up on projects. Some experiences I have had, like, I've overseen court rehab and jail rehab. I know that's a project that's going on in the county. I've overseen some of those but there are a lot of projects I don't know of that are happening here. It takes a moment and it's good to bring in or it gives me a fresh set of eyes to see how things are working. So, that's my take and I tend to ramble a bit, so shut me down if I'm going too far. Chair Getto said no problem. Thank you.

Commissioner Blakey said, good morning, thank you for being here. I'm Commissioner Blakey, and I'll be asking question number two. It relates to leadership impact and achievements. What are two of your most significant professional accomplishments in your recent leadership roles? Mr. Jankowski said, well, one of the accomplishments I always take pride in is, in my first month in the town of Athol, they had a water and sewer system that was running in the red by \$422,000. I'm an attorney and my father was a shoe cutter. I know nothing about water and sewer but, when I took over that position, one of the pressing issues was to get that back in line. So, for me, as I'm not an engineer, I needed to understand the system, how our water and sewer system worked in that community, and how to bring it into the black. I met with my unions, we're heavily unionized in Massachusetts, talked to the guys who actually run the plant, and I actually engaged with the peer engineering firm and asked them to take a look at our plants, how they work, and what changes we could make. I was working with folks in the community that have knowledge on the sewer system and, through our discussions and recommendations, I spoke to the Board of Selectmen with recommendations for how to change those operations. Working with the unions, I had to change my operational people down there, had to change a little bit of my operations itself. I looked at raising some rates that hadn't been raised in 10 years. I looked at a variety of different things. My job was to bring those options to the Commission or to the Board of Selectmen. They said let's do this, let's do this, let's do that, and, in two and a half years, I had that operation back in the black. You want to take the time and understand how things work and it varies from time to time. Regarding leadership, the Commission is going to be the visionaries, right? You have your goals. I was a former elected official. We all take that position because we think we know how we want the community to go or the county or whatever. My job is to implement those visions, what you folks want, right? Where you want

to go, that's my job and to make sure staff is following that way, right? So, part of my leadership is, you know, I communicate. I'm an open door. I like to manage by walking about. These are all of the kind of key terms I know. I speak fast, so I'm not going to need an hour and a half, but I just to work with staff and make sure we're going in that direction, how folks want to do it. I empower people. I'm not here to micromanage. That's not my job, right? Are there times when you, as the manager, need to step in and make sure things have gone down that precise path? Absolutely. My job is to help my department. To be honest with you, when I was in Dudley, I was the Town Administrator, which is a little bit different in New England, but I had six different elected officials, so I had to work with those offices. How do I make sure those offices, even though they're separately elected with their own staff, how can we make sure they're getting their jobs done and what can the county do to work with them, and what have you? So, that's part of what I do is to make sure those type of things and make sure you lead by example.

Commissioner Blakey said I have a follow up question there. How did these outcomes improve your organization or the community? Mr. Janowski said I think it's always a learning experience. You're always learning to see how things are happening. So, for me, if the Commission gives a certain direction and my goal is to get to point B, how are we going to get there? You take a look at the different options, areas to do that, listen to staff, because they have, right now, the department heads will have a much better sense than me of how Churchill County is running, so for me, the outcome is to try to implement them, to do that.

Commissioner Blakey said do you have a specific example of how it improved the community? Mr. Janowski said, when I was in Cave Creek, for example, we had an issue where we had one access point and whether it was planning questions, building questions, tax questions, or questions for my Commission, whatever, it was all getting jammed up. So, we tried to figure out a different way to provide better customer service to folks. One of the folks said, you know, we could have, like they did 25 years ago, a different counter in a different building for, like, building and stuff. So, that's what we did. I thought it was a good idea. Looking at how we changed our operations, it took a little bit for, you know, computer network and all that sort of stuff. I noticed that you're doing some of that now in the county because you've moved to a couple different buildings and what have you, different offices in the building. You listen and think about whether it make sense and if you can afford to do it. Other outcomes I've done is to ask for updates. I know people don't like that but you have to look at how many man hours are being spent doing something. Can we improve it by technology?

Commissioner Hyde said, good morning, I will have the third question related to fiscal management and innovation. Please describe your experience with developing and managing complex municipal budgets, even in tough financial times. Mr. Janowski said, when you first come into a community, you will have the budget already in place, right? I don't think you'd go to zero basis, right, because it's up and running and functioning. I think you look at incremental change. I think you take a look at what's working and what's not and you'll get that feedback or input from both staff and the Commission. I've always done a consensus budget, which means I'll sit down and go through budgets by line item with my department heads. I try to understand

what they need and what their operations are, how things function. When you come to the capital portion of it, you want to make sure everyone understands why we're buying two police cars or a fire truck and not park equipment or whatever it is so everyone is on the same page with that. When the budget comes to the Commission, after we've had workshops and whatever, everyone is under the understanding as to why we're choosing this. For me, I've never had a budget going in the red. I've been through two economic downturns and I sat down with folks and said, do we need to do a 5% or 10% cut or do I need to change some type of operations or is there some type of service I need to adjust. On recommendations, I'll sit down and go through that. It's very situational, that type of thing, to be honest with you. I mean, I don't know if you run a food pantry here, with Social Services, it takes a lot of funding to do that. We need to determine if we need to balance it off with doing something with police, are we looking at grants, or a variety of different things. For me, I see the first 30 to 60 days, part of that is just sitting down, going with the town finance director or accountant to go through the budget, going through the numbers, which is probably a third of the job, right? Every week, I would get the updates and go through it to determine if we are on our projections. Some things are one-time expenditures but some things are not. You have to understand what services are being provided and their costs.

Commissioner Hyde said I've got a follow up for that. What financial strategies or tools have you successfully used to increase efficiency, ensure sustainability, or adapt to economic fluctuations? Mr. Janowski said I think, sometimes, you strip down budgets. Like I said, zero base. I don't think you do for the whole county but there might be a department or a section you might stop if it's looking like it's getting out of hand. I can't tell what those numbers are here for this particular county. It will be different from New England or Arizona and other places I've been, even in Las Vegas when I was down there. So, you have to be willing to use those financial tools, wherever they are at the time, to analyze that operation. Does it make sense? I don't think you can just come and say, okay, I'm going to reset the whole \$31 million budget. That doesn't make sense. It's too hard to do, so, you have to rely on the folks you're working with to make sense of what's going on and then take those steps. When I say take those steps, you always bring those options to the Commission. When I was elected, I always wanted to be kept in the know and to be able to give my options, right? My job is to present those options to you. These are the changes I want to make, whether it's staffing or operations or services or whatever it is, we work as a team, right? That's how I see it. It doesn't work otherwise, not really well.

Chair Getto asked how would you describe your leadership philosophy, particularly in working with a board and or Commission. Mr. Janowski replied well, like I just said, you work as a team, right? So, for me, it's communication. In the first 30, 60, days, and you just go over that all the time. Obviously, you get the understanding of the Commissioners, you get understanding of staff to see what's important, what you need to do, what your goals and objectives are. I try to go back and look at some of the candidate profiles when you ran. I know you, Commissioner Getto, are a farmer. You learn what the interests are on a variety of different things, right? So, for me, it's just having that personal relationship with the Commissioners. I call them Commissioners and Councils. It is the same with staff. You want to understand how they are doing their jobs and what they need to do. For me, it's

communication that is key. Am I hitting the question? I'm not sure. I forgot what the question was to be honest with you. Chair Getto said I can read it for you. How would you describe your leadership philosophy, particularly in working with board and or commission? Mr. Janowski replied, like I said, I'm not here to micromanage. I think, you know, you pay your department heads, well, right? They're the subject matter experts. I'm going to rely on them. You know, I have been through some hard times, so I had some pretty strong understanding of how operations work, whether it's police, fire, public works, or a variety of different things. It's not like my learning curve is shot here. I do rely on them for how to do that. We need to make sure we are including them in the process of why we're making these decisions or operational changes, or whatever it is. I don't think you come in and make changes, you know, on day two, that's stupid, right? You want to give it some time. You want to figure out how things are working out to do that. My leadership is to understand what's going on and then present options. I also want to make sure that my staff is invested in the process, because they're the ones that do the frontline stuff. I don't do that and you don't either. So, you want to make sure the folks who are doing all the frontline work understand why we're doing it and the purpose to try to get to that point, whatever it may be.

Chair Getto said, as a follow up to that question, share an example of a conflict or difference in direction with a member of the board or Commission. How did you navigate that situation. Mr. Janowski said, diplomatically. For me, it's always going back to law school where I learned to define the problem, define the issues. That's what I do. I understand what the Commissioners are looking for and why they want it that way. I then determine if it is possible. Sometimes you have folks come in from the outside and they don't always understand how government works locally, whether it's county or town, and you want to make sure they understand how that works, whether it's procurement or a policy issue, what have you. For me, it is to understand what that is. I talk to staff to determine if it is something we can or can't do. If it's a policy thing, it's, obviously, easier to do because you can change policy but, if it's an operational or procedural thing, whether regarding state laws or regulations or whatever, I have to understand it. I can then explain it back to the Commission. My job is not to be the yesman, it never has been. My job is to give you my frank understanding from my experience. That's why you hire a manager, right? Does this make sense? Does it not make sense? Or can we do this or that? That's part of what I do. I don't see conflicts but I've had those differences of opinion with Commissioners. I may believe that path A is the best but, if you think it's path C, we're going down path C. I'm going to explain the pros and cons from my understanding and from what staff's understanding so we are all fully aware but that's the way we go. You guys are the elected representatives and we march as you give direction but I want you fully informed. When I was a Selectman, I always wanted to be fully informed because, if you go sideways, if things don't work out or we get a different outcome, at least we understand why it happened that way. We know what the risks are.

Commissioner Blakey said are you doing okay? Do you need a water or anything? Mr. Janowski said I am good right now but, if I pass out, please help. Commissioner Blakey said I have question number five about leadership style. How would you describe your management style, working with multiple departments with different objectives? Mr. Janowski said I don't know about the different objectives, maybe different functions, but we move as a county in one

direction, right? If there's a difference of opinion, different objectives, the County Manager, his job or her job is to bring them in line, right? You folks set the direction and that's the way we go on and make sure the department heads go that way. My leadership is pretty much hands on. Like I said, before, I walk about. I think it's important to go to the different buildings and different operations and talk to different staff there and support them and get an understanding how they do what they do. I find they appreciate that and you get a better relationship with those folks. So, for me, it's managed by walking about, it's personal. I mean, we get buried in emails today, which is not always helpful, right? So, I think if there are issues or concerns going on or directions to be done, I'd rather do it face-to-face and have that discussion with people. We're not talking about thousands and thousands of employees here, so I think it's easy enough to do that in smaller communities and that's how I kind of do things. I have an open door. Other than having discussions with legal or discussion with personnel, my door is always open. Sometimes, Commissioners will come in, they'll want to close the door talk, what's up? Fine, but people can come talk to me all the time. I like the chain of command. Coming from the Navy, they teach you to go through that ranks. I think if our rank and file folks come in, they want to talk to me, fine, my doors open. I always ask them, have you talked to your supervisor, your department head, or whatever because I don't want those people to be surprised because I don't like being surprised. I will talk to anybody about anything. I have citizens come in. I talk to them at Walmart and at the grocery store. My wife waves as she goes by as I'm having those discussions with folks. For me, leadership is accessibility, be part of the community, you know, and it's a 24/7 job. It's not like nine to five, you go home and it's over. I want to be accessible to folks and listen to what they have to say and what they need. I can then determine if it is something the county can do. A lot of times, people come and want to have the county do something that's not within our authority. Other times I send them to the Commissioners because they might talk to the Commissioners. I want to make sure you folks are accessible because that's part of it too.

Mr. Janowski said I will say this, I'm not a corporate guy. A lot of guys are corporate. I'm not. I'm more of a community guy from a small town, where you talk to folks at the town dump or whatever, and I tend to work that way because it worked best for me through the years and I think it's the best way to do it.

Commissioner Hyde said, moving on to question six, regarding recruitment and leadership, Northern Nevada is a growing area and the competition for recruiting qualified individuals is stiff. What challenges do you see to recruiting high quality candidates to the county and how do you propose to continue acquiring top quality talent? Mr. Janowski replied people will say salary but, at least in my experience, it has not always been that way. Looking at folks at different times in their career, different positions, right? So, sometimes the benefit aspect -- the time off, if you're looking at senior managers and stuff now, they're usually paid, well, that's not going to really recruit people, right? So, you want to make sure that, at least on the benefit side, time off, and a variety of fringe benefits like that are important because, if you're looking for senior managers, that's what they're kind of looking for. You want to bring that in and you want to make sure you're reaching out, you know, I mean, for this position, your eyes were on the ICMA, that's where you're found me, but, depending on the position, you want to reach that pool as best you can get. Sometimes, you use headhunters or, excuse me, recruiters. My wife is

a recruiter. She hates it when I use the term “headhunter”. It depends on the position, you know. We want to make sure we are offering a fair, livable wage. I can't tell you what that is up here but it's something you learn fairly quickly and then your benefits align. A lot of folks come into government because they want, for example, when I was in Florida, they were talking about taking away the pension. It's a huge, huge issue for government employees. In the private sector, it's all for 401s and 407s. In the public sector, that's a huge recruiting tool. If you take that away, you lose a lot of good candidates, especially if you have people vested in the system because they want to build on that. Sometimes, it's portable but sometimes it is not. That's more of a state rule and regulation, but that's how I look at it.

Commissioner Hyde said, as a follow up to that, as a small community, sometimes the only reward for a job well done is more work to do. This concentrates job responsibilities and institutional knowledge in a few critical employees. How do you propose to mitigate staff burnout and ensure critical knowledge is maintained across the next decade. Mr. Janowski explained that the short answer is cross training. One of the things I forgot to mention before was that we cross-trained employees. You want to make sure you have a fallback system on whatever critical operations are. Part of being a good town manager, I think, is to understand the employees. Being a good department is understanding your employees. When I was in a previous position, I can't remember now, I had a building inspector who was going through his MPA. He was a great building inspector, but he didn't want to be a building inspector his whole life. So, when he got his MPA, he wanted to be a planner. We created an assistant planner position for him so he could go into that role and develop into that role. How do I mature and bring staff, right? Part of that recruitment is to make sure that there's some room and growth for those folks to go up. For me, it's looking at and knowing your staff so you know how you can help them and let them do a better job. I do think cross-training, understanding key groups like that is key. In Massachusetts, when I did that, I had them negotiate through the collective bargaining because sometimes things are job specific and you make certain adjustments within the CBA (collective bargain agreement). That's how I do that.

Mr. Janowski asked if he was going too fast or too slow. Chair Getto said you are right on par, you're good. Looking back on your career, what is one significant situation you would have approached differently if given the chance. Specifically, what did you learn and how has that experience shaped your leadership today. Mr. Janowski said I think I've taken a couple positions I probably shouldn't have that they didn't best fit me. Most recently, that's probably Surfside, Florida. It was an interesting community, an interesting place, but it probably wasn't the best fit for me. When that Commission came in, so many people had left, the town attorney was disrespected, they were given instructions to staff and what have you. It wasn't the best and that was kind of their history. I'm not used to that type of operation, to be honest, as I am more of a traditionalist in that aspect. I've learned, from that, to find a place that I think I'm a good fit, one that will make sense for me. As much as this is an interview with me, it is also my interview with you folks too, because am I going to be able to fit in and work here, right? You don't know that from these brief interviews and from history, you watch. I know it's not so much job related but, to be honest, this is far more important. Do you want to have someone who's going to fit and work? I've hired people who didn't really have an understanding and knowledge of something, but they would fit in there. You can always train and teach, right? No

one's born knowing any of this. You can train and mentor people and coach them up. That's what you try to do. That's one of the things on a personal question you asked before. You want to make sure you have a good system to coach and mentor people up through the system. For me, that's kind of what I'm looking at. Chair Getto said thank you.

