

MINUTES OF THE BOARD OF CHURCHILL COUNTY COMMISSIONERS

155 N. Taylor St., Fallon, NV 89406
January 28, 2026

Call to Order:

The regular meeting of the Board of County Commissioners was called to order at 9:01 AM on January 28, 2026.

PRESENT: Commissioner Myles Getto
Commissioner Eric Blakey
Commissioner Matt Hyde
County Manager Chris Spross
Comptroller Sherry Wideman
Chief Civil Deputy District Attorney Wade Carner
Clerk/Treasurer Linda Rothery
Deputy Clerk to the Board Pamela D. Moore
Deputy Clerk Tara Adams

ABSENT: N/A

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. District Attorney Mallory said, as an Elected Official, I want to thank the Commissioners for having this workshop. I think it is very much appreciated that we can communicate like this. We all know that we are not in the greatest of economic times, that budget constraints are very telling right now, and we have to consider that. We appreciate the fact that you are taking the time to listen to us talk about this, and see if we can come to happy campers, or at least not sad campers. We appreciate it very much, and I know it is time out of your workday because all three of you guys have to work for a living. Thank you.

Verification of the Posting of the Agenda:

It was verified by Pamela D. Moore, Deputy Clerk to the Board, that the Agenda for this meeting was posted on the 22nd day of January, 2026 between the hours of 2:00 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 Myles Getto seconded the motion, which carried by unanimous vote.

Appointments:

A- Consideration and possible action re: Amendment, adoption, abolition, or recommendations related to the Churchill County hiring process, including: Attrition and Hiring Delay Policy, Advanced Step Placement Policy, Placement Upon Initial Hire, and Placement Upon Promotion.

The board has requested a workshop to discuss the county's current hiring practices, including policy and code requirements. The HR Department will provide a brief overview of the existing policy system, its history, and its purpose. Namely, the position classification system, the salary upon hiring/promotion, and the filling of vacancies. A description of the pros and cons of the current policies are provided in the packet for the board's information.

FISCAL IMPACT: N/A

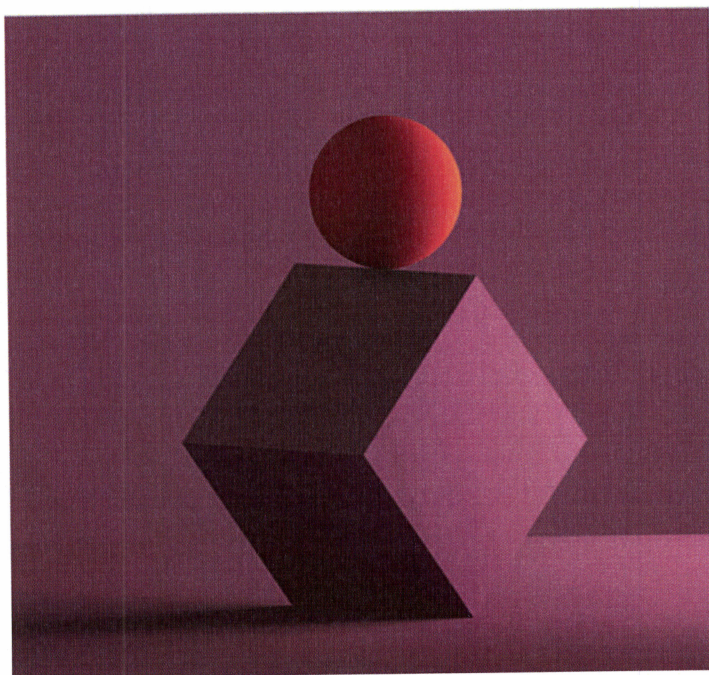
EXPLANATION OF IMPACT: N/A

FUNDING SOURCE: N/A

ACTION REQUESTED: Accept

Joseph Sanford, Assistant County Manager/HR Director, said I will start by explaining what we are looking for today, just to help guide the conversation. There is currently an Attrition Policy that is up for the board's consideration to handle in any way you choose. The parts related to the Churchill County Code, the salary and all of those pieces cannot be amended today as those are part of the County Code. What we would be looking for is more recommendations or interest in how you would like us to move forward, so we can bring back to you further things for you to consider that actually would be adopted at that time.

Mr. Sanford gave the following PowerPoint presentation:



Hiring Policy Workshop

Churchill County Board of
County Commissioners

1/28/2026

Overview of Current Policy

Position Classification Plan (CCC 3.28 and 3.32) establishes the framework of the County's Personnel plan.

Salary Upon Initial Appointment (CCC 3.32.040)

Salary Upon Promotion (CCC 3.32.070)

Filling of Vacancies (CCC 3.16.090)

Hiring Delay and Attrition Policy

Position Classification Plan

- This is the pay table system by which each job is assigned a pay grade based on the duties of that position. Each grade is separated into a range of steps (13) with 2.5% salary increments between each step.
- Each grade is equally separated by 2.5% increments which range from grade 20-100 with most positions ranging between grade 39 and 72.



Salary Upon Initial Appointment

- [3.32.040 Salary Upon Initial Appointment](#)
- Initial appointment to a position shall be made at the beginning step of the range except as otherwise noted in this chapter.
- The county board may approve an advanced step appointment within a salary range to:
 - Meet a difficult recruiting problem; or
 - Employ a person who possesses superior qualifications.

Salary Upon Promotion

- [3.32.070 Salary Upon Promotion](#)
- *Salary placement.* Aside from the exception listed in subsection B of this section, when an employee is promoted he/she shall be placed on the lowest step in the higher range that provides a two-step increase over the salary last received. The promoted employee's anniversary date shall be adjusted to the effective date of promotion. Should the promotion occur concurrently with the employee's eligibility for a merit salary increase, the merit salary increase should be included in the base salary before promotion. In no event shall an employee receive an increase or be placed on a salary step which is beyond the maximum of the new range.
- *Advanced step for promotion.* The county board may approve an advanced step placement within a salary range upon promotion to:
 - Meet a difficult recruiting problem; or
 - Employ a person who possesses superior qualifications.

Filling of Vacancies

- [3.16.090 Filling Of Vacancies](#)
- The appointing authority is solely responsible for the final selection and appointment of applicants to fill vacant positions within his/her department provided filling of such position has been authorized by county board in action approving a budget or in other formal action of the county board.
- A written offer of employment signed by the appointing authority shall be provided to each new employee. The written offer of employment shall contain the following:
 - Title of the job;
 - Monthly or hourly rate of pay, including whether the employee is eligible for overtime pay premium;
 - Whether the appointment is to the classified or unclassified service;
 - If the appointment is to a classified position, the length of the initial probationary period and a statement that during the initial probationary period the employee may be terminated with or without cause or with or without notice;
 - If the appointment is to an unclassified position, a statement that the employee may be terminated with or without cause or with or without notice at any time;
 - A statement of any conditions upon which the offer of employment is contingent; and
 - A statement that this offer of employment is the entire offer and that there are no other expressed or implied promises, representations or contracts being offered.