Commissioner Blakey said question number eight is the topic of the intergovernmental and collaborative problem solving. Tell us about your experience working with independently elected officials or outside government entities. Provide a specific example of a complex or controversial issue where collaboration led to a successful resolution. Mr. Janowski said well, I think the easiest is regionalization is key in New England, right? A lot of communities work together. So we had in all, like I said, it's all not really county. It's focused on communities, and a lot of communities have their own dispatch, which is expensive, both equipment wise, people wise, whatever we started in go to the manager's meeting's, right? I don't know if they have that here but, in New England, we have it all the time, if they have it here. One of the things was how do we save costs, make things more efficient, not have a lot of locals? So, part of the discussion was, let's put together a regional dispatch, or T-SAP, right? The state, at the time, was giving a lot of funds for that, but it's difficult to do because no one wants to give up control and authority. It's very hard to do, but myself and a guy named Richard Kospi, who was the manager next door and Webster, agreed to try to get a third town in the town of Orange and try to put a dispatch center together. We got some sample operation documents, and we were looking through it, and we brought it to our respective boards, and they gave us an okay, and we sat down putting together a regional dispatch, which we did, which both saves. We had one dispatch director instead of two. In time, we had a governing board which we put the elected on, no disrespect, but they always want to have a say. So, we had a governing board for policy, but then I had an operation board, which sat down with the police chiefs and the fire chiefs, because they're the ones that really work together, right? It's not so much the managers. So, we put that together, we saved money, and we had saved operations and improved efficiency movement. We could have Tom Leighton Road, three different towns in three different directions, and it gets very confusing if immigrants and fire trucks are crossing communities. So, we had to do some road adjustments, name adjustments, and we gave some subsidies to people when they had to change their address, and stuff like that, because that takes a moment of time, but those type of things, at the same time, I've shared both animal control services, you know, both officers, staff, and facilities. I think regionalization is key. I think it helps a lot to do that. I think it's important to reach out to your Navy and agencies to do that and that dispatch, we had to work with the state, and you have to get certified and have the finances, just a variety of different things. I don't know if I'm hitting your question, but those are the type of projects I think make sense to do if you can share services and make things work better, more efficiently, and save funding. Even though saving funding is not number one, it's better efficiency. I think you do that.

Commissioner Hyde said okay, question nine, community engagement and visibility. How do you view the County Manager's role in a broader community? Mr. Janowski said understand the manager's role in a board community? I've not had that question before. Commissioner Hyde said okay, let me repeat it, how do you view the County Manager's role in a broader community? Mr. Janowski said I don't know. I'm sure I don't understand the question, other

than we respond to the manager, whether it's someone from here or Stillwater, I guess, you know or Fallon station. I mean, my job is to provide the services for the county throughout to all our memberships, right, throughout the whole county. I know Fallon's this county seat and it's the largest community in the county but, as you folks serve, I serve folks in all of those areas, in communities. Isn't that the question I'm looking for? I mean, I don't see, I don't differentiate between whether someone's from here or there, what you have, or you know, I don't care about politics and I don't care about race or any of that kind of stuff. So, I mean, my job is to serve the citizenry of the whole county, and, you know, it's very diverse, right? So, we try to provide those services however we can. I mean, in Arizona, with Native Americans, we provided some services to tribal bands, and I know there's some of that here. Otherwise, I don't see that there is anything to differentiate. I understand the question, right? I could be wrong.

Commissioner Hyde said yeah, I think these couple follow up questions will help. Mr. Janowski said okay.

Commissioner Hyde said in what ways do you engage residents and ensure their voices are included in the decision making process? Mr. Janowski said I think it's like I said, I talk to people at Walmart, the town dump and you know, CVS, whatever, there are always pluses. In New England, habit to have a committee, right? So, when I was in Dudley, I had 14 or 15 different committees all the time, right? A lot of citizens with active involvement, which I think is healthy. So, in Las Vegas, you can't do that, so we had neighborhood outreach, right? So, we'd sit up and go talk to the Kiwanis, or go talk to Rotary, or just go to the local Baptist Church and whoever was, you know, and make sure we're open and to have folks, in Massachusetts, having coffee with the counselors or coffee with the manager is very key, right? People would come and talk to you about their issues, their concerns, because not everyone can come here. I know everyone's working, right? So, they can't come to your meetings. So, you make yourself available and accessible, so, and that's what I do. I think this has been a very large county that I would hope from time to time, that you folks would have an off out of Fallon in another community, you have a, you know, be accessible, so they could come talk, folks could come talk to you or to the manager. I mean, that would be something I would do, you know. I keep saying Stillwater because I see it on the map. I think it's a ghost town, right, or something like that, but, I think, once a month or once a quarter, that you would have some type of access out there, if you don't do that already, a variety of different things. I think accessibility is open. Everything's about email, right, but my generation is just more people-to-people, but I'm make sure I'm successful both ways.

Commissioner Hyde said thank you. How would you balance the diverse needs of our community with the limitations of budget and available resources? Mr. Janowski said, oh, that's your job. So, my job is to give the options and you guys say we're going to go with A, B or C. So, I mean, that's your job up there. I always found it easy to make sure that people understand why we're doing something or the choices we're making so they understand that is why we're funding this and not that. The CIP the Capital Improvement Program for doing large projects, where it is in the schedule and how we're going to try to fund it and what have you. The last few years has been easier with American rescue money, to speed up a lot of projects. For me, it's always explaining why we're doing things, you know, so people understand and

then, if we change, you know, they can come talk to you. Why are we changing this? Why aren't we doing this and what have you. That's the way I think it works best. Commissioner Hyde said thank you.

Chair Getto said I have question 10, which is about crisis management. Will you describe a time when you led your organization through crisis? Mr. Janowski said I'm lucky because I haven't had any major, major crisis. You guys have more fires out here than we do. We used to have nor'easters all the time. So, a lot of times people would lose electricity. So, we would set up warming stations or cooling stations in the summer, which you find in Las Vegas and whatever, but, back home, it was more in the wintertime. We'd always make sure that the fire stations were open that we had. If we had to bring in catering, that was sometimes hard. We could have our own kitchens to make food and stuff and, you know, showers and what have you. So, the idea is, you adapt to what's happening, right? Emergency Management, you know, we'd have our own little war rooms and stuff like that. If we needed FEMA, you made sure FEMA was involved, but, most of the time, we did a lot of it ourselves. I remember in both Dudley and in one of my other communities, we had the rolling, mattresses, had the cots, all the blankets we had that we would share between communities and stuff like that. So, the idea is preparedness, right? We used to do a lot of table-top exercises, right? If we had major ice and snowstorms, we would go through that situational awareness. We used to do table-tops a couple of times a year. The river floods, and you know, we would lose a lot of low lands and stuff like that. So for me, I have been through some of the trainings and I figured their 101, it's been so many years since I've done that but, for us, it's just preparedness and making sure that the fire and emergency EMS, fire and EMS together and police are all on the same page, including make sure Public Works are on that. We go through those exercises so when those type of events happen, they're not scrambling. They have a plan to follow. In New England, you should get a lot of money from the state for those processes, you know, emergency management, what have you, those trainings and what have you, make sure you send people to trainings. It's like you talk about staff as your people wanting to grow, you want to make sure you send them to the different trainings and ICMA and variety and stuff like that, so they keep interested in the jobs and they expand on their jobs. Chair Getto said okay, thank you.

Commissioner Blakey said question number 11, economic development, what is your philosophy on the county government's role in the economic development process? Mr. Janowski said I think it's key. I think it's absolutely key for economic development within the community, and it varies from community to community. You know, when there was over building, shoe shops for manufacturing, smoke stacks, right? Cave Creek, when I was in it, was more about events and festivals. So, economic development is a very, very broad term, right? It's adaptable from community to community, right? So, if you want to live in Las Vegas, it's very diverse, right? With most communities, you want to make sure you're diversified but your core industry, here it's agriculture from what I can tell, a lot of hay from what I can see, something called Teff, something like that I read about, but a variety of different things. So, for me, economic development is both to sustain the existing businesses, right? What can we do to do that and how can we bring new development in? When I was in Gray, Maine, we built an industrial park. When I was in Florida, we did make our own programs. We did an armed facade program. We did some public facilities, but it's all

infrastructure, water, sewer, right? New England did a lot with processed water. I don't know if you do a lot of that here for manufacturing. You want to make sure that's different from portable water, right? So, I assume agricultural water. So, you want to make sure those resources are available. How can we do that? When I was in Arizona, you had to have a well reserved level. So anytime people are building more homes or bringing a business that requires water, they had to have a well reserve. So, how can we provide that or how can they make sure they have that resource to do their business, as this is not for just retail, this is more manufacturing and stuff like that. You have to learn what it is in your community and where they want to go? Do they want to stay where they are? You know, diversify and you adapt to that. So, you do that. Again, in Cave Creek, we have a lot of festivals. One of them we brought in, we created a new one, our home show. I know it's kind of routine, but we had Bike Week. In Cave Creek, we had the balloon festival. A lot of stuff. A lot of the retail businesses who sold furniture and stuff thought they were being left behind on some of that. So, we created a new event for them, so that became specific for Cave Creek, for that particular business. I don't know enough about Churchill on that, but it's like I said, it's part of what you're learning when you first come here. Maybe a new fresh set of eyes will see something that makes sense to the best part, and I assume you have to work with the cities on this little bit, right? I mean, so what can we make? Like I said, in Massachusetts, we had Tax Increment Financing that was a big program, right? So, if you could bring in a manufacturer, they could get a deduction on property taxes, which is a huge thing and the state provided payroll tax reduction, right and reimbursement. You have to look at the available programs from the local state agencies. How can those fit in their community? When I was in Dudley, we used rural development to increase some of our sewer plant capacity because we wanted to increase our manufacturing base and we were at capacity, so we wanted to expand our sewer plant from, I forget, the size. We wanted to triple it, but actually we doubled it. But you know, just because you want to make sure you have that capacity for future growth, future what have you.

Commissioner Blakey said I would like to ask a follow up question for that. What specific offerings or strategies should the county consider to attract new development and industry to the area? Mr. Janowski said I've done it once where we've actually brought in an outside firm to take a look at what the community had, what was offered. You do a lot. Route 50, I know is a loneliest road but you have a lot of gas, tattoo and retail. So, I don't know if that's what you want to expand. I don't know if you want to expand in agriculture or you don't expand in IC manufacturing but a variety of things. Sometimes bringing in that peer engineering, like I said before, bringing a peer group to take a look at it and saying, this would make sense for this community, that we can help you bring this here. I think that's a good thing to do. I think it's worth sitting down with your stakeholders in the community to say, what can we do? What do you think would work best here? I don't know that. That's why you have to rely on the community and outside sources to say what makes sense for Churchill County. You know, I don't know if I'm hitting your question or not.

Commissioner Blakey said what is your objective to creating new development? What would you do? What would you do if you're our salesman and you had to go make a sale to get someone to come here? Mr. Janowski said how is affordable housing here? I mean, that's going to be my first question. If you don't have services for people, affordable housing for people to

work in the restaurants and work in the casinos and work whatever you got, it stifles yourself, right? Commissioner Blakey said you would start with affordable housing? Mr. Janowski said I think it's key. I don't know if I would start it but it's definitely one of the top three things I'm looking at. I want something long term. I don't want something that's going to come in, you know, do the initial, a lot of people like housing construction, right? It gives you, you know, 1500 jobs, but in 18 months they are gone, right? So, you want something that's going to provide jobs for the next 15, 20, years. That's why some people like manufacturing. I'm not talking smokestacks all the time but you know, whatever it is, so that's what I'm looking for, because I want to be diversified. I mean, if you're so heavy on agriculture, any downturns here, the cattle industry, you know, Texas blows up or whatever and hurts you folks. I mean, it hurts here, right? So, how do I diversify my economy? I don't know enough about it up here, but that's what I'm looking for. Commissioner Blakey said thank you. You nailed it. Mr. Janowski said not sure about that, but I tend to joke a little bit.

Commissioner Hyde said question 12 is about natural resources. Churchill County has large areas of federal land and limited quantities of water. What is your experience dealing with limited natural resources and cooperating with federal partners? Mr. Janowski said, well, water has always been an issue, whether it's Nevada or Arizona. So, for us, it's how do we recharge the system. Do we look at, you know, the sewer plant? How do we, you know, recharge some of the waters there? How do we do more conservation for that? In Las Vegas, we paid people to get rid of grass and put stone in, right, because we wanted those resources, so, it was a variety of different things. I don't know enough, like I said before, from Churchill County, other than water being key. There are a lot of aqueducts here, so I'm not sure. I don't know if water is an issue here or not, to me, Starkey wasn't so much. I'll go back to New Hampshire. Lumber is key, it's a big thing, people usually clear cut, all the time, which is efficient. The problem is it takes forever for growth. So, we went to selective cut. That's one of the things that we push right, because you want some initial growth started. So instead of a 25 year turnaround for hardwoods or a 10 year turnaround for pine, we're looking at a 5 year and 15 year so how do we manage that resource? In Massachusetts, we had 1000 acre park and we would do sections of that over time to both bring in money for that park but, at the same time, manage the forest, because we didn't want to have fires. We didn't have forest fires like you do, but still, we have fires and what have you. I think you have to look at your research of what makes sense here. In New England, we have current use, right? So, basically a term where, you know, people would want to raise the same crops and crop rotation kind of same concept, right? So, there was a program where folks could get some type of funding to skip a growing season of this or that or whatever to make it less on the resources for water, which I would think would work here, show a variety of different things. So, I think you have to know what you have. Commissioner Hyde said thank you. Mr. Janowski said I'll be honest, I'm not a farmer, so I can't answer questions. Some folks have a better sense about them than I do.

Chair Getto said question 13 is about state and federal policy making. What is your experience working with state and/or federal legislators to benefit your community or organization? Mr. Janowski said I think it's key. I was a former state representative back in my hometown. I've always gotten to know my state representatives, my federal representatives, state, especially state and reps and Senators, because they'll do a bulk of the legislation to Carson City, right?

Make sure they understand what our concerns are. I actually watched one of the your episodes here where you went through all the legislative bills and what have you, right? So, we've kind of done a little bit of that, I think that's important. On the federal level, I know in Vegas, we used to have our congressman up a lot, right, just because he was a controversial character, I'm going to say that. Both good, bad and different on that so, but we always want to have close ties with him, because the city had a lot going on at the federal level, right, and we had regional offices in the city. So, I think it's good to maintain those relationships, keep them informed. In Massachusetts, I'd have ribbon cuttings on stuff, and we'd bring in the State Senator and state rep would come in and be part of that, even though they weren't really part of the recognition, and they liked that. Politicians like to be included and recognized, but it helped you. We built that relationship when we wanted something from the state further down the road, or they would speak on our behalf or help us introduce legislation. It was helpful. So, I think it's good to have those personal relationships. I know when I was a state rep, I used to go visit my communities. I went every quarter. I was a kid back then, so I had a lot of time, but I'd go every quarter and go meet my board of selectman, see what I couldn't learn and stuff, and what I could do for them and what have you

Chair Getto said a follow up to that, could you provide an example of the time you're involved in shaping policy? Mr. Janowski most of it's at the state level, right? So, when someone that I can't remember off the top was, you have collective bargaining, I can remember one issue that you could retire in Massachusetts from one town and go to another town, and you could actually try to claim benefits. We spoke on behalf of that and I'm changing that, you had to leave the state. It's kind of a minutia, but it's expensive. The cost of pension and healthcare and stuff is very expensive to a community. So, if someone could leave one town and go to another town and collect benefits, that wasn't really fair if you left the state, that's a different pension system. So, I spoke on a variety of different things. So, those type of things I'm trying to think of off the top. I haven't had it in a while but the idea is to keep good relations with those folks so when you do need them and make sure they're in touch with us through the chiefs of staff or district offices. Chair Getto said okay, thank you.

Commissioner Blakey said, with question 14, the topic is vision. What are the most significant challenges you see for Churchill County in the next 5 to 10 years? Mr. Janowski said I don't know. I'll be honest, I have no idea. That's, again, part of what you folks know, the goals and direction of where you want to go, and my job is to make sure that my office and staff march in that direction. For vision, you have in your mind what you want to do with Churchill County, and my job is to implement that. So, leadership and vision are two very different things, right? So, on the leadership, I want to make sure the troops are marching in the right direction and that we're trying to achieve the goal that you folks want. If I see things in the community, I see what's happening, to make sure you're aware of it. For the vision, I mean, I really rely on people to come and talk to me about where they want to take the county, where it wants to go, and how could I support that? And that's folks. Most of you will know where you want to take the county, what needs to be addressed, and my job is to make sure that we go in that direction. I mean, I'm not blind, so if I see stuff, I think it makes sense to do this or do that, or whatever, I keep you folks informed of it but, in the long run, that's my vision, to make sure that I'm achieving the goals of the Commission.

Commissioner Blakey said a follow up to that, the question was, what are the most significant challenges? This question is, what is your vision for Churchill County for the next 5 to 10 years. Mr. Janowski said to overcome those challenges, you don't joke as much as me. Commissioner Blakey said what are some of the things that you would want to bring to this community and drive your leadership on?

Mr. Janowski said, hopefully, stability. I mean, you have good stability now, from what I understand. So, I want to bring stability here. I think nationally, we have that as a concern, right? Good, bad, or indifferent. I want to make sure that, you know, people feel comfortable here, that we are stable here, that we know where we want to be and where we want to go. When people understand why we're going that path and how we're doing it, right, and take those actions and those steps to go that way. I don't think these are concrete answer on some of these questions, like this one is not right. It's really fit. Is this something that we can do, that we can go down, that I can do down. It's hard to do specific, you know, for Churchill County, unless you live right here, now, people from away are going to have a harder time for that, because there's not a lot of bad news about Churchill County, which is a good thing. Sometimes, you go to communities and you read a lot of bad news, but you don't have so much of that here. Are you going to have a little bump in the road, like everybody? Absolutely. As for me, that was a good sign. Commissioner Blakey said thank you.

Commissioner Hyde said that completes our list of questions. What questions do you have for us? Mr. Janowski said I got a couple. Communication is key, right? So, how do you folks, as a board or individually, how do you guys communicate with the manager and staff and what have you? I know there's no right answer. That's more preference. Chair Getto said, as for me it's a lot of phone calls with our County Manager, in person meetings with our County Manager, emailing back and forth, kind of almost non-stop. I think I talk, currently, to Jim probably once a day or once every two days, at least as Chairman. So, we get a lot of different stuff but that's how I communicate with Jim personally. Commissioner Hyde said I think it's key if you have a question as a Commissioner and you need an answer, I think it's key to have that answer either from the County Manager or from the staff that he can direct you to get that answer. I think it's a two-way communication. I feel like, obviously communication is key, but I'm not one to sit and wonder about a question and, if can't figure it out, I'm going to get direction on the direction I need to go to figure it out and use my resources.

Mr. Janowski said no, I'm not one of those managers that everything has to go through me. If you have a question for the finance or public works director, I think Commissioners should be able to talk to them. If you talk to rank and file, sometimes that gets confusing because they take orders and directions, which is not always helpful, but I think Commissioners should just talk to department heads directly if they need to. They don't always have to go through my office. I think it's nice to make sure I'm informed and kept abreast of what's going on. That said, if a Commissioner asked me to do some research, I give it to everybody. Just don't give it to one, right? Unless someone says, you know what's happening on Maine Street, I like how it's the state of Maine, it's kind of unique, but, you know, that's just a simple question. I just want to share clear communication because I've been in situations where everything was very

formal for the board on meetings and stuff, which is a difficult way to run business, especially on a day-to-day aspect, and, especially, on something so large. Commissioner Blakey said correct, communication solves a lot of issues that sometimes blow up unnecessarily. Communication here at the county needs great improvement.

Mr. Janowski said, okay, my second question is, I know you have projects. The only one I know about is your court renovation, which is something I've done before and I've seen so I'm just curious, what major projects other than just the normal road replacement, resurfacing, do you have going on? Chair Getto said I'd say that we have a lot of projects going on. The courthouse, as you know, is probably the biggest one, but each department has kind of its own little request for a new project that they're looking at or wanting to do. Mr. Janowski said you maintain a CIP list of some sort, right? Chair Getto said, yes, it's included on there. So any add up on that? Commissioner Blakey said we have a priority list, or at least, I think we do and our budget constraints, you know, stops us lots of times. We have to determine what's most important. Sometimes we get grants that are only specific for certain things. That's an avenue that we take sometimes but we always are trying to improve the infrastructure. We don't want to over improve the infrastructure, we want to make sure we're meeting the needs of the community but we don't want to do too much. So we try, since I've been here, to take slow steps to make sure we're going in the right direction.

Mr. Janowski said did you use American Rescue for operations and more for capital? Do you know? Chair Getto said can you repeat that? Mr. Janowski said staffing or programs because when American Rescue goes away in 2026, how do you fund that? In my other communities, anytime we had American Rescue Funds, it was only for capital projects. Things that were like one time expenditures, because you don't rely on a funding source that's not there, like when we talked about budgets and finance before you, if you're going to fund something, you want to make sure you have a long funding source for that. I was just curious if that's something you guys, if the county is looking at? Comptroller Wideman said he's talking about our ARPA funds and what we call them. We call them ARPA, so I think that's why they are confused. Mr. Janowski said it's American Risk, American. Chair Getto said yes, we've utilized ARPA funds for a couple different projects in Churchill County. They're always, you know, like you've stated, they are one time funds. We don't use that to fund anything. Commissioner Hyde said I would add, if we have those funds, you have to be careful with how much it costs to manage what we do moving forward. Those funds are gone, in our mind always, what's this going to cost for future support? Mr. Janowski said not everyone did that, but that's the point I was trying to make. Commissioner Hyde said there will be no more questions. Thank you for taking time to meet with us. We'll be making our decision soon, and we'll reach out to you once the decision has been made. Thanks again. Mr. Janowski said I appreciate it. Thank you.

Chair Getto said our next one is going to be Leif Steinbaugh at 9:45 AM, so that leaves us about a 30 minute break here. So, I guess we'll reconvene at 9:45 AM.

Chair Getto said it is 9:45, so we'll go ahead and resume this meeting. Our next applicant is Leif Steinbaugh. If you could provide a quick introduction. Mr. Steinbaugh said hi, good morning. My name is Leif Steinbaugh and I am a resident of Churchill County here for the last

15 years or so. I came to the county via the Navy and was stationed here four times and then retired and made the decision to remain a resident in the county.

Chair Getto said okay, thank you. I'm Commissioner Getto. I have your first question. Tell us about yourself and the experience you had that makes you the best fit for Churchill County at this time?

Mr. Steinbaugh said, once again, I was in the Navy for 30 years, rose to the rank of Captain. I held multiple commands while I was in the Navy, both an operational squadron and then also command of Naval Air Station Fallon. I was in that role from 2013 to 2016. I learned a lot of different things about leadership, managing organizations, financial management, that sort of thing in the Navy. I would say that the Commanding Officer position at the lower station is fairly equivalent to a County Manager position in the amount of experience that you get, and I say this because of the budget requirements there. Environmental, NEPA requirements, managing very diverse departments that have different functions that may be geographically diverse and that don't necessarily report directly to you. I had about 1000 folks that worked for me directly and then supporting a population of around 3000 folks on the base itself. Since then, I continue to provide service to the community as a Deputy Sheriff and, for the last two years, as a member of the Fallon Churchill Fire Department. To me, community services is very, very important and it's a value that I take very seriously and strive to endeavor to live up to expectations there. I'm very much invested in the community here and I view this County Manager position as once again providing service to the community and to the county itself.

Chair Getto said a follow up to that, what goals would you set for yourself in the first year as County Manager, and how would you work towards achieving those goals? Mr. Steinbaugh said the goals that I would set are basically getting an idea of the organization itself. The processes that the County Manager is involved in and then making those processes as efficient as possible. I also view any leadership position as an enabler. You're there to enable the folks that work for you to get their jobs done. The goal, obviously, is that everybody has everything they need all the time. That's not a realistic goal, unfortunately, but you want to get as efficient use of resources that are available that are vital to the mission and the policies that are set by the board here for the function of the county government. Chair Getto said thank you.

Commissioner Blakey said what was that very first word you said when you answered that question? What process, the IGR process? Mr. Steinbaugh said I do not recall. I'm sorry. Commissioner Blakey said never mind. Sorry. Good morning. I'm Commissioner Blakey and I'll be asking question number two. The topic is leadership impact and achievements. What are two of your most significant professional accomplishments in your recent leadership roles? Mr. Steinbaugh said I would say becoming a Commanding Officer at Naval Air Station was a very large accomplishment for me. In the Navy, that is what's called an O6 Command level, a Major Command level. It definitely diversified and broadened my horizons. You know, in the Navy, obviously, I was involved in naval aviation. We think about tactics, we think about operations, we think about those sort of things. At times, we can get very tunnel vision and focused on that sort of thing. Being a Commanding Officer of a Naval Air Station, especially in this region, Northern Nevada, basically broadened my horizons that there are other things

out there working with legislators, whether at the federal or the state level, environmental concerns, the range, the training range that we have, the complex that we have out there, all the different concerns that come out with that. Working with civilian employees, which we don't get a lot of opportunity to do, in our operational squadrons. That was definitely one of my greatest achievements there, from a leadership perspective. Leading 1000 people in a diverse organization can be very difficult. Communication is absolutely vital in order to be successful at that. I definitely learned that lesson, as well. The other accomplishment, I would say, from a leadership position, was being a Squadron Commander. Once again, that's the tip of the spear. Those are the folks that are out there doing the mission, that are protecting our country and to have the privilege to be able to do that, that's what I strive for and that's what I was able to accomplish. That was my goal when I entered the Navy, was to get Squadron Command. Everything after that, I thought was sort of gravy, if you will. You've got 250 people, in my case, I had four aircraft. We deployed off aircraft carriers and we did that successfully in combat operation. To me, that was also a very significant achievement.

Commissioner Blakey said I have a follow up question, how did these outcomes improve your organization or the community that you're involved with? Mr. Steinbaugh said how did the outcomes of my leadership in those positions improve those achievements? My goal, obviously, is to leave an organization better than when I first got there. I do believe that I accomplished that in both of those organizations. At NAS Fallon, they tell you, when you take over command that you only going to get, your there for three years and you're only going to get one or two major projects accomplished. Pick what those are and then get working on them. For me, it was the updating the housing, which was a very large issue for me when I was there, the housing I felt was inadequate at the time and needed to be updated. We started an influence campaign. We were able to get to the point where they made the decision to allocate the funds and to start the process of updating the base housing area there. Other things were the security of the base itself. There were some security issues with the base. I won't go into details but we were able to address those while I was there, as well. I felt like I did leave Naval Air Station a better place than when I when I started as a Commanding Officer. Commissioner Blakey said thank you,

Commissioner Hyde and I have question three. Please describe your experience with developing and managing complex municipal budgets, even in tough financial times. Mr. Steinbaugh said I don't have experience in municipal budgets. I have experience in operational budgets that we do in the Navy. The budget at NAS Fallon varied anywhere from 20 to 50, 60 million there in operating budget. My experience there is building those budgets and then maintaining oversight of those budgets as we execute throughout the year and making sure that we are sticking to the plan itself. On a much smaller scale, when I was Squadron Commanding Officer responsible for the budget and operational budget of that unit, as well. That's a little bit smaller scale there and, because you're talking about flying, you get money for flying hours and that sort of thing, payroll and that sort of stuff. One thing at NAS Fallon that was a little bit different is that we did actually generate revenue, which is not something that's normal at most bases. Through our NGIs, the Navy Gateway Inns and Suites, we generate what's called non-appropriated funds that we could then utilize and turn back into recreational activities and that sort of stuff. We had to be very diligent with those funds there

in order to make sure that they got utilized in the proper way. They were also put into a pool for the entire region, as well. We only got to see a portion of those funds. We were the top two bases to generate those revenues in the region itself.

Commissioner Hyde said thank you and I have a follow up question for that. What financial strategies or tools have you successfully used to increase efficiency, ensure sustainability, or adapt to economic fluctuations? Mr. Steinbaugh said I've developed these budgets in both tough budget years and fairly lenient budget years, if you will. Basically, you've got to continually analyze your budget for actual usage throughout the operating year, in order to make sure that you're on the path that you that you set yourself on. Various tools there but various reviews done either monthly or quarterly, in order to see where we're at as you move forward and make sure that you're actually utilizing the right types of funds in the right types of places at the pace that you expected. Commissioner Hyde said thank you.

Chair Getto said I have question four, which is governance. How would you describe your leadership philosophy, particularly in working with a board and or commission? Mr. Steinbaugh said I would say that my philosophy is that the County Manager works for the Board of County Commissioners, that's their primary role and, basically, executing the policies and directives that come out of the board. Additionally, the County Manager also executes the day to day operations of the government organization and ensures that those folks are getting and providing the services that are expected by the citizens of the county itself. First and foremost, I do believe that the County Manager works for the Board of County Commissioners and, basically, is the executor of their policies and directives.

Chair Getto said, as a follow up to that, could you share an example of conflict or difference in direction with a member of a board and or Commission? How did you navigate that situation? Mr. Steinbaugh said I can't do it for a board or a Commission, but I can do it in the Navy. Oftentimes, you may not agree with your higher ups and if they allow you, you can voice that disagreement in the appropriate venue. However, once a decision is made, everybody's on the same page. You walk out the door, everybody's now supporting the decision and doing what they can in order to implement the decision as it was decided by the deciding authority. Chair Getto said thank you.

Commissioner Blakey said question number five is the topic is leadership style. How would you describe your management style, working with multiple departments with different objectives? Mr. Steinbaugh said, first of all, I believe in respect. Treat everybody with the respect that you think you deserve. I do believe you can forcefully get your opinion across, while still being respectful. You don't have to be disrespectful. I very much believe in communication. I don't think you can do that enough now. There are situations where there may not be time to do as much communication as you like, but, if at all possible, I think it's very, very important to communicate both up and down. I will call it the chain of command, because that's what I'm used to, but up and down the organization itself. I think it's very important to be collaborative. I think it's very important to get the employees, at all levels, vested in the mission and the goals and objectives of the organization itself. Once again, I think

it comes down to respect everybody and to treat everybody with the respect that they deserve. When I worked at the Sheriff's Office, it could be very challenging sometimes in that environment, but I did learn that it is absolutely possible to do.

Commissioner Blakey said, as a follow up to that question, share an example of a conflict or difference in direction with a subordinate in a leadership position. How did you handle the situation? Mr. Steinbaugh said there's potential to make a lot of controversial decisions when you're in the military and, obviously, we have some tools and the environment that we can fall back on in order to enforce those. I would say that, in particular, there was a decision that was made. It was a personnel decision when I was Commanding Officer of my squadron and we were getting ready for deployment. When going on deployments, there is something called work ups, which is a very stressful time for any deploying squadron. My XO, my second in charge, was going to be taking command for the deployment itself. He had some very specific ideas about personnel and wanted to shape the squadron that way. He wasn't the Commanding Officer, it wasn't his authority, wasn't his job. We had some disagreements on how we wanted to handle those personnel. I explained to him my philosophy, how I wanted to do it, how I didn't want to impact careers. We talked it out, although I don't think I ever fully convinced him, but, in the end, it was my decision to make. I included him as much as I could in the decision making, knowing that it was going to impact his time as a Commanding Officer. Once I had gotten to the point where I felt like I'd explained it and had him at least understanding my point of view, we left the room, made a decision that I wanted to make and then went forward from there. Commissioner Blakey said thank you.

Commissioner Hyde said question six is recruitment and leadership. Northern Nevada is a growing area and the competition for recruiting qualified individuals is stiff. What challenges do you see in recruiting high quality candidates to the county and how do you propose to continue acquiring top quality talent? Mr. Steinbaugh said I've been in a lot of different communities, you know, both rural, cities, that sort of thing. Rural communities have their challenges getting folks to their communities. Part of that is, folks have tendencies, they like certain things, either they want to be able to Door Dash or they want to be able to go out at two in the morning and go to an In and Out or do something along those lines. You may not be able to provide that in all communities. One of the things that I think is important here is promoting the county character and values and trying to find individuals that those values align with, that character aligns with. I think the Navy brings a lot of talented folks this way. A lot of them either retire from here or they get out of the Navy from here. I think that's a very large talent pool that we should be utilizing. You know, they bring a lot of different technical skills. The Navy is a technical service, so they bring a lot of different technical skills that can be utilized, as well as there's a level of leadership there that I think you don't see in other folks. I also believe the education system can, you know, grow some folks from within and grow some of that talented workforce from within, you know, via the education system all the way up through, you know, WNC and that sort of thing.

Commissioner Hyde said, as a follow up to that, as a small community, sometimes the only reward for a job well done is more work to do. This concentrates job responsibility and the into two institutional knowledge to a few critical employees. How do you propose to mitigate staff

burnout and ensure critical knowledge is maintained across the next decade? Mr. Steinbaugh said, in the Navy, we call that riding horses, you know, you race horses and it's a problem, I think, across a lot of different organizations. When I first came back here, I stood up what's called HAVOC. That's the Growler equivalent of Top Gun. I had six folks working, including myself, to do a job that needed about 25 different folks and I told them straight up that I'm going to burn you out, because this is how much work we've got to do. I was very upfront with them. I think that's important for those folks. I also think it's important to cross train folks. You know, I understand that, you know, certain folks may have certain authorities to do certain things but having folks that can do more than one job or they can fill in during an emergency or that sort of thing, I think is vital and very, very important for our organization. I also think you've got to get folks vested in the mission and the goals and objectives of the organization itself. People will go above and beyond when they feel like what they're doing is valued by the organization and contributes to those goals and objectives. Commissioner Hyde said thank you.