Mr. Sanford said the sum of this is, when a position opens, instead of the board taking an action to fill every position that comes open, the board has said you can fill these positions.

Traditionally, the filling has been done at the entry level position at the first step in the range. So, if for example, you have HR, I have an HR Generalist and an HR Specialist position in HR, one is more advanced than the other. When Ms. Brontsema got promoted to the HR Manager position, that created an opening, and I would be looking to fill the entry level position, which would be a Specialist, at Step 1. There is an interpretation to be made that is, if it is budgeted, I could fill at any step in the range at any position that was previously in existence. For example, Ms. Brontsema previously left as an HR Generalist, so I should be able to hire a Generalist all the way up to whatever step in the range she was. That has some merit and some obvious complications as it relates to the budget.

Hiring Delay and Attrition Policy

90-day delay before
recruitment to fill
vacancies, except in
specific circumstances.

Consideration of positions
for consolidation or
attrition.

Essentially, what is on the table now is a ninety-day delay before recruitment to fill vacancies, except, in specific circumstances, and those have been outlined in the policy to say, these are the positions we either do not want to have a gap for, or how you want to handle those particular positions. Again, that is held at the board for that, which includes the County Manager, HR Director, Comptroller and the Civil District Attorney, and then there is an appeal from that board to the commission.

The second part of that policy is an attrition piece, which is relevant and important for every department to look at and say, I have had this position for some time, it has been ten years and that employee has left. I need to take into consideration whether that position is still needed, whether there is an ability to consolidate that position with a different position, or whether there is some type of technology that could replace that position that would ultimately be a savings.

Purpose of Policies

- The Board of County Commissioners exercises budgetary authority for Churchill County and its various constituent departments. Personnel are the single largest cost for Churchill County comprising ~60% of all expenditures.
- All policies reflect the Boards strong interest in ensuring personnel costs are controlled on a forward looking basis, not only for a single budget year. Personnel budget decisions are made at the Board level to allow relief valves when truly needed. All policies show the Board's commitment to employees that they will be taken care of regardless of individual elections or changes in department head personnel.

All of the personnel decisions that require a change from entry level position Step 1, come to the board. Basically, that is the board's commitment to say, I know that every position comes in at the entry level, and so the work is being done as affordably as it can be done, and when I come to budget, I can accept that all the personnel that have come are being filled at the lowest level, and at the cheapest budget that could have been achieved. That is why when we look at our budget right now, personnel costs are this, and really, there is not a lot for you to be considering at that time.

An example for HR is, say I come to the board, and say Ms. Brontsema and I are just swamped, and I really need another person, I just cannot get all the work done. I look at it and say, the cost for a new employee with PERS and salary is going to be \$100,000.00. You look at it and say, I can scrounge \$100,000.00 together, we have to take a little bit here, but we can do it. You approve that hiring for me, and I go out and I fill that position with at entry level for \$100,000.00. Thirteen years go by, the best boss you have ever seen, and no one ever wants to leave, and so that employee is still there, having regular merit increases the entire time. It has been thirteen years for the budget, and say, we have had relatively steady growth at 2.5% per year in the county. CPI has also been 2.5%, and so we are relatively the same, everything across the way. Here is here it turns into an issue: assuming this board has done 2.5% COLA's to match the 2.5%, that same employee that was \$100,000.00 when we employed them, thirteen steps, thirteen years, with inflation, it is now \$138,000.00. The county would have had revenue increase on that original \$100,000.00 to \$138,00.00, as well. Because of those merit increases, they get an additional 38% moving from Step 1 to Step 13, so that person actually costs \$190,000.00. There is \$50,000.00 there that has essentially not been accounted for at the time that I hired that position. Over time, the county averages that out; not everyone gets a new employee every year, we have 300 employees, so that averages out over time. The way we account for that now is, some departments are more junior and have lower costs, and some departments are more senior and have higher costs. We are not going employee by employee saying, "you are kind of weighing on the budget, I have to let you go because you are senior," and that is not what we have been doing. As we look at this, I want the board to keep in mind that there are going to be departments that are more senior and departments that are more

junior, and we have to consider how these are going to have impacts when we go to a budget or hiring process that account for that eventuality. HR cannot absorb a \$60,000.00 change over say, thirteen years, just under regular revenue increases. Over time, that averages out, and that is how we have handled it across the county is by saying, when we look at our current policies, if I say when a person leaves, you are going to hire entry level Step 1, that accounts for the seniority that exists in another department.

Board Control of Personnel Hiring Cons

- Board Cons:
 - Less direct understanding of department needs.
 - Less efficient selection and hiring process with negotiation handled immediately.
 - Less ability to recruit more senior talent when needed.
 - Less responsibility on Departments to assist in managing personnel expenses.
 - More conflict and less collaboration on fitting personnel into a budget

Board Control of Personnel Hiring Pros

- Board Pros:
 - Costs lowered, incentive to select less experienced personnel to fill positions at the first step.
 - Board ensures multi-year costs are reduced to balance future budgets on a County-wide basis.
 - Ability to balance high seniority in some departments with more Junior seniority in others.
 - Reduces the risks of layoffs or furloughs by connecting the costs with the budgeting authority and Countywide priorities.
 - More control of decisions to match commission priorities and budgetary needs

Currently, this is a board-controlled process, so anytime someone wants to have an Advanced Step, wants to hire a Senior Planner, as we heard last time, to say look, my department does not have anyone who is going to do this, I need someone. The board has that control. In general, the way the policies are drafted, we lower costs, by pushing and incentivizing the selection of less experienced entry level people to fill positions at the first Step at the entry level range. The board ensures that multi-year's costs are reduced, so future budgets are being considered on a county-wide basis by saying, if everyone follows this trend, our average employee costs are lower. Because it is considered across the entire county, the ability to balance high seniority positions in some departments is matched with junior seniority in others. We reduce any risks of lay-offs or furloughs, because ultimately, this board knows that it made that decision, so

there is a certain incumbent responsibility with making those decisions. Finally, there is more control of decisions to match the commission's priorities and their budgetary needs, because essentially, you have made those decisions.

Let's talk about cons. Obviously, you, as the board, have less direct understanding of a department's needs; what is needed in a particular department, or for a particular position, what individual has interviewed with you, what exactly that looks like. You are not going to have the same level of information as the hiring authority, or appointing authority does. Again, less efficient selection in hiring process. Currently, any negotiation starts with offering Entry Level, Step 1, but if you want more than that I have to go to the board, which means it will be at least two weeks before we put it on the board, plus an additional period of time for that decision to be made. We lose some applicants potentially during that period of time. Less ability to recruit more senior talent, and that can be, when we advertise those positions, we advertise the Entry Level position, and we have a range, and again, when we have that conversation, we let them know when we make an offer, it is going to be at the Step 1 in the range and some people do not want to bother with the board.