Chair Getto said I have question seven. Looking back on your career, what is one significant situation that you would approach differently if given the chance? Specifically, what did you learn and how has that experience shaped your leadership today? Mr. Steinbaugh said when I was a Squadron Commander, I was trying to raise morality of the squadron. I commissioned an individual to come up from San Diego to paint our jets. We're allowed to paint one jet in very colorful colors, called the CAG bird, if you will. I had this person who normally worked on helicopters but their resume was very, very impressive. We basically had a vote. We put out a contest, if you will, for a design to put on our jets. It was going to be very colorful and very distinctive to our squadron, which our colors were royal blue and yellow gold. You can imagine that flying around, you're going to see that pretty well. We went through all this and then at the very end, we had a winning design. We brought the person up, it cost us money, we got to the materials that we needed for the aircraft itself. All this, of course, was legal and reviewed by the legal folks. At the last second, when we took the design and we had a suggestion from someone, hey, why don't we add this to the design? I said, sure, and in the end, it turned out to not be a very good design, not something that you want to build the morale of the squadron on when they look at this thing and nobody is really proud of it. What I learned from that was that, you know, you've got to go with the process that you have in there. You've got to trust that process and you can't circumvent it at the last second. The decision was on me, I owned up to it, and I was accountable for that decision. That jet flew around with that design for a year and a half, so I got to be reminded of that every day. You know, I don't blame the artists, I don't blame anybody but myself. I definitely learned that, when you put that process in place, you've got to trust that process and don't try to modify it or circumvent it at the last second. Chair Getto said okay, thank you.

Commissioner Blakey said, with question number eight, the topic is intergovernmental and collaborative problem solving. Tell us about your experience working with independently elected officials or outside government entities. Provide a specific example of a complex or controversial issue where collaboration led to a successful resolution. Mr. Steinbaugh said when I was Commanding Officer at the base, I got to work with both state and federal legislators. I was appointed or became a member of the Governor's Military Council, which

was back in 2014, I believe that Governor Sandoval implemented this council. Obviously, as a military member, you are not allowed to lobby or do any of those type of things. I acted in an advisory capacity but they were, basically, trying to develop a statewide strategy to protect, if you will, the military interests here of the bases, the active duty bases are Hawthorne, Creech, Nellis Air Force Base, and Naval Air Station Fallon, a very complex problem. Those folks you know, Southern Nevada, Northern Nevada, different issues. Hawthorne, once again, different issues, not as big of an active duty population. We worked through that, we went through the process there of developing that strategy, which resulted in a report that was finalized and submitted by the Council itself. It laid out some of the economic impacts of the bases themselves, in different ways. You can protect those bases from potential BRAC issues and that sort of thing going forward. Also, I had a chance to work with Attorney General Paxel on an initiative to provide pro-bono legal work for active duty members, in order to get Nevada lawyers to provide some pro-bono work for complex issues that you sometimes have with active duty members. That was a successful initiative, as well. Commissioner Blakey said thank you.

Commissioner Hyde said question nine is community engagement and visibility. How do you view the County Manager's role in the broader community? Mr. Steinbaugh said, well, I think the County Manager represents the county. When directed by the by the board, you attend those community functions and engagements that, basically, bring visibility to the county itself. That can be not only just in the community itself, but also outside the county and for state level events. I think the County Manager is a representative of the county and needs to be available and seen in those type of events and try to engage in those events as much as possible.

Commissioner Hyde said this one has a couple follow ups. In what ways do you engage residents to ensure their voices are included in the decision-making process? Mr. Steinbaugh said I think you invite communication. I think you invite their input to various processes, where applicable and where legal. Obviously, there's public meeting laws and folks can make public comments during those meetings themselves. I also think there needs to be a mechanism, whether it's a website, Facebook, you know, something along those lines, where folks can provide their input. Obviously, there's challenges. There can be challenges with that, as well, but the community has to feel like it has a voice in some of the processes and decisions that are made.

Commissioner Hyde said the next follow up is how would you balance the diverse needs of our community with the limitations of budget and available resources? Mr. Steinbaugh said I'm sorry, I only heard the diverse. Commissioner Hyde said how would you balance the diverse needs of our community with the limitations of budget and available resources? Mr. Steinbaugh said, to me, the direction of that policy comes from the Board of County Commissioners. They're the elected officials with those limited resources. You have to tell them what is possible, what resources are available, let them set those priorities in those directions and those policies, then execute those as they are communicated. I think there are diverse needs here. You've got the base, you've got agriculture, you've got the renewable resources, and that sort of thing. There is a lot of incompatibility but there's a lot of

compatibilities, as well. If resources are limited, then it's going to be up to the Board of County Commissioners to set the direction and the priorities and then manage and execute. Commissioner Hyde said thank you.

Chair Getto said I have question 10, crisis management. Please describe a time when you led your organization through a crisis. Mr. Steinbaugh said, unfortunately, when I was a training officer, I had three mishaps, three aircraft mishaps that occurred out in the training ranges. Two of them were actually in Churchill County but the third one was a fatality that, unfortunately, occurred out east of Austin. A lot of different moving parts there, especially any aircraft mishap, obviously, is a very complex crisis. When a fatality is involved, it becomes even more so. There's a lot of sensitivities and a lot of issues that need to be resolved. We immediately operated or activated what we call our EOC, Emergency Operations Center, and started working the problem itself, getting resources out to the crash site. Finding the crash site was the first part and then getting the resources out there. It was in the mountains that are to the northeast of Austin there. It was a very remote site that was difficult to get to. Getting the resources we needed out there, getting communication out there, was extremely difficult. Lots of moving parts. I owned the response but I didn't own the aircraft itself and I didn't own the air crew that was involved. Getting those folks involved and the stakeholders there involved as well. Letting the region know, keeping my boss informed and letting them handle the Public Affairs side of the crisis. We had processes in place for it and I think we were able to successfully execute that. We needed to reduce the environmental impact, get the aircraft and the air crew back to the base, then, basically, resolve the issue as effectively and as efficiently as possible. Chair Getto said thank you. Mr. Steinbaugh said sorry, can I follow up on that? One of the other big pieces of that is afterwards, doing a hot wash, getting feedback from that, and seeing what went right and what went wrong, learning from that process, and then making sure that the next time we were even more prepared to handle a crisis like that.

Commissioner Blakey said do you need a drink or anything? Question number 11 is the topic of economic development. What is your philosophy on the county government's role in the economic development process? Mr. Steinbaugh said I think the county government is responsible for managing economic development and the growth that comes with it. The three real pillars, I read the 2020 Master Plan, the three pillars are economic pillars, agricultural renewables and the base itself. There's a desire out there for economic diversification a little bit. Another pillar, trying to develop another pillar. It seems to be manufacturing is a targeted industry for that. With that comes some growth issues, compatibility issues, that sort of thing. I think it is the responsibility of the county government to manage that in order to allow the county to evolve and grow while maintaining its character and its values.

Commissioner Blakey said, as a follow up question to that, what are the specific offerings or strategies should the county consider to attract new development and industry to the area? Mr. Steinbaugh said I think economic development, infrastructure development, is important to that. There is workforce development and having the right types of workers here. I know that a significant portion of folks in the county actually travel out of the county for work. Trying to get those folks to come here, obviously, folks don't want to commute a long commute if they don't have to. Try to encourage those folks to stay here, encourage companies to come in here

that will employ those folks and allow them to stay closer to home. You know, there's tax incentives, some other things that can occur, funding incentives for companies that come in. Similar to what USA Parkway has done and Story County has done with that development and what they've done there. That scale is maybe not realistic here for this county but there's definitely, I think, some lessons to be learned from that and could be applied here in the county itself. Commissioner Blakey said thank you.

Commissioner Hyde said on to question 12, which is natural resources. Churchill County has large areas of federal land and limited quantities of water. What is your experience dealing with limited natural resources and cooperating with federal partners? Mr. Steinbaugh said some of the challenges the county faces, the base faces, as well. We have the same water issues, water right issues, and that sort of thing. You know, the pillar there are the water right issues with beneficial use and appropriation, prior appropriation, that sort of thing. Every year, we had to provide information to justify the water usage and the water rights that we had at the base, just like the county. I know the county is 85%, 86% either federal or state land administered, the base has the same problem. We operate over federal lands and had a lot of cooperation and liaison raising with BLM and BOR. We also had to operate with them, as well, obviously, with wastewater that came to and from the base and some of the agricultural things that occurred around the base itself. I have fairly good experience operating those federal agencies themselves, when I was base commander. Thank you.

Chair Getto said follow up question 13, state and federal policy making. What is your experience working with state and/or federal legislators to benefit your community or organization? Mr. Steinbaugh said I'll go back to the previous examples that I gave, both working on the Governor's Military Council and with the Attorney General itself. At the federal level, I occasionally interacted with cabinet level folks or cabinet level agencies, you know, when they would come for visits and, basically, come and look at the base itself and what our mission was. Obviously, as a military member, when I was in the military, lobbying is not allowed, it's against the law to do that. I could not do any of that sort of thing. The only thing I could do, basically, was show them what we did and answer their questions and that sort of thing, which applies also at the state level itself.

Chair Getto said, as a follow up to that, could you provide an example of a time when you were involved in shaping policy? Mr. Steinbaugh said my area of authority, my area of influence as the training officer, I set the policy for the base itself. I was, obviously, subject and had to align with higher policies that you know either Federal DoD or Department of the Navy policies, but you have some quite broad authority there to set policies as you need and as required to set your mission to be successful and to meet your goals and objectives. Chair Getto said okay, thank you.

Commissioner Blakey said, with question 14, the topic is the vision. What are the most significant challenges you see for Churchill County in the next 5 to 10 years? Mr. Steinbaugh said I think probably the most significant challenges are going to be managing the growth. As you are well aware of, the base is expecting some growth in its population and managing that growth, while maintaining compatible use of lands around that is, I think, going to be one of

the biggest challenges. Then also, economic development in managing that growth, as well. If you go back 20 years or so, there were planned use developments that were in the works and the county made plans based off of that. The recession hit in 2008 and some of those plans had to be changed and were put on hold. We recovered from that, then the COVID pandemic happened. I believe reacting to those type of pop-up events is going to be very challenging here, over the next 5 to 10 years. We really don't know what's going to happen. There's a fairly, I don't want to say unstable, but some there's a lot of instability out there right now and I think that that could definitely become a challenge for the county itself. I would say that managing growth is probably one of the biggest ones, while maintaining the county's character and values. You know, people like the rural environment here, they like the agriculture. Developing economically while maintaining those things that are important to the community, I think is going to be a big challenge.

Commissioner Blakey said, as a follow up to that, the first question was, the most significant challenges. This question is what is your vision for Churchill County for the next 5 to 10 years? Mr. Steinbaugh said, after reviewing the Master Plan, I thought that was a comprehensive and effective document. I thought it laid the groundwork that the county needs to follow to manage that growth and economic development. I feel that following that and updating that is vitally important. Possibly, these are assumptions that are no longer valid, but, once that Master Plan is updated, then following that Master Plan as required. I think that it's a valuable document that does a good job at laying out the vision and the goals and objectives of the Board of County Commissioners. I would say, following that, making any adjustments as required on the fly as different things happen, like a pandemic or a recession, to me, the Master Plan has laid out the groundwork that's really required for the county to go to grow and be what it wants to be. Commissioner Blakey said thank you.

Commissioner Hyde said that completes our list of questions. What questions you have for us? Mr. Steinbaugh said my biggest one would be, what do you view as most important role of the County Manager? What skills, what attributes do you think are vital for that position? I'm not sure if you're allowed to answer that question Commissioner Hyde said I feel communication is huge -- everything. What I like least is to be surprised by something that the public knows that I don't know. Being very open with me when it's hard, even the hard things I need to hear, I need to hear it. Communication for me is and it needs to be, obviously, run both ways. I look at the County Managers and I need to build a trust to handle everything, boots on the ground, and let me know everything that is pertinent for me to know, which is pretty much everything. That's key for me.

Chair Getto said, for me, I'd like someone that has the same love and passion for Churchill County that I do. If you have love and passion for something you're always going to do what's best for that entity's future. That's really, really, important for me, personally. Communication is very important for me and then also, a grasp on, as we all know, governments are large and kind of slow moving and there's a lot of different pieces and parts to it. Someone that can, as a whole, not just, one here, there, as a whole, operate all the different department heads and be in touch with them. Include everyone equally on that. Those are things that I look for.

Commissioner Blakey said they didn't leave very much. Good job. I concur with everything Commissioner Hyde and Commissioner Getto said. I'll just influence the visibility within the community, that the county is you know, we're here to help you. We're not here to enable you but we're here to provide services for you and make sure people know that working with staff is hugely important to me and treating everyone equal is hugely important to me. Like I've said previously, as we work and walk together, things get accomplished quicker, easier and less costly. I totally agree with Commissioner Getto's statement of love and passion for Churchill County, that couldn't be said better. Thank you.

Commissioner Hyde said I would adopt all the comments my fellow Commissioners made and thank you for that question. Do you have any other questions? Mr. Steinbaugh said I do not. Commissioner Hyde said, okay, thank you for taking time to meet with us today. We'll be making a decision soon, and we'll reach out once that decision is made. Thank you. Mr. Steinbaugh said thank you very much.

Chair Getto said that concludes our second interview. We're now going to recess until 12:15 PM. That's when we'll come back for our interview with Chris Spross. The meeting was recessed.

Chair Getto said we'll go ahead and resume this meeting. We'll move to our third interview. Chris Spross, we'll start with the first question, Chris, tell me about yourself and the experience you have that makes you the best candidate for Churchill County, at this time. Mr. Spross said thank you, Mr. Chair, members of the board. First off, I just want to extend my gratitude for allowing me the opportunity to interview for this position. I've been with the county now for little under five years. Prior to that, I had spent my entire career in the private sector working as a construction contractor. I graduated from college, let's just say, in the 90s so that I don't date myself. I started my career as a project engineer right here in Northern Nevada, in the mines in Golconda. Over the years, I've taken on progressively more responsible positions in management, such as project management, construction management, division management, operations management, vice president, and president of various construction companies. Through those jobs that I've had, I was able to attain a skill set that included the development and the management of effective teams. The development, implementation, and tracking of budgets, scheduling and timelines, resource allocations and asset management and clear communications. I brought that skill set to the county when I joined in 2020 as the Public Works Director and I was able to add to that skill set by adding public relations and, more recently, Human Resources. Since working at the county, I've developed a vast understanding of governmental operations. I have built strong relationships with this board and previous boards, as well as the Planning Commission and other administrators in other municipalities. I've developed relationships with staff for the BLM, the BOR the Navy, Department of Conservation and Natural Resources, NDEP, the EPA, and I use those contacts with staff almost on a daily basis. I've also had the opportunity, more recently, to get to know some of our state and federal legislators, representatives, and because of that experience and because of those relationships, I think that makes me an ideal candidate for this position.

Chair Getto said I have a follow up question for that. What goals would you have set in your first year as a County Manager and how would you work towards achieving them? Mr. Spross said I think the first goal would be to strengthen or deepen the relationship that I would have with this board. I've been in front of this board and the previous board on many occasions, but this position is different. There is a level of communication and interaction that the County Manager has to have with the Board of County Commissioners and I would want to meet and strengthen those relationships, both individually and collectively, so that we could have a harmonic working relationship. Secondly, I think the next goal would be to continue moving the progress, albeit limited progress, on the Lands Bill forward. Whether that is how it relates to the construction of Lone Tree Road, Sand Canyon Road, or the progress that is being made with the Grazing Permitees. The limited progress that is being made on the Checkerboard Resolution and the direct conveyance of lands, and that would require communication and cooperation with our federal partners. I would reach out to our federal partners and see how they can assist and aid us in continuing to move that forward. Then, my third goal for the year would be to keep the SPLMA projects moving forward. We've made good progress over recent weeks in getting the pre-construction paperwork out of the way. I think we're still a little ways away from actually receiving any award for reimbursement, but I believe it's important that we keep moving forward, because it will be a benefit to the community. As a part of that, we also need to start looking strategically as to what projects we may want to present for the next round in 2026. Those three goals would be my immediate goals. Commissioner Getto said okay, thank you.