Another con is, I am putting less responsibility on departments to assist in managing personnel expenses, and that really just comes in the form of, the board has taken that responsibility on. Each department does not really have any say, and so they are not actively looking in the direction to say, I am going to do these things, because the board has already taken that responsibility on. More conflict and less collaboration on fitting personnel into a budget. The way you have done it says you are going to do it this way, and so, it creates conflicts on what exactly is it that you want to see every time someone comes to you for an Advanced Step. You are put in a position where you have to say, I have to balance the full county versus an individual department's needs, and that can be someone that actually and truly needs that, but you are in a position where are trying to figure it out.

Mr. Sanford said I would like to discuss options. We have a model, and the current model functions and has worked this way from around 1996, looking at when these codes were adopted. It is a budgetary method that has essentially stood at least thirty years, to say, across this period in time, we have not had large lay-offs, furloughs, things that relate to personnel costs exceeding our ability to pay.

Larger counties, especially, have a different model where, they do it department by department, for example: a department has been given a certain amount of money, and that is the amount of money you have, and you have control within your department to hire at whatever level you think fits best, and to promote to what fits best for the department, but you cannot go over the number. If you go over that number, there is no money for that, so you just cannot do that. You would have to come to the board and try to convince us that you are going to need to an individual occasion, but you are responsible for your own budget.

The reason this is a larger county solution is, if you are Washoe or Clark County, any individual department you have has more employees than the whole county has here. When we average risks, such as, higher seniority, lower seniority, across departments, it is easy to manage those

risks across a department with six hundred people. It is very difficult when you have a department of three or four. For example, if you keep all of those people, everyone has been there for a long time, you are going to be overweight, compared to standard growth. That puts, I think, a little bit of pressure on smaller departments especially, but as we move towards adopting something like, each department being responsible for their own piece, sometimes, through no fault of the department, just regular growth is going to be outsized, compared to regular revenue growth.

There is an ability to do a mix of options, something along the lines of a salary upon initial appointment. We could have a policy that says, instead of everyone would be at step one, we could do something along the lines of, the hiring authority has discretion up to Step 4 or Step 5, or whatever the board chooses, and we are going to have a policy that says, zero to three years is Step 1, three to five years is Step 2, etc. That is where the board maintains some control, but gives some latitude, as well.

That is what I would like to talk about today and get advice from the board and your viewpoints on how we would like to proceed. If we are going to change models, there is a lot of work associated with that. We would have to bring a lot of information to the board, and a lot of information would need to be gathered in terms of what the base number would be, and what policies would back that, and what would make it work for a county of our size.

Mr. Spross asked if you give departments a certain amount of money, to do with what they need to do with, how does that impact subsequent budget years? For example, if the next year there is no growth, but due to our policy with merit increases, how do the departments handle subsequent years after that, or what would you see there? Mr. Sanford said, ultimately, the board is still going to maintain a budget. There would still be a budget process, people would still come in and present default numbers because there has been no growth, you had exactly this much money last year, and you have exactly this much money this year, but there may be increases in personnel, etc., and the board will have to say, okay, well that means we will have to cut somewhere. That could be in Services and Supplies, it could be putting less money in Capital Outlay, etc. It is still going to have a piece of that process, but, it would be something that you would have to look at and say, is this going to be a long term issue, it is something where that particular department needs a structural change, or is it something like, we had a bad year this year revenue wise, and that is causing this issue, and we are going to tighten somewhere else.

Mr. Mallory said to Mr. Sanford, I did not notice any differentiation between Elected Department Heads and Department Heads that are directly under the County Manager, he effectively can control what they do as he is their boss pursuant to your directions. Elected Department Heads are a separate animal, so does that factor into what you were thinking at all, or should that be a factor? Mr. Sanford said I will put it this way, I believe every county employee works for an elected person. The County Manager works for these three elected individuals, just like Mr. Mills works for you. Every single county employee is responsive to an elected group of people. While I believe that there are different requirements across different departments, overall, the policy structure should be amendable to all county employees. If the

board has an intention in terms of, when I say, departments are going to be valued differently, that would be up to the board on whether they would want to have all of the County Manager's departments considered, and put this on him, to have all of the county departments controlled, so that he would say, balance Planning and Social Services, as opposed to Social Services and HR and Planning all being responsible for themselves. Ultimately, I believe that the County Manager should be responsible for those positions, and the elected departments should be responsible for their own under this type of model. Mr. Mallory said the County Manager would have an understanding of those department needs, because he is their supervisor, as I understand the structure. He hires and fires the Department Heads pursuant to the will of the board. Elected Officials, for the most part, most Elected Officials are dealing with a very specialized area of service, more so than some of the others. For that reason, they are the ones that have the best knowledge of what their department needs. How would that be a con, if you had the County Manager making decisions about Elected Officials personnel? Mr. Sanford said I am not sure I follow your question. Chair Getto said it is a con for us three, because we do not know your actual department needs. It is not a con for Mr. Spross or the board, and I think when it says board, it means the Board of County Commissioners, and so, if we stick with the current Hiring Delay and Attrition Policy, it is a con for us because we do not know the actual department's needs. You are correct, whether it is that you are advocating or arguing with Mr. Spross about your department needs, and that should be relayed to us, and that is a conversation we could have. Mr. Mallory said regular Department Heads do not have an appeal to you, because Mr. Spross is their boss, is that correct? Mr. Sanford said correct. Mr. Mallory said that is something that is different within the structure.

Comptroller Wideman said I just want to put some general knowledge out for the board. Over the last ten years, we went from 197 to 258 employees. That is a sixty-one employee increase, which is a 30% increase in employees in the last ten years. Population within the county over the last ten years, according to the Governor's Census, has gone up 15%.

Mr. Spross said I just want to piggy-back on what Ms. Wideman said, and I do not want to say that it is misleading, but we have added Central Nevada Health District, to which Ms. Wideman said I took that out of there. Chair Getto said you still have all the other COVID positions that were acquired during that time, as well.

Mr. Mills said I want to thank Mr. Sanford for an excellent presentation, outlining all these pros and cons. One of the things that you all are in charge of, that is outside of everyone's control is, the PERS, which has gone up 10% over the last ten years. I get where Mr. Sanford is coming from, and he has highlighted these pros and cons. I will indicate that we did just find without the Hiring Delay Attrition Policy, for a very long time. As you will recall from the Departmental Tours, HR told you that the absolute bare minimum for hiring, for them to get someone on board, is a minimum of ninety days. The county is going to get savings, no matter what according to HR's handout, there will be a ninety-day savings, even if you scrap this policy. That is food for thought there, because we did not always have that, it was a product of the great financial crisis. I think you have a lot of options to deal with, you do not have to do a wholesale rewrite of everything, it could just be tweaking that one policy, going back to what

we had before, where you are still getting those ninety days of savings for the county. That is just a natural savings when you have that.

Commissioner Hyde said that one of my big concerns is the hiring delay. We wait ninety days, and then you want another ninety days, then you have a meeting. First of all, you wait ninety days, you have a hearing to see if it is going to move forward, that is an unknown amount of time, say it is a couple weeks. Then you have ninety days that takes HR, and when they decide they need someone, now we are six, eight, nine months out, possibly, before you can recruit anyone. That was a concern, that we have missed out on some applicants in that amount of time. We all know that it is not easy to recruit for a lot of these positions, and I would say it is hard to recruit for any position at this point. I think we have set ourselves back by doing this. Chair Getto said by doing this, and going back to the 1996 policy, or just this recent policy with the cost savings? Commissioner Hyde said the recent policy. I am not saying there is not a cost savings, but at what cost. Chair Getto said I was included on that with the prior commissioners as well. We put a number associated on what we wanted to save per year, off of delaying positions. I would agree with that, I think that damaged us more than it benefitted us, and that is why we are having this meeting now, to look at what we need to do.

Commissioner Blakey said I would just like to comment that I agree with the comments made by the other commissioners. I look at this as, when we are in a supervisory role, you are qualified to make certain decisions. If we were to give the Elected Officials some lead-way, and County Manager Spross has lead-way, and someone leaves their department, they have to make that decision on whether or not they need someone. Do they need them forever, can they convince people and show them that, that position is needed. That takes away where we sort of have to find the money to fund that person, because we have proven that they are needed. When we do the ninety days, or whatever, I do not personally think that is necessary, because if someone leaves, and it is in their budget, I feel that County Manager Spross, if he needs someone, he needs to get it hired. If an Elected Official needs someone, get them hired. Come next year, things are backwards, that is why you are in a supervisory position, and if you do not have enough money, you have to figure out how to make this work. If the only option is to remove an employee, that is why we hired you, or why you were elected, to make those decisions. They are not fun decisions, but those are decisions that have to be made. I make them every day in business. Everyone makes them every day in business; that is just business. We have to sort of look at this from a business angle. We cannot run behind, and we cannot have too much, and I think as we do our Department Tours, just the little bit of information we get there, it is sort of obvious, the amount of workload, when you see what is going on in those departments. Even in daily operations, when we are visiting with someone, we see what is going on, so we can determine whether they are really working, or do they have too many people. A simple policy, I think, is better. I think giving Mr. Spross the lead-way to lead his appointed staff as he sees fit, because that is his position, similar as to the Elected Officials. It would be your question to answer if you did it wrong.

Mr. Mallory said I do not think any of us, and I am just speaking for myself, and the other people can tell me I am wrong, but I think most of us can live with an absolute ninety days. If you say, from the time that person is gone, you cannot have another person in that position for

ninety days. That is the way it was originally written, and you can do that. You can do the recruiting in the meanwhile, they just cannot go on the books and start taking money, until that ninety day was up. That would still be a savings for the county, and that is still be an evaluation time for the departments, but it would not be a forever war by saying, well, it has been one hundred twenty days, it has been three hundred sixty days, and we still have not gotten through the recruitment process. If we are able to start recruiting from the time they left, and not fill it for the mandatory ninety day period, then I think, and my department especially, can live with that. That is something that is knowable and something we can work with. Part of the open ended process that we have now, as Mr. Sanford described, it takes them ninety days to process someone after they get the candidate, then it takes our office ninety days to get proper candidates lined up and make a decision about it, so now you are looking at half of a year. That is not why the original policy was written, but I think we do realize that we need to make some savings, we need to be budget conscious, that is absolute and a given. I know most of you are in business and you deal with that everyday, but the proper role for all of us as Elected Officials is to look at it like a business, and say we are running the people's business, and we do not need to squander any money. Maybe this ninety days is a good idea, but have it as an absolute, and say at the end of ninety days from the date of the vacancy, that can be filled, and not have to go through all of this, and what creates a certain amount of friction between personalities, which should not exist, but everyone knows what the timelines are, and if Mr. Spross thinks that one of the departments he is running does not need that person, he can talk about that. It is our job as Elected Officials to make those same kinds of decisions, as you pointed out, if we do not need to fill a position, because the situation has changed, and we should not be hiring just to be hiring. We all know that.

Mr. Mills said as Mr. Mallory said, our office can live with that, because it is ninety days from when they leave; you advertise for thirty, you evaluate, get people in for interviews, and by the time they decide something and maybe you have to go to the commissioners for an advanced step, and then they have to give their two weeks, we are at ninety days no matter what. I would just say, if you guys are thinking of a policy, sometimes there are some mission critical pieces of the puzzle here in the county, and I would say like, your Planners, are one of those mission critical people. If someone is going to be leaving in six months, we should be hiring today, and get that person on board before that person leaves. There are some mission critical pieces there that you need to carve out, and some exceptions for any kind of policy, when you have very small departments, and losing just one of them is a really big deal. I would suggest if you were going to do that hard ninety days, that there be some flexibility built in, because as we look around the county, and I cannot speak for everyone, but I know, at least at the Planning Department, that really hurts. It has an effect countywide, it has an effect on businesses, and growth, and all sorts of things that are really important, so we need to have some exceptions.

Mr. Sanford said it sounds to me like, from what I have heard from the Commission, there is an intent or desire to just scrap the Hiring Delay Policy altogether, and so, if that is the intention, maybe we can move on toward some of the further discussion about how you would want to see some of the other stuff moving forward. If I did not hear that correctly, let me know, but I thought that is what I heard.

Assessor Felton said as long as I have worked here, I have been in the county over seventeen years, it has always been an uphill battle to get the county to invest in our technology, in our infrastructure, in our computers, we fight with this on a regular basis. In my opinion, from a business standpoint, and in my experience, you have to invest in technology if you want to find the efficiencies. I would just like to see the county encourage more growth in technology; what other programs or applications are available in each of the departments, because everyone does something different, what is out there that could make your department more efficient. In the long run, then you will see the savings there, and be able to address your employment issue, because you have already put things in place to do the work. You cannot just cut everyone off and expect the existing people to do the work, because sometimes that does not happen. Commissioner Hyde said I will say that is why I like the model that some of the bigger counties do. If you need technology, and we had an increase of 4% in revenue this year, you will spend the money in your department how you see fit. You are going to want to run it as efficiently as possible, and then it is up to you. Ms. Felton said that is why the Assessor's lobbied for a technology fund, and then that way we have that fund that we can help fund our offices, and like I said, my office has had the same amount of people for twenty years, even though we have seen a growth in our workload.