Commissioner Blakey said good afternoon, Mr. Spross, and thank you for being here. I'm Commissioner Blakey, I'll be asking question number two. The topic will be leadership, impact and achievements. What are two of your most significant professional accomplishments in your recent leadership roles? Mr. Spross said what most recently comes to mind, my first would be the design and the construction of the Rafter 3C building. When I joined the county in 2020, that project was still in the planning stages. It was decided, at that time, that the county would act as the general contractor for that construction. Because of my skill set, I was the one that was selected to spearhead that project. I was responsible for that project, from bid to close out. I think it's something that, aside from myself, we can all feel proud of. The second would be the procurement of the \$42 million worth of SNPLMA projects, the two projects that we have. That was a team effort and there were various stakeholders that supplied information that was going to be included in the packet. I put the information together in the format that was required by SNPLMA. I put the budget together for the cost of the construction and any anticipated cost increases. I was the one that went down to Las Vegas to present our projects to the partners working group at the BLM. That is something that I'm very proud of. To being able to procure \$42 million in projects and that too will be a significant impact to our community. Commissioner Blakey said thank you.

Commissioner Hyde said I have the third question, fiscal management and innovation. Please describe your experience with developing and managing complex municipal budgets, even in tough financial times. Mr. Spross said, as I mentioned in the opening question, in the private sector, one of my skill sets was the development, the implementation, and the tracking of budgets. It's significantly different in the public sector, in the sense that in the private sector,

adjustments to budget can be made as a result of revenue. We don't have that luxury of working in the public sector and being able to monitor the budget that is assigned, being able to review that budget with your staff, to make sure your staff is involved in any cost-cutting measures. I think it's an important part of the budget process, specifically, during financial times. As I came on board as a Public Works Director, I obviously had to develop and implement the budget for Public Works, which included water and wastewater. When I moved over to HR, I had to develop, implement, and track the budget that we have for HR. This year, I was also included in the development of the county budget, which included the one-on-one meetings with the department heads to talk about our fiscal goals and some requirements that we would like to see in the development of the budget. If you recall, last year, I think that might be this year, we had a cut to our services and supplies. That's a result of some tough financial times. Meeting with staff and going through the budget to make sure that costs could be cut in order to meet that is part of the responsibility.

Commissioner Hyde said, as a follow up to that question, what financial strategies or tools have you successfully used to increase efficiency, ensure sustainability, or adapt to economic fluctuations? Mr. Spross said, in the private sector, specifically in construction, we always implemented a job costing tool. That job costing tool was, basically, a reflection of production and cost to complete that production. Obviously, in the public sector, things are a little different. Again, I mentioned that revenue is not something you can increase production is not something that we track. I believe it's important, as I mentioned, when you have a budget and a budget is set, that you review that budget with your staff, whether that is when we receive our monthly budget statements. Staff can have input on the decision making, on what needs to be cut, why things need to be cut and then I find you specifically have more buy-in when you have that input. Commissioner Hyde said thank you.

Chair Getto said I'll have the fourth question, which is governance. How would you describe your leadership philosophy, particularly in working with a board and/or Commission? Mr. Spross said could you repeat that please? Chair Getto said yeah, how would you describe your leadership philosophy, particularly in working with the board and/or Commission? Mr. Spross said, ultimately, this position works at the pleasure of this board. This position is tasked with implementing directives that come from this board and so my leadership styles or philosophy would be in making sure that, as those directives are implemented to staff, that is done in a clear, concise manner, and that follow up, if warranted, is taken to make sure that the directive has the outcome that the board requests or requires.

Chair Getto said, as a follow up to that, could you share an example of a conflict or difference in direction with a member of a board or Commission and how did you navigate that situation? Mr. Spross said I'll be honest, I don't think I have had a conflict with a member of this board or a previous board or even the Planning Commission, but I would hope that in the event something like that were to happen, the board would offer me the opportunity to explain my position, support my position, with facts before they came to the decision making that had resulted in that conflict, if that makes sense. Thank you.

Commissioner Blakey said question number five, the topic will be leadership style. How would you describe your management style, working with multiple departments with different objectives? Mr. Spross said sorry, could you repeat that one more time? Commissioner Blakey said question number five, the topic is leadership style. How would you describe your management style, working with multiple departments with different objectives? Mr. Spross said, ultimately, I think everybody that works for the county has the same objective. I feel that departments may have different processes or procedures on how to get there but, through my entire career, I have always used the collaborative or the team approach when it comes to decision making. I feel that when people have the opportunity to share their thoughts, their concerns, their input, that there is a much better buy-in and it can also result in effective collaboration to come to a conclusion. I will say over my career that, once a decision is made, whether it was my idea or someone else's, I expect the entire organization to row the boat in the same direction and that we're all on the same page.

Commissioner Blakey said I have a follow up to that question. Share an example of a conflict or difference in direction with the subordinate in the leadership position. How did you handle the situation? Mr. Spross said one comes to mind. I was working for an organization that acquired a family-owned company and I was appointed the president of that family-owned company. When I arrived, there was an extreme amount of loyalty from the employees to the previous owner and those employees would consistently go directly to the owner for direction on day-to-day operations. The result of that was a lot of miscommunication. It was necessary for the previous owner to tell his employees that was no longer his decision to make and that that was now my decision to make. I approached the previous owner and I let him know that my performance within this organization was being judged by corporate and that corporate had a specific set of corporate guidelines and rules and objectives that needed to be attained and that, by him doing what he was doing, it was interfering with my ability to do that. He was unaware that was actually being done. It was so ingrained. After the conversation over a period of a few weeks, the situation turned around and he had the employees come to me for direction. Commissioner Blakey said thank you.

Commissioner Hyde said question six is recruitment and leadership. Northern Nevada is a growing area and the competition for recruiting qualified individuals is stiff. What challenges do you see to recruiting high quality candidates to the county and how do you propose to continue acquiring top quality talent? Mr. Spross said I think the recruitment issue is no stranger to any industry, however, unlike the private sector, who can offer financial incentives, sign on bonuses, additional vacation time, higher starting wages, and starting salaries. That's just not possible in the public sector. The way that I see that we can enhance our recruitment is to be able to streamline our recruiting process and, what I mean by that is, we get qualified applicants for jobs that we advertise for. However, by the time we get through the recruiting process, some of those qualified applicants have moved on. They're qualified so they're in demand. By streamlining our recruiting process, we can capture qualified applicants quicker and get them into our system faster.

Commissioner Hyde said, as a follow up to that, as a small community, sometimes the only reward for a job well done is more work to do. This concentrates job responsibilities and

institutional knowledge in the few critical employees. How would you propose to mitigate staff burnout and ensure critical knowledge is maintained across for the next decade? Mr. Spross said I think a leading factor of burnout is tension and turmoil within a department. If there is not a positive work environment and tensions rise, the work that you do can feel insurmountable. I feel there are certain things that can be done to help mitigate that. There's an old saying that people don't quit bad jobs. They quit bad managers. I think the county has to be proactive in training leadership, in management styles and philosophies, to handle differing personalities within the department. I think we need to create a positive work environment too. I also feel that issues that arise, concerns, issues from employees, need to be addressed immediately and not allow those to fester and go back to the department, increasing the tension in that turmoil. Lastly, although this is not always possible, I think employees need to be rewarded. If financially we can reward employees, I think that goes a long way to showing how the county values the input that people have in terms of institutional knowledge. We have done this in the Public Works Department. I don't know if other departments do it, I believe that they probably do. We institute a lot of cross training and we do that, specifically, because some positions, are a position of one and that position has to be able to take time off and go on vacation, and God forbid if something were to happen to that person. We do a fair amount of cross training and I think that helps bring some of that institutional knowledge from one person to another. Commissioner Hyde said thank you.

Chair Getto said I'll have question seven about reflective leadership. Looking back on your career, what is one significant situation you would approach differently, if given the chance? Specifically, what did you learn and how has that experience shaped your leadership today? Mr. Spross said I was with another organization and a colleague of mine asked me if I would take the time to mentor him. After I got over the initial shock and awe and my ego, I said absolutely that I would. We went through that process, I noticed that this was a number one priority for him and I had failed to make it a number one priority for me. Ultimately, that experience hurt our relationship. If I could do that over again, I would certainly do things a different way. To answer the second part of your question with, what did I learn from that and how did that impact my leadership? If you're going to make a commitment, whether it be to someone or something, that has to be your number one priority. Someone else, whether it's a person you're making a commitment with or an organization that you're making a commitment with, values that as a top priority and you have to do the same. That's how I approach everything that I do now. Chair Getto said thank you.

Commissioner Blakey said are you doing okay? Do you need a drink of water? Mr. Spross said I've been sipping along as we go, thank you. Commissioner Blakey said I have question number eight, the topic is intergovernmental and collaborative problem solving. Tell us about your experience working with independently elected officials or outside government entities. Provide a specific example of a complex or controversial issue where collaboration led to a successful resolution.

Mr. Spross said can I answer the first part and then can you repeat the second part after I'm done? Commissioner Blakey said yes, sir. Mr. Spross said obviously as HR, I work with all the elected officials that are within the county. In terms of outside governmental entities, I've

mentioned earlier that I've developed relationships with staff for BLM, BOR and many of the the state and federal agencies, even as far as the EPA. I attended the Rural Caucuses this year and that afforded me the opportunity to meet and discuss issues with Commissioners from other counties. I had the opportunity to go to the National Association of Counties, which again offered me the opportunity to talk to Commissioners and legislators from other areas of the country, so I have experience working with other governmental agencies and people. At this point, can you repeat the second part of that question? Commissioner Blakey said the second part of the question number eight, provide a specific example of a complex or controversial issue where collaboration led to a successful resolution. Mr. Spross said all right, this is one that's still ongoing. I've developed a relationship with people at the Navy and, over the last 12 months or so, as part of the lands bill and reconstruction of Lone Tree Road and Sand Canyon Road that is required. Over 12 months ago, the county approached the Navy and said that in the interest of expedition and getting this project moving forward, the county would be willing to accept responsibility for the design and the construction of Lone Tree Road, with the understanding that the Navy would pay for that. Over the last 12 months or so, when dealing with the county and NDOT, the Federal Highway Administration, the Navy, the Navy's federal partners, it has taken us 12 months to get to the point where we had an agreement ready for signature, which we brought in front of this board several meetings ago. Upon receiving the signature and waiting for their signature, we were informed that they wanted to make a small change to the agreement. When that agreement was received, it was a virtual rewrite and, obviously, would have to come in front of the board again. At that point in time, Mr. Sanford and I deliberated and we agreed that we would reach out to the Navy and say we were on board with this to help expedite but we feel like maybe we're getting in the way of this. They thought, yeah, we've been thinking about that too but let's talk it over. They conferred, they deliberated, they set a meeting to talk again and, just several days ago, we received another revised agreement. I'm not saying that this has come to a successful resolution, yet, but I believe we were well on our way and it is due to the collaboration of those entities that is getting us to the point where a resolution is forthcoming, whether it's involving the county or not involving the county. Commissioner Blakey said thank you.

Commissioner Hyde said moving on to question nine, community engagement and visibility. How do you view the County Manager's role in the broader community? Mr. Spross said I see the County Manager's role in the community as a link or liaison between the board and staff and the community. A vital role that the County Manager has is ensuring that the services and programs that are provided to the community are provided efficiently and effectively. I also think it's important that the County Manager assesses the needs of the community and addresses those needs with developing services or programs for the community. I believe the most important role for the broader community is to develop a sense of trust between the government and the community. I see that breakdown, I see that on all levels of government and, I think, to effectively move forward, you have to have that trust.

Commissioner Hyde said as a follow up to that, in what ways do you engage residents and ensure their voices are included in the decision making process? Mr. Spross said, well, I'll go back to what I just stated. I don't think there's a way to have a positive engagement with the community unless you have trust with the community. In terms of engagement, I think, on

complex or controversial issues that arise, the community, the public, needs to be involved in that and they need to be able to input their concerns. Now, whether that's done through a town hall meeting or a workshop, there has to be a forum for the public to be able to have input prior to decision making and that's how I would engage with the public or with the community.

Commissioner Hyde said one more follow up, how would you balance the diverse needs of our community with the limitations of budget and available resources? Mr. Spross said I think it comes down to prioritizing between needs and wants. If it is a financial shortage or a labor shortage, there's only so much that can be done, when you have those constraints. Obviously, there are needs that the community has to have and that's where those resources should go. Unless there's a mechanism such as grant funding or cooperative agreement to help fund what I would consider those needs. Some of those programs or services, as much as someone doesn't want to hear it, would have to be looked at either being reduced or even eliminated. One thing the county, I feel, one thing the county does not want to do, if there's a shortage of funding and/or a shortage of labor, it's put together services that, because of a labor or financial shortage, end up being subpar. Commissioner Hyde said thank you.

Chair Getto said I'll take question 10, which is crisis management. Please describe a time when you led your organization through a crisis. Mr. Spross said I'll be honest, I've never led my organization through a crisis. I mean, there was COVID and I was president of a company when COVID hit and I had to implement strategies and regulations which were frowned upon from employees. COVID was so long that I had since moved on to the county and got to experience COVID here with the county. I want to say that, because of my experiences in handling the front end of the COVID, it led to some of the success of the county being able to work through COVID here in the county. Thank you.

Commissioner Blakey said, with question number 11, the topic is economic development. What is your philosophy on the county governments role in the economic development process? Mr. Spross said I think the county's role for economic development is one of ensuring that sufficient infrastructure is in place to support the development, whether that be capacity for water treatment, capacity for wastewater treatment, road networks, the county has to provide the infrastructure to support the development. I think it's critical for the county to be cognizant of zoning for housing. If growth is coming, housing is an integral part of that, and so I feel that the county has some responsibility in making housing development available to developers.

Commissioner Blakey said I have one follow up. What specific offerings or strategies should the county consider to attract new development and industry to the area? Mr. Spross said the county certainly isn't in a position to offer any sort of financial incentives. I mean, any large industry is going to get that through abatements from the state, which impact us financially. The county can streamline the regulatory process, whether that's through streamlining the application process, streamlining the land use process or the design review, building permits, business licenses, become known as a user friendly county. I think we want business and industry to understand that our staff here at the county is here to help them, help them through

applications, answer their questions. Again, aside from any sort of financial incentives, that's what I feel the county could do to attract. Commissioner Blakey said thank you.

Commissioner Hyde said on to the next question, Churchill County has large areas of federal land and limited quantities of water. What is your experience dealing with limited natural resources and cooperating with federal partners? Mr. Spross said as Public Works Director, I had the opportunity to work with the Carson Water Subconservancy District in their development and implementation of their 30-year regional water plan. That plan covers things like water conservation, floodplain management, things like that. I'm also involved with the county's Well Monitoring Program. We have a consultant that monitors several wells throughout the county and monitors for impact on the aquifer. In terms of federal agencies, we are currently working with the EPA, who awarded the county a \$3 million grant to construct a reclaimed water tank. Our wastewater treatment plant has the ability to make reclaimed water. This would be the first step in creating a reclaimed water system and the benefit of that reclaimed water system would be to take the stress and burden off of our current water treatment system. We are also currently working on a our secondary water treatment facility that was a \$6 million grant that we received from ARPA through the Department of Conservation and Natural Resources/. So that's my experience with working with the federal partners on the limited water issue. Commissioner Hyde said thank you.

Chair Getto said I'll have the 13th question, state and federal policy making. What is your experience working with state and/or federal legislators to benefit your community or organization? Mr. Spross said can you repeat that, please? Chair Getto said what is your experience working with state and/or federal legislators to benefit your community or organization? Mr. Spross said I had the opportunity to attend several of the Rural Caucuses this year, which exposed me to a lot of the state legislators and allowed me to see their varying opinions on bills, support, opposition, so on and so forth. It also afforded me the opportunity to have discussions with Commissioners from other counties and talk about how certain bills are impacting them, bills that they are supporting, bills that they are opposing, so on and so forth. At that same Rural Caucus, I had the opportunity to support Assembly Member Greg Koenig's bill that he had on behalf of the county. Unfortunately, I was unable to attend when that bill was on the floor, as I was out of town at the time.

Earlier, this year, I also had the opportunity to go to NACo, the National Association of Counties in Washington, DC. During that trip, I was afforded the opportunity to meet with our Nevada representatives, with Congressman Amodei, Senator Rosen, and Senator Cortez-Masto, at which time we discussed the lands bill, some of the hurdles we're encountering with the lands bill as it relates to Grazing Permittees and road construction, so on and so forth.