Commissioner Hyde said Ms. Wideman said correct me if I am wrong, we can have a 10% rainy day fund, and Ms. Wideman we have up to 10%, but it has not been funded in the last five years. It has actually gone down when we did the flood. Commissioner Hyde said so, when I look at that, and revenue went up 4%, you may not get the full 4%, we need to fund the rainy-day fund up to the 10%, so there is a lot to flush out there, but I think it is a model that might work well. Mr. Spross said I agree, but funding a rainy day fund means that every department that has a rainy day fund needs to be able to, and when I say rainy day fund, it is those "we think this might happen, so we have to put some money if there for that", we would have to be able to recognize that, take that, and put that in a rainy day fund, so if that happened, it would not be coming out of the department, it would be coming out of the rainy day fund. I think that would help fund that. Ms. Felton said let's say I wanted to add a module to my application, which in the future I do have one that we could add that would be a huge timesaver, those things if you had that money set aside, then you could actually move it over and add it to my software contract and be able to budget for it that way. Mr. Spross said, this is just me talking, but something that you know you want to buy, would still have to be a Capital Outlay. These are more the "we are putting some money away in case we have a jury trial" or "we are putting some money away for Yucca Mountain" or whatever it may be, those would all kind of go away from the department and go into a rainy-day fund.

Chair Getto said this is about the Hiring and Attrition Delay Policy, this is more budgetary stuff, so let's get this back on track to the actual policy at hand. We hear you, but it is not on the Agenda and we do not want to get in trouble for that.

Commissioner Blakey said regarding Mr. Mallory's comment about the ninety days, and you are okay in your department. There are departments that ninety days is detrimental... Mr. Mallory said we could live with ninety days, to which Commissioner Blakey said someone else might not be able to. How I look at it as, I assume that you are a good supervisor and you are

going to be prepared to make that decision the moment someone gives you notice, and you already know how many people you have to have. You are consistently evaluating how many people you have, so I do not like ninety days, because I think it impedes your department to get your work done. Commissioner Hyde said I think there are situations that can come before the board before the ninety days, I mean, our hands cannot be tied to where we cannot hire an attorney because it has not been ninety days, because that attorney is going to go away. I think in situations, we still need to have some latitude here.

Chair Getto said I agree with you that we need some latitude, and I think that is kind of how the old policy worked, it is that it is those higher priority ones that did not really follow that ninety days, it was the lower priority positions that were targeted. To go back to your question that you are getting inclination that we want to scrap the ninety days. I do want to call the elephant out in the room over in the corner, and that is the compensation study, and what that is going to look like, and we do not want to go too much into it, because again, different subject, different Agenda item, but if that compensation study comes back and it goes up 10% or falls 10%. This is a tool for us to use as a cost saving measure, and sure it has its flaws and we can tweak it how we want, but this is a tool. While I would love to turn that responsibility over to Department Heads to hire and give them a budget to do what they want with, I like that idea, I do not know if this is the year we want to pursue that just with the elephant in the room looming over us. Just something to keep in mind. I would love to turn that power over to you guys, and basically we tell you that you have a 2% increase, do what you want with that and figure it out, that is a lot of weight off of my shoulders, that would be fine with me. I am fine doing that job right now, but just something to keep in mind is the compensation study, and is this the right year to tackle something that we have never tried, have never looked, do not know what is really going to come out of it.

Commissioner Blakey said I respect those comments, and I do not know that moving forward to a different position is too detrimental because, if we do not have the money, we do not have the money, and they cannot do anything anyway, but the policy is in place. If we keep waiting, we will be in the situation that we are in with, let's just say, some of our Capital Improvement Projects; we keep waiting. I am ready to make a difference. Chair Getto said again, I am all for that, and I am looking at you guys kind of, because, if we move this route where you guys take on that responsibility, and it comes back that the compensation study is "X" amount and we have to cut 5%, that responsibility is back on you guys [Elected Officials]. In years previous, you have kind of been able to point the finger, not that you have, but you could have pointed the finger, and said this is what the County Commissioners did and said. Now that will fall on your shoulders.

Commissioner Blakey said Mr. Sanford, you seemed like you wanted to talk about something newer? Mr. Sanford said I was just going to say, obviously, because personnel is such a huge portion of our cost, that is why I think this budget piece is coming up. It is an intertwined piece, which is, how we choose to handle personnel, is more than half of the budget. I do think that what you are talking about is relevant to how you want to move forward with hiring, and how you want to consider hiring in the future, specifically as it relates to whether that is going to be held as it currently is, with the County Commission where, essentially, when something comes

up, we come to you, like we have been for the last couple of months. I am sure you have seen all of those Agenda Items, either for Advanced Steps or for hiring positions that either are not vacant yet or are at a higher than entry level position. That is currently how things are done, and that makes for more Agenda Items, it does add delay to the process, but it does continue to give this board its flexibility. There is an ability to say, we have considered some of this, and I would like to hear more about the compensation study before you make a decision. We can have additional workshops, or whatever the board wants to do in considering whether it wants to start moving forward this year. Like I said, today is not a decision on what you want to do for sure, some of it is just guidance as to whether it is of interest at all, so that we can bring it to you and say, this is what it would look like, do you want to make this decision. It is a lot of work to put together a plan, and not an insurmountable amount of work, it is something we would do, I just want to ensure that before I do that much work, that it is something that the board is at least entertaining. It would be unfortunate to do all of that, and then have the board, Elected Officials, and the departments say, I do not want that responsibility, I do not want to do that, and I prefer it the way it is. Commissioner Hyde said just looking at the policy C1, when you go through there, to me, that should all be done immediately after an employee leaves, all of those steps. Then you can go right into the ninety days; we have them meet with the board, or the commission, and say we have already done this, we need this person, we have already gone through all these steps, and it meets the criteria. It seems to me that should be ahead of the ninety day wait. Mr. Sanford said potentially; to clarify a misunderstanding, the ninety-day delay is not from the date that the Position Review Board would meet. It would be ninety days from the vacancy, so sometime within those ninety days, there would be that meeting, but the delay does not get tacked on.

Recorder Hessey said, with all due respect, I think that this is why Mr. Mallory continues to say there is a difference between Elected Officials and Department Heads, because if I lose an employee, why am I going to go to the County Manager and explain why I need an employee and have to justify an employee? I am the one that is elected, I am the one that has to go out and explain my fiscal responsibility to the community. If he does not even know what I do in my office, how is he going to tell me whether or not that position is important. Mr. Spross said you are not coming to me; you are coming to the Position Review Board. Ms. Hessey said which is the County Manager, the Comptroller, and the District Attorney. Mr. Spross said and the HR Director.

Commissioner Blakey said I would like to give the direction to explore something new. I am not a fan on this Attrition Policy; I have not been a fan of this policy from day one. I think it impedes our future, and it impedes our workability amongst everyone. I would like to see if we can come together and have some kind of direction for, if it is Mr. Sanford that is going to be putting it together, some kind of policy that puts it in the hands of the Elected Officials and County Manager Spross, that set parameters when someone leaves. We can identify certain parameters that they can operate within, and then if they want to operate outside of those parameters, that is when they come and get on the Agenda, and then we have a discussion of why they are there, and do we think it is a good or bad idea. Personally, I want to move that direction. Chair Getto said I agree with you, just the thing that is always in my head is the compensation study and what that is going to look like, and how much that is going to change

things for us. Again, we do not know if it is going to be beneficial or what that is going to look like budget-wise. I definitely want to pursue something new, I am totally behind that, again, it is just a lot of unknowns right now in this current spot. Commissioner Blakey said if we move this forward and did a new policy as we sort of mentioned, and then we have to make some tough decisions, that is when we as a board can interject and say, we have this policy but we control the budget. We can stop and do a 5% reduction, if everyone wants the compensation study to be implemented, then we to a 5% reduction across personnel. That is simple, it is easy, and I do not find that to be detrimental until we get this rolling with the compensation study. I feel putting this off another year, putting it off another six months, is detrimental and we are impeding the future. Commissioner Hyde said as it has been mentioned before, we have the authority to do a complete hiring freeze at that point. Chair Getto said that is true, but I do not want it to get there, but I understand what you are saying. Commissioner Hyde said then that leaves it up to the commission.

Chair Getto said the consensus from us is that we will scrap the Attrition Policy and move toward a policy where we give departments "X" amount of dollars per year, and what they do with it for hiring is up to them. Commissioner Blakey said I would like to see some parameters, that way from day one, they know how they can operate. That could change their thinking a lot, like you mentioned before, I have three senior guys and two of them left, so do I need to hire two seniors. Maybe if they are giving me all this lead-way, maybe I want to train these guys the way I want them trained, so I might do entry level positions, or I may do junior level, so I can get them trained. If someone comes in at a senior all the time, you are not going to tell them how to change and they are not going to change much. That is something to consider, that, they are shooting themselves in the foot if they get too big. Commissioner Hyde said I think that this might take care of that. I think what we need to do here is, I like the ninety days, it takes ninety days to get someone. We have a lot more to discuss about the other piece of that, about here is your "X" amount of dollars. Today, I think we can go back to the ninety days. You can recruit in those ninety days, but we do not hire until the ninety days. Unless, there are extenuating circumstances where it has to be before then, and then that would come before the commission and we say okay. Chair Getto said I can get behind that, yes. Mr. Sanford said it could come in front of the commission, but honestly, I think it takes us about seventy-five days was on a short posting, just for posting the position, getting it live, scheduling interviews and all of that. It takes sixty to seventy-five days, and so, if you say ninety days, it is actually helpful to HR in the sense that I can build a timeframe that says, this is how things are going to happen, that gets you a person on day ninety, with a little flexibility, but that would be great to me. It is probably not going to be much of a difference from it, obviously, there are positions that we need right away, we can tighten those timelines, maybe to forty-five to sixty days with a short posting. I hear it as well, that it could come to the commission, but the reality of it is, most of that will just be on difficulty procedurally, and not lack of desire. Commissioner Hyde said that is fine because, when I look around room, we have to have a certain level of trust amongst each other. When I look at the HR Department, Mr. Spross and the Elected Officials, there has to be an element of trust. I do not know what your department does. I do not know what it takes to get done. I cannot know everything about every department, that is why you are elected, that is why we appointed you, and that is why you are sitting in the seats you are sitting in. We have got to get that level of trust and go forward. Chair Getto said for sake of clarification, are you saying

that you want to move back to the ninety day policy, and you do not want to go down the avenue of... Commissioner Hyde said what I am saying is, if they need to hire someone and they cannot wait to get it before the commission, we need to trust these people to hire.

Commissioner Blakey said if it is typical for it to take seventy-five days to hire someone, to get them in the seat, then this ninety-day thing is wasting paper. Trying to write down that it needs to be ninety days, if it is already taking seventy-five days to hire someone. I just think we need to move forward, and we can restrict it by action of this board. We can call a special meeting and take action. I am not trying to throw my gavel down and have power, I am just saying it is that simple. We will have Mr. Sanford draw up a new policy that gives them the parameters to work within that, and that helps County Manager Spross, that helps the Elected Officials, everyone knows it, and it is less time on everyone else's part. The ninety-day thing, I think it is unnecessary to put in there because it takes seventy-five days to get someone. Commissioner Hyde said they are not waiting ninety days, that is just what it takes to recruit and finish the process of hiring, so it is ninety days anyways. Chair Getto said that just gives Mr. Sanford the parameter to build a timeline, so it does not have to be in there, but it at least gives Mr. Sanford a timeline of how long each process takes, and it is set in policy. Commissioner Hyde said these guys will work together with the Department Heads and say hey, I got someone in thirty days, that is a decision that they make. Commissioner Blakey said that is where I am confused.

Commissioner Hyde said if it is a needed position immediately, we have to trust people to make that decision, but if it isn't, they all want to be efficient. Commissioner Blakey said help me understand, because I am not understanding what you are saying. If you say they cannot hire that person for ninety days, and we give them parameters to do certain things, but they need someone in thirty days, you just said that they can hire them. If we told them ninety days, wouldn't they have to come before the board to say we need to hire someone in thirty days?

Commissioner Hyde said we can write the policy any way we want to write the policy. Mr. Mallory said I am just speaking for myself, but I really do not think the ninety days, if it were a hard ninety days, would be that difficult. If there is someone that is special like that, we can come before the board, and the board can decide whether to make an exception. Commissioner Hyde said that is fine, unless you need to hire them right now. Mr. Mallory said but right now we would know that we can fill that position within those ninety days, and if it needs to be less, we can come before the board, and it would be a team effort to decide if it's appropriate.

Commissioner Blakey said I understand that, but I guess I am still not understanding. If we said ninety days limit, that means you cannot give them employment for ninety days, but if you need them in thirty days, what is the mechanism to get them in thirty days? Chair Getto said the question at hand, for this board, say they need a person in thirty days; do we want to give them the power to say yes, I need that person, and hire that person? Or do we want them to come in front of us at one of our meetings and say I need this person, and basically, we would take over, in my opinion, the position of the Position Review Board. Commissioner Blakey said which, I am fine with, but if we give them parameters to determine if someone is needed in thirty days, then ninety days is irrelevant. If they really want to hire someone, they can make the case for thirty days and just hire them, and then we would be caught in the middle, per se. If we give them a ninety-day policy, and it takes seventy-five days to hire someone, that is not a big deal to me. If they want to hire someone in less than thirty days, then we would have to put in there that they would have to come before us. Commissioner Hyde and Chair Getto said I am fine

with that. Commissioner Blakey said I am okay with them as we have previously discussed, too.

Mr. Spross said would they have to come in front of this board to start the recruitment process, or can they start the recruitment process and then come to the board and say, I was going for ninety days, I found a perfect person, he can be here in sixty days, and I am asking you guys to let me hire them in sixty days instead of the ninety? So, the recruitment process starts immediately upon vacancy? Commissioner Hyde said that's perfect.