Chair Getto said follow up for that, but you kind of just answered it, provide an example of a time when you were involved in shaping policy. Mr. Spross said we have a Public Works meeting every two weeks and much of what we talk about during that meeting is in reference to policy. For example, the revision or restructuring of the land use table, that we brought in front of the joint meeting with the board and the Planning Commission, that was born out of conversations in that public works meeting. I also have the opportunity every Friday to

participate in a telephone call with Cassidy and Associates, who are our lobbyists in Washington. Prior to that phone call, I advise the County Manager on issues or concerns, on things that relate to the things that I am overseeing as part of the lands bill, specifically SNPLMA, road construction, so on and so forth. Chair Getto said thank you.

Commissioner Blakey said question 14 the topic is vision. What are the most significant challenges you see Churchill County in the next 5 to 10 years? Mr. Spross said I think the first one was touched on already and that's protect our water. There are many people and entities upstream of the Lahontan Reservoir that are trying to find a way to make our water theirs. It is vitally important that we stamp out any of those efforts and that we keep the water that is ours from the Newlands Project and the Alpine Decree. The second is sustainable growth. We've talked about growth a little bit. Growth is coming. We nearly respond to it, but growth has to be done sustainably. We need to be sure that our infrastructures are in place to support the growth that is coming. The other two that I would say, again, challenges with the lands bill, keeping that moving forward. Then also, I don't want to say a challenge but it is, is with SNPLMA. We have SNPLMA Projects awarded to us. There will be future opportunities for SNPLMA projects, however, that funding is not guaranteed and so that's a challenge to make sure that those opportunities are going to be there for us in the upcoming rounds for SNPLMA.

Commissioner Blakey said I have a follow up question. What is your vision for Churchill County for the next 5 to 10 years? Mr. Spross said, you know, I think Churchill County will always be a vibrant, family friendly community. With the opportunities that we have afforded to us with THE Rafter 3C and these upcoming recreational opportunities with SNPLMA, it has created incredible opportunity for enjoyment within our community. Vision over the next 5 to 10 years is also going to be determined by the economic climate that we find ourselves in. Things can change from year to year. I think we will see some growth. I think we will manage that growth responsibly. I think, just to put a point on that, we need to continue to support the people that we serve. Commissioner Blakey said thank you.

Commissioner Hyde said that was the last question. So that completes the list. What questions do you have for us? Mr. Spross said I'm going to turn the question around that you guys asked me. What would you like to see me do in the next year? Commissioner Blakey said that's a good question. Mr. Spross said I know I was on the receiving end of it.

Commissioner Hyde said I think that we have a Master Plan built and I think that we continue progress, although I know that can be a moving target. Sometimes, there are going to be changes and a need to revisit some things, but I think we've got, for the first year with the SNPLMA projects, the lands bill getting pushed through, I think there's a lot to do there. I didn't realize how slow things moved in the federal government, until you deal with the federal government. I thought the state was slow, but the federal government was even slower. I just think we have to get with our reps and keep putting pressure on them, to put pressure where pressure needs to be put.

Commissioner Blakey said no, we can't let the lands bill fall down, that is hugely important. With the Public Works Department, we have to get our zoning situated as we already started.

It's definitely a priority for me, to get that ready, make things attractive for people to come here. We need to rebuild the employment ship of this organization, bring them together, make them a team again. We need to look at our wage studies, make sure that you know, we do offer a good package for someone to come here. We can't succeed if we don't have good staff. We will always fall down and look for excuses of why we fell down but never admit that it's because we didn't do our job and having excellent staff. Those are the immediate goals, I mean, that's for a year. That's a lot, right? Definitely be busy, you know, to that aspect and we can never forget about tomorrow. We always have to be planning for tomorrow. Mr. Spross said thank you.

Chair Getto said what they said, but something that keeps popping in my head when I'm thinking about that question is I'm looking for stability. I think Churchill County is very, very well off right now. I think we have a lot of great projects coming to us. I'm looking for someone to keep carrying that torch and keep running with it, and wants to, you know, execute what we, as this board, have already started, not derail anything, not change plans, not have to start in square one, but to keep carrying on with what we've already started.

Commissioner Blakey said I'd just like to add one more thing too and I think one of them touched on it. Communication across the board has to be improved. Commissioner Hyde said I would agree with that, as well and I would adopt all the comments made. If there's no further questions for us. Mr. Spross said thank you again for the opportunity. Commissioner Hyde said thank you for being here and for sharing your time with us.

Chair Getto said we will recess the meeting until 1:45 PM for our interview with Jennifer Savage.

Chair Getto said it is 1:45 PM, so we'll go ahead and move to our fourth and final interview. Jennifer Savage, I'm Commissioner Getto said it is nice to meet you. We'll start with the first question. Tell us about yourself and experience that you've had that makes you the best fit for Churchill County at this time? If you could maybe pull that mic a little bit closer to you.

Ms. Savage said, first and foremost, thank you for taking the time to do your due diligence with this interview. I know it's been a long day and I appreciate it, I'm the last one, we're almost done. A little bit about myself, I was born and raised in Montana. I lived the majority of my life in Billings but high school in Miles City. If you're not familiar with that, it's very rural eastern Montana. I feel like that upbringing and where I was born and raised has definitely set me up for success in being an asset to Churchill County. Since that time, I've had the honor of serving and working for several state and local agencies in different capacities, being grants with DOJ in North Carolina, DPHHS in North Carolina, running operations budget business for their site, their state operated healthcare facilities. I did go back to Montana for a portion of time. Personally, that was not filling my cup, I landed with 17 inches of snow and a stark adjustment from running in North Carolina to going back home. I've looked for other ways to serve my communities in a place that not only would fulfill me professionally but personally. When I saw this opportunity come up with Churchill County, and just getting to know some of the community members and reading about how vested your community is, and how actively

engaged in the prosperity of it, it just excited me more about the possibility of coming here and adding to that successful team. Although I know I am not a Churchill County resident, currently, it doesn't scare me and I actually welcome the challenge of having some creative ideas from my experiences and practices elsewhere, to be able to maybe expand on what Churchill County has going on and currently working towards.

Chair Getto said the follow up question is what goals would you set for yourself in your first year as County Manager and how would you work towards achieving them?

Ms. Savage said, although a year sounds like a lot of time, those of us that have been in government, it churns very slowly. I think in the first year, getting to know intimately what the county does, who does what, what the big sticking points are, and what the challenges have been from the past and the present. I feel like government sometimes repeats itself. Every 5 or 10 years, we have a new set of Commissioners or employees that you know maybe want to reinvent something and we need to know why it didn't work the first time in order for us to set ourselves up for success, or maybe tweak the idea to be successful where we're at right now. So, I think, in the first year, just getting to intimately know everyone and be as supportive and the Champion of Change is good. Change can be a little difficult and a little taxing on the employees and maybe a little anxiety provoking but, as I found, as a leader, if you're in the trenches and you're built to explain and be transparent about what the goal is, then you kind of are able to placate some of those anxieties, be able to get some real conversations going. That's what I would try to do in the first year, to see where we're at and where we want to be. Chair Getto said thank you.

Commissioner Blakey said good afternoon. Thank you for being here today. Ms. Savage said thank you. I'm Commissioner Blakey and I'll be asking question number two. The topic is leadership, impact and achievements. What are two of your most significant professional accomplishments in your recent leadership roles? Ms. Savage said let's go with a more current one, the Division Director in the state of Montana for DPHHS. Every quarter, the division needs to report to what we call a governing body for CMS certifications. We report out on statistics, recruitment, patient, incidents and all of those things. When I got to Montana, there was no consistent way of reporting that. It was very much a script on what felt good at the time to report, and not necessarily talking about the real issues that needed to be talked about consistently over time. How we measure success getting those data points, being able to visualize some of that for the constituents, for legislators, and for people that were looking at the data. Ultimately being able to convey that to the communities and the families of the patients we were dealing with. When I got to Montana, we then developed, which I kind of took from my time in North Carolina and we developed a standard template for governing bodies, we, right, wrong, or indifferent, needed to report on the same metrics. We needed to know how we were doing, if we were actually doing better or if we just thought we were doing better. We got some data points, we started, we figured out that our data integrity was not great, like everybody usually does when they first start developing data points. The way you get those is just by starting somewhere. We developed those and we figured out where our weak points were and they weren't where we thought we were. Some of them were as easy as safety and food handling. It wasn't necessarily patient care or falls in the hallway. Being able to articulate that with data driven decisions was much better for the state, was much better for

the resources we had to deal with, and for the employees to know that they were actually making a difference towards an achievable goal and not just spinning their wheels on what they thought they were doing better.

Another successful implementation that I've done, that I'm really very happy about because I am big into modernization, we need to use the technology we're given to help ourselves. Jobs are a lot easier and can be a lot less stressful if we use the tools we're given at any given time. The city of Gresham, like many other cities and states, is big into Microsoft 360. We bought the Microsoft platform but nobody was utilizing teams or digital signatures, cloud based files, but, once they got the hang of it, it was more being unsure of the unknown. What we did was just test piloted some of those. We put stuff on SharePoint, we developed Teams on Teams. Through that, we developed some standard guidelines and operating procedures for the police department to be able to tell what we can put on that kind of platform and what we could not. We were able to transition a lot of our processes to be shared so that we have version control, we had a lot more free resource, which then freed a lot of our staff from the headache or the frustration of the old paper and pencil. That gave them a little bit more excitement on the other possibilities that would be coming down with technology. It also freed up a lot more room to be able for them to explore or do other tasks and be more supportive to the community, more supportive to the police department, because they didn't have the need to print paper, take it to somebody, track a signature down. It was all done in the ease and the trackability and the transparency of a digital format.

Commissioner Blakey said I have a follow up to that question and you sort of answered it, but maybe this will give you an opportunity to define it. How did these outcomes improve your organization for the community? Ms. Savage said I think both of those implementations improved the morale baseline because it eliminated a lot of frustration. It eliminated the complaining at your desk about doing the same thing over and over again. With that on an operations leadership role, it freed up a lot of human resources, it freed up my human capital so that I had people available to do other jobs that were more employee intensive, like I need an actual person to do this, and now that they weren't tracking down signatures, they had the time to take on some tasks that maybe were put on the back burner because we just didn't have time, or went didn't have the resources to allocate to some of that stuff. Not only did it boost morale, it freed up capital, lessened human error, and then, obviously, on a budgetary line, if I don't have to hire additional staff to cover for additional duties, then it saves me money on the bottom line. Commissioner Blakey said thank you.

Commissioner Hyde said question three is in regards to fiscal management and innovation. Please describe your experience with developing and managing complex municipal budgets, even in tough financial times. Ms. Savage said I wish I could say we're not always in tough financial times. One day when somebody's asking that question, it's going to be we have a surplus. It hasn't happened yet, but shortly. I've had the benefit and the luxury of dealing not only with small municipal budgets, when I worked for the city of Moss City, which is only a couple million. I was intimately involved in the budget process, which led to some ease and frustration when I was doing not only department budgets for North Carolina but then division budgets for the state of Montana. You kind of just learn those frustration ropes. I equate budget

development to kind of painting your kitchen. It's all about the prep work. It's all about making sure you're having the conversations with your department heads, with the front-line workers, making sure they have accurate depictions of their long and short term goals. What is it actually going to cost me? Being able to capture those in a methodical format so that, if it's not something I can get on the budget this year, it's something we have forecasted for next year, it's something that we're building into the budget. I think the other thing that needs to be brought into the picture of when you're doing budgetary constraints and working with limited resources, is being able to work functionally in building up to those big picture items. You know, you can't go in and buy the \$5 million infrastructure that you need today but chiseling away at it one piece at a time, makes that five year goal very achievable, as long as you're able to explain it. What we need and being able to put those wheels in motion is some of the conversation that you need to have with those budgetary development meetings or caucuses, if you will,

Commissioner Hyde said, as a follow up to that, what financial strategies or tools have you successfully used to increase efficiency, ensure sustainability, or adapt to economic fluctuations? Ms. Savage said I think, when I get my executive and project management hat on, I want to be able to streamline and use as much technology as I can to maintain cost constraints, accountability and documentation where we're at, percentage wise, where we're at in the fiscal year, and being able to compare all of that with the ease of technology versus somebody doing the big grain accounting sheets that I have also seen in some of my budgetary meetings. I think being able to put into practice and rely heavily on nonhuman error platforms eases the transition and also allows you to recreate those budgets. Budgets are not easily developed longhand and so, when you're doing budget development and then you're having meetings and recreating and redeveloping, that you're able to refresh those budgets in a timely manner, versus, you know, it takes a week to do it and then another week to do it, you need to have more of a real time approach so that, when things happen, you can predict those and you can see the impact here and now, versus making a decision and then realizing the impact. Thank you.

Chair Getto said I have the fourth question, which is governance. How would you describe your leadership philosophy, particularly in working with a board and or commission? Ms. Savage said I think my philosophy, which I think most people that work in public service, have, is a servant philosophy. I'm here to help the community. I'm here because I want to make it a better place for everyone to live and work. Ultimately, that's my goal. I've had the extreme pleasure of being in Churchill County for the last couple days, meeting people in the community, because, although this is a very exciting position for me and I would love to be able to join the successful team, being personally vested in the community is very important to me, as well. If that doesn't align with my personal goals, then I can be the best County Manager you've ever seen but it's not going to do any justice if I'm not the one championing the community in my personal life. I think that's my philosophy going forward.

Chair Getto said a follow up question to that is, share an example of a conflict or difference in direction with a member of a board or commission and how did you navigate that situation?

Ms. Savage said I think holding space to have those conversations is very, very important, especially in small rural government. Knowing that you have a group around you that is able to voice their concerns from a different lens, from a different perspective, from a different set of experiences, is very important, because I think that leads you to a more diverse and impactful decision. It also tends to leave no blind spots. I don't know about you guys, but I don't like walking into a room where I'm going to get popped with information that everybody else knew that I didn't, but I should have been one of two or three people to know that information first. If you have a team that is able to speak freely about that, that means wonders. We all want to be around people that make us better and I feel like people that are open to having those tough conversations or challenging those thoughts is who I want to surround myself with as a leadership team. In the same vein, after those conversations are done and different opinions are expressed, we all walk out of that room unified. There is no playing one side against the other, or going out and not being a champion for the cause. We have made the decision unified. We can't please everybody every single time, but we can all be in this together and making the best decision for Churchill County, regardless if that was your first thought or maybe the decision of the group. Chair Getto said thank you.

Commissioner Blakey said question number five is the topic of leadership style. How would you describe your management style, working with multiple departments with different objectives? Ms. Savage said I lean very heavily on a supportive or a coaching style. First and foremost, everybody needs to be treated with respect and that the inclination of the intentions of our workers are always good. People have bad days. We're all allowed them but I have to believe that, at the core of our being, we all are intending to do the right thing. As you can see from my experience, I've had the honor of just having some great mentors and supervisors that have latched on to my passion and drive. Some of the positions that I have held were just because I was open, open and willing to try new things. I had mentors and coaches that were willing to take a risk and it's worked out very, very well for me. I try to do the same for the people that I work with and work for me. If you have a passion to do something, why wouldn't I foster that? Why wouldn't I try, to the best of my ability, to make you want to come to work every single day? What I've previously spoken about availability of their time by maybe implementing some technology, I currently have a tech who is an ace at PowerPoint. She just, for whatever reason, she loves it. She thinks it's the next best thing and all she wants to do is create PowerPoints. I have streamlined our timesheets, and she now has offered to do all of my PowerPoints. They're very consistent. They're very methodical. She's developed a template, and I can see the drive in her going exponentially up, because she has found something that she has now fostered, that she owns and she enjoys. She not only does her regular job very, very well but fostering that excitement has led her to a new found, I guess, investment in the group, showing some interest for myself, that that's where she wants to be.

Commissioner Blakey said I have a follow up to that question. Share an example of a conflict or difference in direction with a subordinate in a leadership position. How did you handle the situation? Ms. Savage said, in my past role in Montana State with Montana Division of State Hospitals, we tried very hard, as a division or as the leadership team, to be as transparent as we can with all the information we have. Sometimes there is sensitive information that just cannot be distributed to the masses for whatever reason, decisions governing bodies, you know, we're

testifying before the legislature. It's just a decision that was made above us, quite frankly. Being able to have a conversation to say, I hear you and I see what you're trying to tell me, and you're disgruntled or frustrated with whatever decision is, acknowledging it, not feeding into it, but acknowledging that we, as a group, this is what's going to benefit the citizens that we're serving. We can't diverge from that mission, but being able to articulate and bring them back to their focus. It has been a real key thing in us getting over those discussions and re-centering their mission and their focus on these. For that particular instance, these are the patients. This is what we're serving. This is for the betterment, and we can't look around from that. Commissioner Blakey said thank you.

Commissioner Hyde said question six is recruitment and leadership. Northern Nevada is a growing area and the competition for recruitment and qualified individuals is stiff. What challenges do you see to recruiting high quality candidates to the county and how do you propose to continue acquiring top quality talent? Ms. Savage said I think everybody is fighting for top quality talent. We all want to work with the best and we all want to be the best and that's not something we should waiver on. I think for rural areas, your best advertisement are your workers, the people that already work here, the people that are already in your community, that you're engaging with, those are going to be the people that sell working for the county or living in Fallon and in Churchill County, specifically, to others. I didn't meet anybody in the last couple days that was like, don't take this job, don't move here, that speaks volumes to me. I also think that, as a hiring board, as hiring managers, we need to be very transparent and deliberate in our delivery of what we want and what we need. Trying to get top quality talent by not expressing what we actually want or need is a disjustice to all of us. We need to make sure that they know what they're getting into. They know that Costco is 70 miles away. They need to know that there is no, you know, plethora of restaurants or mainstream box stores. That's what Churchill County and Fallon chooses and that's what we want. However, that's not what everybody wants when they take a job. Being as honest and transparent with the candidates is, I think, first and foremost, and addressing those and getting top quality talent, you need to hire top quality talent to work with top quality talent. People want to work with people that are really good. Nobody wants to work at a county that is mediocre or doesn't have rave reviews and that starts one person by one person. One person is really passionate and excited about working at Churchill County and they get somebody else excited. I think that's where you build that, just really gaining the traction to hire top quality talent. It does take some time, but it is well worth it in the end because you get longevity. You get people that are excited about coming here, excited about living here and aren't going to be that constant transition of I didn't know what I was getting, I didn't know what I was getting into, and where did I land? Right? Like, I didn't know I was in Northern Nevada or eastern Montana when I went there. It's a staggering thing to digest if you're not willing to accept it.

Commissioner Hyde said as a follow up to that, as a small community, sometimes the only reward for a job well done is more work to do. This concentrates job responsibilities and institutional knowledge with a few critical employees. How do you propose to mitigate staff burnout and ensure critical knowledge is maintained across for the next decade? Ms. Savage said addressing staff burnout is a kind of personalized approach to your team, knowing where they're at and meeting them there. I think every one of us can identify in your thought process

your “all-star” is the person that volunteers for everything, who's at every meeting, who stays late every night. You can kind of tell those people when you need to do that, check in, when you need to make sure that they're they're doing okay with their level of work. I wish I could solve the problem of no good deeds goes unpunished with giving more work, but usually those people are the most vested. I also think those people are the best to document and talk about what they do, because they are the most passionate about their position. I have found that documenting SOPs and how you do things, just comes down to be very curious. Walking in as the new County Manager, walking in as the new Administrative Services Manager at Gresham or any of the other facilities, I always ask, how can I help you do your job? But what do you really do? How do you do it? Tell me all about it. They're usually more than willing to sit down and explain everything they're doing, step by step. Then I just ask them, in a way that makes it very fortunate for them, when they have time to document that, because when you're gone one day or you have a family emergency or a family celebration and I need to cover for you, I want to make sure I do it just as good as you do, because you're the one that everybody looks to for that expertise. I have not met someone that would not take advantage of that opportunity to show me everything that they do and kind of toot their own horn. From those conversations and those SOPs, we've been able to transition into efficiency conversations about how we can consolidate maybe steps three, four, and five, or how can I make your job easier? This seems like 20 steps. Let's go through it. That's a real easy transition to make for a manager or to do some cross training. Have those conversations of the ripple effect, like how your job affects everybody else down the line and maybe we can streamline some of that. Also, when they start documenting some of that, it's interesting to see how they develop their own efficiencies and it's interesting for them to really re-evaluate what they've been doing, because we're so often doing it because we have so much to do on our plate and we don't really take the time to think, how can I do this better? Some of those simple exercises allow those employees to be like, you know what, this would be really easy if I had XYZ. Some of that sparked some efficiency, some conversations about technology or ways I can support the team to be better in the long run. Commissioner Hyde said thank you.

Chair Getto said I have question seven for you, which is reflective leadership. Looking back on your career, what is one significant situation you would have approached differently if given the chance? Specifically, what did you learn and how has that experience shaped your leadership today? Ms. Savage said I think the most significant leadership experience I had was when I took over as CEO of the state-run hospital for the state of Montana. It's in the middle of nowhere, like most psychiatric hospitals and I landed with, I'm not clinically based, so I was in a realm that was kind of foreign to me. We were hit with COVID very hard in the state of Montana. As a leader, I think we kind of go in with, I want to fix, I want to help, I want to do something action oriented. I want to make a plan and I was very humbled by that experience, by landing there and they just needed me to listen. They didn't need me to do anything. I learned a very valuable lesson in leadership, that sometimes doing nothing was the best thing that I could do for them. We had psychiatric techs, which are more like CNAs that would do some odds-and-ends jobs on the unit. Like anything, we were short on recruitment and on staffing. As the administrator, I was the person on call, and I said, I can't give medicine, and I can't treat people, but you know what? I can be there to make sure that the staff have breaks, or that you have water, or that I get stuff from the kitchen. I would routinely pull some of those

shifts just to be there to show them that, to the best of my ability, I was doing everything I could to support them and to make sure that they had what they needed or that I could offer them in that type of setting. That was probably my greatest challenge and has really shaped my leadership to be reflective of what do I really need in this situation? It's not necessarily somebody that can do or plan, sometimes it's just somebody to be there, hear it, and be able to really support them in a different type of way. Chair Getto said thank you.

Commissioner Blakey said question eight, the topic is intergovernmental and collaborative problem solving. Tell us about your experience working with independently elected officials or outside government entities. Provide a specific example of a complex or controversial issue where collaboration led to a successful resolution. Ms. Savage said in all of my past positions, I've had to deal with either the City Council, Secretary Board, the Governor's Board, so I'm very familiar and intimately involved in how those dynamics work. A specific situation is that I think hot topics usually arise from conflicting areas or conflicting lenses that haven't been fully discussed or maybe thought through. First and foremost, I think with the interactions I've had with boards and commissions, we've tried to take those topics and align our goals. What is your ultimate goal? A clearly defined problem can really help the conversation and then a clearly defined goal. Most of the time, we all want the same goal, we just have different ways of getting around it. We don't see each other's means and measures as complementary to the way that I find my needs and measures. In the past, we've had COVID, which is a great example of conflicting responses, especially in the healthcare space. What priorities, where we put the priorities, how we, you know, implement it, how we sustain it, what we're going to do in the long run. Having those initial conversations to be able to say what's best for our community, where do we want to go? Really give the trajectory of those conversations a positive outcome, because we all knew we wanted the same thing at the end of the day. We just needed to be able to get there functionally with all the communities or all the policies and procedures we were trying to work around that maybe, at the end of the day, conflicted or need to be revised and having a plan of execution to go forward to make sure that we were doing the right thing for the community. Commissioner Blakey said thank you.

Commissioner Hyde said question nine is community engagement and visibility. How do you view the County Manager's role in the broader community? Ms. Savage said I think the community manager needs to be the biggest cheerleader and champion for the county. Along with that, you are kind of charged with being the facilitator, you are the conduit between what the commission wants, what we're implementing at the county, and how we're delivering those services and being able to not only receive but to relay that message and articulate it in a way that is palatable to your community members. You know, not all community members read the resolutions or it doesn't make sense or they're not used to reading stuff like that. The County Manager is that person that should be reachable and have those conversations to reassure to actively listen to the community and what they want and bring that back to the commission and vice versa. You know, the person that is out, going to all of the community events, they should be seen. The County Manager shouldn't be somebody that is only seen on the County Commission meetings or somebody that's not familiar to the people at, you know, the grocery store, or at your Bark in the Park or some of the concerts at the 3C Arena. I mean, that's where the County Commissioner is going to make the biggest impact and feel the most relatable, the

most engaged in your community and where people feel the trust that is needed in the County Manager to be able to have those conversations. It's not necessarily an appointment here at the county offices that people are going to engage the County Manager at.

Commissioner Hyde said I've got a couple follow up questions with this. In what ways do you engage residents and ensure their voices are included in the decision making process?

Ms. Savage said I think for communities, offering different avenues to express your communication or your opinion is key. Much like people learn in different fashions, people communicate in different fashions. Some people are very comfortable coming into a Commission meeting and reading their statement and voicing to the group. Others are not. Others need small community meetings, roundtables, community engagement meetings, or others just need to see the County Manager at events and say, hey, do you have five seconds? Can I talk to you about this? You need to have several opportunities and avenues so that everybody in the community feels like there is some place that they would feel comfortable having those conversations. Ultimately, you may be able to redirect, if somebody meets you at the park, right, and you're doing something. It's very acceptable to say, you know, this is my time, can I follow up with an email or maybe we can make an appointment. They've had that initial interaction where you've actually listened to them and you've actually taken the time to make a point to hear them, so you open that door for the comfort level to be able to maybe go further and actually have the conversation in a more formal setting.

Commissioner Hyde said, as a second follow up, how would you balance the diverse needs of our community with the limitations of budget and available resources? Ms. Savage said I think the priority setting comes from the Commission. I took a cursory review of your 186 page Master Plan. It was very in depth and very well laid out, so you already have a plan in place. I think leaning on that and staying focused on a plan is very beneficial for your community to trust and rely on the Commission and the leadership to have an active approach going forward. You know, there was a lot of time and effort spent on that Master Plan and it should be executed, reviewed, revised, if needed. That gives community a sense of trust and a sense of predictability in terms of where we're going and where we're trying to be. We may not get there tomorrow, maybe the goals don't happen within that specific time frame, but we have some guardrails and we have the stability that they need to be able to predict where we're going. Commissioner Hyde said thank you.

Chair Getto said the tenth question is crisis management. Please describe a time when you led your organization through crisis. Ms. Savage said I think, as leaders, we define crisis as the big moments that we all deal with and what kind of takes extra time and presentation or maybe a change in philosophy. Working in public safety, currently and with the healthcare system in my prior agencies, I really have to re-center my thought process to every day that I'm working with that community member in their crisis moment. If they're talking to me about their family member that's in the state hospital or they are dealing with the police department, that is their crisis moment. Being effective to the day-to-day operations, although it sounds mundane, it is helping me with my community, with their crisis management. It's their reassurance in their community and their government that I can handle your crisis and I have a procedure or a policy or maybe some historical context to be able to receive your information, to listen and

approach it in a methodical, predictable way. I think crisis management, for me, probably was dealing with COVID just because I went into healthcare space right when COVID kicked off. That took a real steep learning curve for anybody that had to deal with it, from policies to procurement to contracting. I think that touched every aspect of business operations that we took for granted that was in place and it really wasn't. It wasn't in a place where we could easily adapt or pivot to help all the citizens. Particularly because I was working in healthcare facilities every day or every hour that we weren't doing something and we weren't managing that crisis. We had patients that had life altering situations that were happening. We had acuity that was adjusting. That was kind of a staggering realization to have and the sense of urgency just exponentially went up. I think every day we're dealing with a crisis for that community member and acknowledging that and dealing with the sense of urgency should be how we should handle everything we do with Thank you.

Commissioner Blakey said question number eleven is the topic of economic development. What is your philosophy on the county government's role in the economic development process? Ms. Savage said I think the county's role is setting us up for success, being able to manage growth effectively, being able to have infrastructure policy guardrails in place. Knowing what our community wants and our appetite for that economic development is crucial. You can plan around that and then being able to just facilitate the success of the businesses that we want to attract, if it's something that Churchill County wants and desires. Making sure that we have streamlined processes. We can at least explain permitting and we can explain the paperwork that we're having them do, which is key to making sure that we don't frustrate our partners right out of the gate. Maybe setting them up with the liaison, making those formats digital, a platform where they can be engaged, you know, different creative solutions to make it seem like we are user friendly and we're not obstinate to the development. I think those are the key roles for the county to make sure that we are successful in driving economic development that we want.

Commissioner Blakey said I have a follow up, what specific offerings or strategies should the county consider to attract new development and industry to the area? Ms. Savage said I think the one that comes first and foremost are, you know, incentives to businesses that we can offer to make it more attractive to come to Churchill County. Not only for bigger businesses but for local businesses as well, right? If people want to start a business or want to grow their business, making it more attractive for our locals to expand or to take that entrepreneurship to the next level, and making sure that we are there to support that. Being able to be a destination for whatever Churchill County decides that we want to be, between green energy or any of the other avenues of development, along with our partnering counties, making sure that we're complementing each other, we're not competing with each other. That comes with some networking, some alignment of goals, some collaboration, partnership that sometimes is hard to get, but I think, for the betterment of the area, not just our county, but all the counties surrounding us, and keeping our way of life, keeping what we want near and dear to our heart, we need those partnership to be solid so that, moving forward, we're unified. Commissioner Blakey said thank you.

Commissioner Hyde said, with regard to question 12, Churchill County has large areas of federal land and limited quantities of water. What is your experience dealing with limited natural resources and cooperating with federal partners? Ms. Savage said I think, in my experience, what I have done that would equate to working with federal partners to that extent would be when I was working on Fort Liberty, now Fort Bragg. Back when I was there, I was doing construction and project management for them. I started as just a submittal clerk and learned all about the federal land laws and what we had to do in terms of preservation and conservation. I think just knowing who your partners are, being able to research things. Although we have issues with water, making sure that we have a voice at the table and that we are responsible with that voice and use our partnerships to the best of Churchill County's ability and where our concerns go, I think part of what the Commission and the County Manager need to be able to vocalize. The worst thing we could do is let those kind of policies, procedures, or legislation go without us expressing how that's going to impact our county. I think that the knowledge and setting yourself up for success, surrounding yourself with the SNEED and the government connections that would allow for that voice to be heard is probably crucial. Commissioner Hyde said thank you.

Chair Getto said I have question 13 for you, which is state and federal policy making. What is your experience working with state or federal legislators to benefit your community and or organization? Mr. Savage said working with legislators for the state of Montana and North Carolina, I've had the honor of testifying before legislators and committees to try to get, not only budget allocations, recruitment packages, retention bonuses, passed, being able to understand the point of view of the legislators, what competing interests they have, not only legislators, but the committee members from different avenues, from different areas of the state, and how you can play to those strengths. How maybe you can complement other things that they're doing, be able to tie it into the overarching picture, or how what you're asking for is so beneficial that they just can't turn it down. It's just going to make such an impact that they can't turn it down. I think one of the biggest, you asked for an example? Chair Getto said correct. Ms. Savage said I think the most relevant one would be a retention recruitment bonus for the state of Montana. We had a hard time doing anything with nurses, psych techs, and all the medical professionals, all clinically based for the social workers to caseworkers. So we started doing data points. We collected data, we collected HR data, data from who was applying, who we were getting. We were able to justify that to the legislature in cost per person, cost per hour, because we couldn't let those services go. We were still filling those positions with contracted labor. We were hiring traveling nurses. We were hiring travelers for XYZ dollars. Being able to equate and justify the ask that we have for retention bonuses, for relocation allotment, for referral bonuses for current employees, and how that would turn into a financial gain in investment game, right? If I can get people to actually become a state of Montana employee versus a contractor, their investment in the success of that facility is much more than hiring a nurse that's going to work my 13 weeks and move on. Being able to convey that in data points is also very beneficial. I know that in government, local, state, whatever venue, we're very passionate about what we want and what we need. As a leader, as a mainly analytical person, I need to be able to justify that in actuals versus how I feel about it. I know sometimes that's hard to do, but in order for us to get the message across, I need, the justification behind it. We started doing some of that, which led to a very successful retention

and recruitment program in Montana. Much like Nevada, it is just hard to sell but we did turn some of those people into long term employees and cut down on our contract spending, which subsequently gave a boost in morale, because people that were actually vested in the community and worked there and had generational employment were very excited about us bringing actual employees back to the facility, instead of the hired traveling nurses or traveling staff that we had been depending on for so many years. Chair Getto said thank you.

Commissioner Blakey said with question 14 the topic is vision. What are the most significant challenges you see for Churchill County in the next five to 10 years? Ms. Savage said from reading the Master Plan, from communicating with some constituents in the community, I think one of the biggest challenges is going to be effectively managing the growth for the next 5 or 10 years. I think the Master Plan is a very, very good outline on infrastructure and the intent and the commitment of the Commission and the county on what they want to do. I think it's just putting that into place and putting that into practice that will give some reassurance to the community. I think that those challenges are not lost or just on Churchill County. I think that's everywhere -- being able to develop the infrastructure, the guardrails and the aligned vision on where we want to go. Being able to work towards that and being very intentional in those decisions and always realigning decisions that the Commission makes, the decision that we're working with the city partners, that it's always kind of funneling back to that common purpose and Master Plan, so that we're not straying too far away from that. Well, you know, doing the crisis du jour, so really focusing our energy and our efforts towards the long term goals.