Ms. Felton said my confusion is, the recruitment process is typically like a posting, so there is a timeline. If you have someone already ready to fill the position, that is not really through the recruitment process, that is like if you have someone in the office that move up, etc. I guess I am confused, so then those are the situations that come before the board and then they usually want to start someone at a higher level, so are we talking about posting? Those situations exist all the time, whether you have someone that needs to move up... Commissioner Hyde said that is a promotion, and Ms. Felton said, that is what I am saying, you have someone to fill that position. If you have someone to fill that position when someone leaves, that means you already have someone in mind, and that is not through the recruitment process. Commissioner Hyde said then you would start the recruitment process for the person that you moved. Mr. Sanford said for clarity, my expectation for the policy and as it currently is in the Attrition Policy, an internal promotion would be allowed within the department at any time, and then the position that is being backfilled would have the delay. Which I think makes sense, if you have a person that is going to fill the position, then you fill the position with that person, and then we only do the ninety days on the person you are recruiting for. I do not think the intention of the board, or anyone, is to create a ninety-day delay on a promotion, so that is how I would craft it. Some of this is going to have to be changed, and so, I will look over the Minutes and make sure I understand what we are doing. If you were to say ninety days, I would expect that to be ninety days from an open recruitment position. Ms. Felton said so, any policy you have that is left for determination, leaves question because it might not always be handled in the same manner. Mr. Spross said don't we have an internal posting process for promotions as well? Mr. Sanford said we do, so any position, even if it is going to be an internal promotion position, still has to be posted for all people within that to apply. It will not be instantaneous, and we cannot just pick someone and say you're it. It does have a procedure; it just typically takes less than the ninety days. It takes less time because the positions are usually posted for seven days versus thirty days. Commissioner Blakey asked Mr. Spross, how would you prefer to hire someone? Mr. Spross said as far as how I posed it, I think if you are going to say, you can fill the position in ninety days, someone should be able to recruit immediately upon the vacancy of that position. If it so happens that that position can be filled before the ninety days, because of a certain condition, such as an employee quitting immediately, then they could come to the board and say, I posted, this person can be here before the ninety days, I am asking you to allow me to hire that person before the ninety days is over. Chair Getto said personally, that is exactly where I want to be. Commissioner Blakey said then it goes back to letting them do whatever they want to do, and it has nothing to do with the ninety days. Mr. Spross said you can say, I am sorry, you cannot hire that person, and say it is thirty days before the ninety days is over, and that person is going to have to wait. Now, I would argue that, but you still have that control to be able to say that.

Chair Getto said I need thoughts and opinions. Ms. Hessey said our general consensus is that this policy has run its course. Putting another ninety days or even making a policy where you are saying ninety days again, it defeats the whole purpose. As Mr. Spross just said, if he has someone in sixty, now he has to come to the board and get your approval so that he can hire someone, because it did not meet the ninety days. If he has someone, you are going to trust him and you are going to say yes, so why are putting it back on the Agenda? It goes back to the trust thing. Trust the people you have in these positions to do the job that you have put them in the position to do. Commissioner Hyde said I agree, and who is really responsible for the budget, it is us, and who gets all the BS, it is us. There needs to be a little bit, and I agree, then I go back to trust, but if you can wait ninety days, we need to wait ninety days in budget times when it is bad. Ms. Felton said but like we are saying, it usually takes at least ninety days to hire.

Mr. Mills said I can see Commissioner Blakey's point, of why have a rule when the fact of reality is going to put you out at ninety days, or there about, so why have the rule if reality is going to provide that in all likelihood, we are not going to get there in seventy five or ninety days. I can understand that, and I think that is the point he is trying to make, is why have a rule if it is not needed, when reality is just going to set in, nine times out of ten. Occasionally, you are going to have someone that you found that you can get in there, but most times, that is not the case.

Commissioner Hyde said I can agree with that, but somewhere in history, there is a reason this was made. I was not here, but somewhere along the lines there was some reason. Commissioner Blakey said it was 2007 when the world collapsed. Commissioner Hyde said then it was revised in 2024. Chair Getto said because we went through another budget crisis. Commissioner Blakey said we are in charge of the budget, and we are responsible for the budget. We can prove to the Elected Officials and County Manager Spross that we have no money. This is the money we have, and you need to take appropriate action. It is that simple, and we have done our job. Then it is up to them to determine if they are cutting Service and Supplies, or if they are cutting personnel. Mr. Spross said but you have already approved the budget at the budgeting process, and if there is a vacancy, there is an assumption that there is going to be some savings. I understand why you would want someone to come back to the board if it is pre-ninety days, so that you can make that decision, but if the budget has been set, and someone vacates that position, whether it is thirty, sixty, or ninety days, there is a presumption of some savings anyway, and so, that Department Head or Elected Official is not going to go over their budget because they know they cannot do that, but they are still operating within their budget, so they can say, I am going to hire this person at sixty days, because they have already saved sixty days' worth of money. Now, where it gets a little prickly, is if there is an Advanced Step Placement because I have saved some money for two months, and how that impacts next year's budget. I think that is a solid reason for the board to be involved in that kind of a decision, so that you are forward thinking into subsequent budget years for things like that. Commissioner Blakey said but keeping in mind, if we set hiring parameters, that sort of solves most of that problem, because if they want to do something that could expand their budget, or burden their budget in the future, that is when they get on the Agenda to let us know what they want to do, and show that proof.

Mr. Sanford said again, obviously, this has not all been worked out in terms of what those parameters would be, and how that would mesh in the future. I think everyone has put their thoughts on it. I am going to recap briefly what I think I am hearing and then we can sort of go from there, in terms of making a decision at a future meeting, when maybe some of those things are flushed out. Regarding the Hiring Delay and Attrition Policy, what I am hearing is: we prefer to have no pre-recruitment delay. That there should be a preference toward having ninety days between when the person vacates and the new position starts, and that you would like to have that be ninety day standard, and if there is going to be a deviation from the ninety days, that there is some method to waive that, whether that is to come directly to the board, whether it is to go to County Manager Spross, whether it is to do something different. Currently, the preference is to go to the board, so that is how I would draft that. As it relates to Advanced Steps on initial placements as well as promotion, I think the desire is to have some sort of parameters that say, this is what we do approve, this is what we do not approve, and then obviously, if you want to deviate from that, you are going to need to come in front of the commission. Probably, a piece on that would be related to anything that would have impacts on future budgets over the current, would probably need some type of board action. Let's say you are replacing a person who is Step 5, and you say my parameters let me hire the new person at Step 3, then you are within it. If you had someone leave at Step 1, and you want to replace them with a Step 4, even if that is within parameters, and maybe that needs to come to the board. I think that is all the pieces I have. The only thing maybe that hasn't really been touched on is, relating to filling vacancies at higher than entry level position. Currently, the default policy is, when someone in your department leaves, you fill that position at the entry level. So, if a Legal Secretary leaves, we hire a Legal Secretary Trainee. If a Senior District Attorney leaves, we hire a District Attorney 1. If an HR Generalist leaves, an HR Specialist is hired. Is that something that the board would like to keep in place or affirm, or would you rather change that to more of a discretionary thing, like we have talked, where that is part of more of the budget to say, you have to manage your own? What is the board's pleasure there? Commissioner Hyde said I think before we can go to "you have to manage your own", we have to go to that model, so I do not think we can get there today. Mr. Sanford said I am just curious if that is a model that you want. If we move to that model, would that be something you would want to see in that plan? Commissioner Hyde said yes, they have a budget, and Commissioner Blakey said it would fall into those parameters.