Commissioner Blakey said, as a follow up on that, what is your vision for Churchill County for the next 5 to 10 years? Ms. Savage said my vision would be to retain the community engagement and community excitement for Churchill County, while being able to make deliberate decisions for expansion where we can and where we want to. I have heard nothing but great things about the 3C Arena. All of the community events that are happening and those that bring the tourism to the county for the events that the county holds near and dear, the county is going to love. I was at the visitor's center and got a whole pamphlet on everything and it was just staggering the amount of community involvement and community excitement that you guys have and playing on that and being able to re-instill the trust and support. When the Commission comes to the community with a little bit of a creative idea that they're willing and putting their trust in the commission to say, you know, the Commission does so much and is so aligned on everything else, they wouldn't push us astray on this one little thing. I think that's how you're able to get that long-term success. Those little wins, those quick wins and just the constant reassurance that the Commission is doing everything that they can to facilitate the growth where needed and keep the charm and the engagement and the community exactly where they want to be. Commissioner Blakey said thank you.

Commissioner Hyde said that completes our list of questions. What questions do you have for us? Ms. Savage said let me reference my section here. After looking at the Master Plan and what is on the website, what does the Commission view as success for this role? Or how would you measure it? Commissioner Blakey said I would measure it with taking good direction from the board and our goals and visions for the community. Always listening to the citizens of the

community, engaging with the community, making this the absolute best place to work, self promoting. Taking care of the little things every day makes the big things never show up and just being proactive in communication. I could say the word communication 500 times. I'll stop there and let other gentlemen speak.

Chair Getto said I think, for me, which I said earlier, it's about having passion for Churchill County. I mean, it's an easy job and I think that's why we're all up here, is it's a very, very easy job when you care about where you live, what you want it to look like, the future of it. Having passion for Churchill County is definitely a part of that success. What I look for personally, and I would echo what Commissioner Blakey said, as well, all those things come easy if you care and you take the time to do the small things. Get to know people, like you said, but it's a very, very close, tight knit community. Just talking to constituents, talking to locals and stuff like that, you get an idea of which direction you need to go and if you're on the path towards success. If you do something wrong, you'll hear about it. If you do something right, you'll hear about it. It's a pretty straightforward thing.

Commissioner Hyde said, for me, I'll adopt what my fellow Commissioners said, we're pretty aligned and I would say honesty and with transparency in the communication that we have and making sure that we have the information to make the best decision that we can make. Withholding information or omitting information, whatever you want to call it, will just destroy trust. So, as far as moving forward, I like that you've visited our Master Plan and I think it does lay out a great blueprint on what we want. I would just say, refer to that. Thank you.

Ms. Savage said I have two more. I've had the pleasure of being here for a couple days and I've heard nothing but great things and I hope that this Commission has the same, but what is the biggest challenge that maybe I didn't hear about while I was asking people what they love, what they don't? You know, I didn't have great challenges, but I'd like to hear your opinion on that. Chair Getto said in what aspect, like community aspect or like actually for us? Ms. Savage said I would defer to whichever you want. Chair Getto said I think one of the big ones for me, personally, is that I think Montana is maybe a little bit similar to Nevada, where we Washoe County, Reno, Clark County, Las Vegas, and all the rural areas just get left behind. Whether that be during our state legislative cycle, we get left behind constantly. Another big challenge is that I think Nevada gets treated like a colony a lot of times. Like we stated in one of our questions, even we have a lot of land that's federally owned and there's a lot of export of resources, whatever it might be and not a lot of return from the people that take those resources. Those are some challenges that I see personally.

Commissioner Hyde said I would adopt their comments, because we always talk about these things in public meetings, but I would say that one of our challenges, and I like to use the term "available housing", because we don't really control affordable housing and I don't even know what affordable means anymore. We can streamline the processes that we have control over, but we are not developers. The only way we can bring developers is to streamline the

processes, which we're currently working on. That's one concern that we have is that we're going to have growth and where are we going to put these people? That's one concern. I'll save something for Eric. I have more on my mind.

Commissioner Blakey said we all have challenges. Every county has challenges, every state, every city. They've stated some of the challenges, some of the challenges that we have is the attraction for business and industry. We're just off the beaten path, just enough to not make it convenient. It's very frustrating to attract people. Then some of the community, we're a rural community and some of the members of the community give us great pushback sometimes. Trying to fit that together to make that work is always a great challenge to achieve that. Then, of course, we probably can't attract a whole lot if we don't deal with the housing, as Commissioner Hyde has spoken. That comes hand-in-hand. Then we do have a great attraction here locally to C3 Arena but our numbers, you know, the pass through, the restaurants, the big box stores, were just not big enough. We just don't have the daily numbers to produce, you know, investors to do that. So that's a struggle too. We have to figure out a way, during our time, to how can we get those investors here to invest in our community to make it get over that little hump? That's some of the major challenges I see here.

Ms. Savage said last, but not least, is there anything on my resume, in the answers I've given today, that would lead you to any hesitation for me being able to excel or add to the success of the team, or that I can clarify for you before ending this interview? Commissioner Blakey said I personally don't have any questions or any answers to that question. I'm satisfied with the information that you did provide.

Ms. Savage said just to let you know, the project management certificate that's in there is expired but it has been renewed and I could provide an updated one.

Chair Getto said I did have one thing, and I guess it's not really a con or anything like that. I was trying to come up with how I wanted to phrase it, but a lot of your work experience is I focused management. I don't know if that makes sense exactly. You know, the County Manager is a very, very, I want to say broad position. You have a lot of different hats you have to wear and your work experience was focused. I really don't see that as a hindrance, that was one thing that did pop into my head.

Ms. Savage said just for clarification, I think you guys touched on one of your questions. If you're really good at what you do, you always get more. Although those are focused on, "the positions I have held," I have done everything under the sun, under those divisions because, when you are the leader in those roles, you cover for everyone. You have to know what everyone's doing. I try to keep those resumes as short and concise as you can, but we all know that, in small government, we're all kind of the jack of all trades, master of some, and leaning on others for expertise on others. Chair Getto said great response. Commissioner Hyde said I didn't see any red flags.

Ms. Savage said I just always like to clarify the lingering questions, might as well answer them while I'm still up here. I appreciate the time and attention and the process. It's been wonderful

getting to know everyone that has touched the process along the way. You have some real rock stars in this group and I just want to congratulate you guys on all that. Everybody has been absolutely amazing. Commissioner Hyde said we would like to thank you for taking the time to meet with us and we'll be making a decision soon. We will reach out to you once a decision is made, thanks again.

Chair Getto said does anyone need a minute to kind of gather your thoughts or anything like that? Or would you like to jump straight to our slotted time of 3:15 for deliberation, review of written assessments and selection of one or more candidates to whom to make an offer or negotiate employment conditions? Commissioner Hyde said I don't know if we need to wait till 3:15. People are going to wait till 3:15 until we get online to do it. Yes, deliberate. Mr. Sanford said I guess two things. One, I'm going to recommend 3:15, I believe you could go early, for comp purposes. Then the second is, if you have a moment, I'd like to talk to you about litigation matters. Chair Getto said go ahead with that right now, Joe, and you can and do that. Take some of that time. The board recessed the meeting.

Chair Getto said we'll go ahead and resume this meeting and, with that, I'll turn it over to Deputy DA Joe Sanford. Mr. Sanford said thank you, Mr. Chair. Joe Sanford, for the record. At this point in time, you have the opportunity to deliberate, I believe you already reviewed but review any of the written assessments that were provided and select one or more of the candidates to make an offer to or negotiate employment conditions. My recommendation is that you have your top candidate, as well as an alternate that provides an opportunity in case one of the candidates ultimately rejects your offer so that you don't have to come back for a second meeting. That is ultimately your discretion. Your options today, your first, if you do choose to make a selection of a candidate and make an offer, you can direct staff, for example, the HR or the County Manager or myself to negotiate those conditions of employment and come back to you in a meeting next week to make a final offer and acceptance of those conditions. Alternatively, you can reject all the candidates that have been presented and open recruitment again. I'm happy to answer any questions you may have. Chair Getto said okay, thank you Joe. Any questions or comments from board or staff?

Chair Getto said I'm personally leaning towards selecting a candidate and an alternate today. I think if we don't, we're going against the process that we approved, that we voted on and we have faith in and trust in. That's my personal opinion, but I am open to other opinions. Commissioner Hyde said I think the process brought us four qualified candidates. Unfortunately, the process didn't allow us to see all of them but that's the process we chose, so I'm good moving forward. Commissioner Blakey said the Commission voted on this process, therefore, I'm prepared to recommend employment to one person with an alternate. Chair Getto said we're on the same page, so we'll move to deliberation and review of the written assessments that they gave us. Who wants to kick it off or are we going about this the right way? I'll just open it up, open mic for anyone that wants to voice anything.

Mr. Sanford said, Mr. Chair, if it may be helpful, the packet did include a ranking sheet in there for your convenience, for you to present or provided you for that option. If you'd like to fill that out, you can provide them to me. I can then give you a, I guess, an average so that to

get the process started. Alternatively, you can just deliberate as you'd like. Chair Getto said do you guys want to do that, fill these out? We'll give them to Joe and we'll just kind of get an average ranking of where we're at and see where we come to? Mr. Sanford said yes, I would rank them one as the highest, four is the lowest.

Mr. Sanford said all right, thank you Commissioners, I have created averages. I'll just go through them in the order that they were interviewed. Peter Jankowski was averaged at 3.66 Leif Steinbaugh at 3.33 Chris Spross at 1.33, and Jennifer Savage at 1.66.

Chair Getto said, with that, do we want to discuss any of this? Basically, we have Chris is number one, Jennifer as two and Leif as three, correct Joe? Am I interpreting those numbers, right? Mr. Sanford said that is correct. Chair Getto said I'll open it up to discussion. The difference between one and two are pretty close and then the other two are there. I think we have our one and two candidate. We just need to decide who's going to be the one and who's going to be the alternate? Mr. Blakey said would the average speak for itself? Chair Getto said, in my opinion, it does. I really don't care if you guys know how I ranked them. My number one was Chris. I don't mean to talk as if you're not here but those two are so close. Chris definitely has the upper hand, because he's in the county. He's currently involved with what's going on and that's what I'm looking for. Your resumé was impeccable. Your interviewing is impeccable. It's just that he's got that one little thing where he knows what's going on and what we have planned for this county. That's kind of where I stand. Again, very, very close. I actually changed some things around and stuff like that and that's where I sit, personally.

Commissioner Hyde said it was super close for me, as well. One thing I loved is you, I could tell you did your homework and you referred to the Master Plan several times. I wish we had two positions, because it was, that was a tough, tough decision. You know, I've only known Chris for five months, and I don't have a super personal relationship with him. He actually shocked me with the leadership part, he shocked me with his interview and what he had to say about that. There's no doubt both of you can meet the expectations that I have. That's where I will leave it. I do agree that the numbers kind of speak for themselves but it was so close. I'm actually not surprised, everybody sat through the same interviews and they were all right on how I placed them. I'm fine moving forward, if the rest of the Commissioners, Eric, do you have anything? Mr. Blakey said I think we provided an interview for each candidate. They fulfilled that obligation. We were provided with all the information that we needed to make the correct decision. I think I'll let the numbers stand where they are. Let the numbers stand for themselves. I don't think, at this point, anything would change.

Chair Getto said is there any public comment on this agenda item? If not, I'll entertain a motion.

Commissioner Blakey said, first of all, I'd like to, before we have a motion., sorry, I should have thought about this. In that motion, I think we need to include who's going to negotiate with the candidates. What the process is, if candidate one steps out and then candidate two steps in. I think we need to think about that for a second. I would like to have, in my opinion, the negotiations be between the Human Resources Department and the DA's office only and

just let them handle it and come back to us with an agreed negotiation. An agreement for employment, negotiated within the parameters that they think are acceptable to us. Anyone have any questions? Commissioner Hyde said I do have a question, how that process works. Do you negotiate with both the selected candidate and the alternate candidate? Mr. Sanford said we would typically start with the selected candidate and prepare a negotiation and determine whether a suggested step in range were acceptable. Whether there were any additional requirements that the selected candidate was going to place that would be either outside the norm for the county and outside of our standard county code options. If they either chose not to accept the position or put conditions that seemed unlikely to be acceptable to the board, we would also negotiate with the alternate candidate to provide that option to the board, so that you wouldn't be in a situation where, if the first candidates negotiation was abnormally high, say, I'll only accept step 13 of the range with paid dependent coverage and things like that, that is outside of our standard that we would then have to go back and renegotiate at the next meeting. We will negotiate with both parties just to make sure that we're covered. I mean, that's the board's direction, obviously, if you don't want me to, I won't. HR is here, so she's going to take your direction. Chair Getto said did that answer your question Matt? Commissioner Hyde said yeah and I concur with Commissioner Blakey. Chair Getto said I completely agree, do you want to turn that into a motion? Commissioner Blakey said I can try,

Commissioner Hyde made a motion to approve Christian Spross as the selected candidate for County Manager, with Ms. Jennifer Savage as the alternate, and to direct the Human Resources Manager and the DA to go into negotiations contractually for that position. Commissioner Blakey seconded the motion, which carried by unanimous vote.

Commissioner Blakey said do we need to set a time for the next meeting? Mr. Sanford said yes, if you have a time that you would like to have for the next meeting, that would give us an idea when negotiations have to be done. Today is Wednesday, the first possible posting would be tomorrow morning. I suggest probably Friday morning as the most reasonable and that would give us Wednesday of next week is the earliest, any day after that is also available. Commissioner Blakey said, if we're talking about next week, I'm unavailable Monday, Tuesday, and Wednesday. I could do Thursday, Friday and next week. Chair Getto said my whole week's clear. Whatever works for you guys. Commissioner Hyde said let's do Thursday the 12th? Chair Getto said Thursday morning, afternoon or evening? Commissioner Hyde said I picked the day, so you pick the time. Chair Getto said if I can pick the time, let's do an eight o'clock. Commissioner Blakey said I'm busy until 8:30, I just saw the appointment on my phone. Chair Getto said, okay, give us some times on that. That's a better idea. Commissioner Blakey said can we just do Friday morning, at 10 o'clock or 8 o'clock? 8:15? Chair Getto said let's see what they say for room availability. Ms. Moore said we have a Department Head meeting in here on Wednesday. Chair Getto said I think we're looking at Thursday. Ms. Moore said what time? Chair Getto said nine o'clock? Ms. Moore said that should work, because it won't be a long meeting, correct? Chair Getto said it'll be a short meeting. Ms. Moore said hopefully we're available in our office, since I don't have our calendar. Chair Getto said you won't be here Sherry? Commissioner Hyde said the 11th in the afternoon. Chair Getto said Pam, can you check the schedule for the 11th in the afternoon? Any time preference? I think we're open into the afternoon, anytime on Wednesday, probably like a 3:00, 3:30. Ms. Moore

said that's moving into the time when the Planning Department comes in here to set up for their meeting. Chair Getto said 2:00? Ms. Moore said sure. Chair Getto said 2:00 Wednesday the 11th. Okay, so everyone's got a markdown, Joe, do I need a motion for that? Mr. Sanford said no, we will just set it for that date. Chair Getto said that date's been set. Is there anything else anyone wants to discuss?

Commissioner Hyde said I would just like to thank all the candidates again. It's a terrible process in Nevada. I apologize for the process. It's just as terrible for us but I really thank you for sticking through it, as you all did a great job with this process. It's not easy and I appreciate you all going through the process.

Chair Getto said anything else anyone wants to add? Commissioner Blakey said I would like to say thank you to all the candidates and anyone who put in an application. Please do not forget us if we have positions in the future to please consider, thank you. Chair Getto said I'm beating a dead horse, but thank you, we appreciate it.

Public Comment:

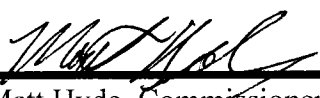
Chair Getto asked if there was any public comment but there was none.

Adjournment:

The meeting was adjourned at 3:32 PM.

Approved: 
Myles Getto, Chairman

Approved: 
Eric Blakey, Vice-Chairman

Approved: 
Matt Hyde, Commissioner

ATTEST:
Linda Rothery, Clerk/Treasurer


Crystal Muschetto, Deputy Clerk