Commissioner Blakey said I would like to hear from Mr. Spross and the Elected Officials, if we presented each Department Head with the parameters, is that a good idea, or a bad idea? That way you can go up to a certain level before you have to even come before us. Mr. Spross said I am going to do whatever the board decides to do. It sounds to me like we are taking a combination of two different things to try to make it work. You are saying the Department Heads, and the Elected Officials have the discretion to do what they need to do, but, there are also parameters set for them to have to operate that way. To me, it is almost one or the other. Everyone that is in this room is trustworthy, and that is why they are here. I was going to say this earlier, but I think the policy was put into place, that initial ninety days, was for somebody to evaluate that position to see if it could be combined, or eliminated, or technology. Everyone in this room that runs a department is doing that every single day through their course of

operations to see what jobs are being done, how they are being done, where there is an inefficiency, and things like that. I think eliminating that is long overdue, and again, I see it both ways. I think the Department Heads can make that decision for the current budget year, but they have to keep in mind what is going to happen in subsequent years. If you decide you are going to hire someone at a Step 5, because I have saved ninety days' worth of money, that is great, this year's budget works great. Then the subsequent year, when there is only a marginal increase in revenue, how do you deal with that? Now, you have made your bed, and now you have to decide if you are cutting Services and Supplies, or are you going to furlough someone, or make a full-time position part-time. I think that is all part of that process as you go through determining what you need for your personnel. That is how I would handle it; if I am going to make my bed, I am going to live with it, as difficult as it may be in subsequent budget years, that is the decision that I made. Is it uncomfortable, absolutely, but we are all in this room because we are paid to do uncomfortable things. That is my opinion.

Ms. Wideman said I just want to add, from a structural perspective, the Statue has the policy about hiring in Step 1, and from a payroll standpoint, we need documentation. So, if it turns into this, well I think I should do it at a Step 5, there is no documentation. When we get documents and we need to present them to the auditor of proof as to why we are paying these people, there needs to be documentation, and it needs to follow policy. Commissioner Blakey said that is just another check box that we have in place to hold them accountable. If a person is not qualified to be a Step 5, then they have to show that. That would be a red flag where you can say, we have a problem here. Ms. Wideman said as long as there is documentation, and then the Statute has to be changed because it is in Title 3 right now that way. Mr. Spross asked who does the documentation have to come from? Is the documentation from the board, or is it documentation from Elected Officials, or from a Department Head? Ms. Wideman said at this point in time, we get documentation for the advanced steps that come from the board approving it, because it is not in Statute. Or if someone gets more than 5%, we get documentation from the board for those. Hiring comes from an Employee Action Notice, and what should be a Step 1, if it is replacing a Step. If not, we need documentation for the payroll files which are audited. Commissioner Blakey said, so, we would be doing what we have already been doing.

Commissioner Hyde said I think a lot of this, if we go to a different model, there is a lot to flush out. We can do something today for now, but that might change. Mr. Sanford said I will defer to Mr. Carner in terms of the Agenda, but I believe that the full budget piece is not necessarily in it, but to the extent that it relates to how you want to consider hiring processes in the future. If you would like to see an option that relates to a different budget process, as it relates to the hiring piece, then you could make that recommendation, and we can bring it to you.

Commissioner Hyde said I would like to see that. Ms. Felton said I would just like to say, I think it will be interesting to see once we have the compensation study, will these advanced steps really be necessary, because I think that is why it has been ramped up recently. It would be interesting to see afterwards if that kind of helps with those advanced steps; do we need to do that once we get our wages where they are supposed to be. Chair Getto said from when Mr. Sanford said that the first time, it is really a non-factor right now, because we might do the compensation study and it readjusts everything, where that Step 1, Grade 1 is actually right on par, so now you are taken care of. Mr. Mills said this last year, I think, is the first time I have

ever had to go in front of the Commissioners and ask for an Advanced Step Placement, since 2012. It is because we are out of step, it is the only reason we are there. Otherwise, I think we would not have this issue, and honestly, historically, we have not had an issue with the whole policy of asking for extra steps. Commissioner Hyde said I always trust they deserve it, but can we pay for it. Typically, we have been able to, up until this point.

Commissioner Blakey said I want to hear from these three Elected Officials what Mr. Sanford talked about, that type of constraints and policy, is that satisfactory, or not? Ms. Felton said we are all used to working within a parameter, it's called a budget. So, that is what we usually work in, and I do not think any of us have actually asked for an advanced step for someone. We have a process of steps in my office, and that is what we follow, so I have no problem with that. Commissioner Blakey said I am asking your opinion on how Mr. Sanford thinks he may shape the hiring policy, to where the constraints that we may put on each department. Ms. Felton said as far as making our own decisions? Commissioner Blakey said yes, when we rehire. Ms. Felton said I have no problem making my own decisions and being accountable for them. Chair Getto said so there is no confusion here, it would be a preference for a ninety day vacancy, from when that person leaves still, you could appeal to the Board of County Commissioners if you wanted it sooner than that, an Advance Step Placement is possible with parameters, but again, that might be taken care of with the compensation study. There are a lot of unknowns because of the compensation study. If you can fall outside of those parameters, then you come to the board. Commissioner Blakey said when Mr. Sanford said if you are going to hire someone, and they have one to three years' experience, you can do this, or that, without doing anything. It takes seventy-five days to hire someone, so ninety days is irrelevant. That is what we are asking; we do not want to ask him to go spend a bunch of time and then come back and then the Elected Officials disagree, we need your voice, too. As Mr. Spross said, he can make it work, and ninety days has come and gone. Mr. Spross said the ninety day wait to recruit, as far as I am concerned, is no longer. Sure, it is nice to save money, but in the time that we are in right now, we are facing challenges hiring people, and adding more time to that, is certainly not helping that. To me, I think it has served its purpose, the Board of County Commissioners retains ultimate control to say, we are not hiring anymore people, that's it. With that in place, I think that is a big enough backstop to be able to say, you guys handle your hiring within your budget, keeping next year and the year after that in mind, and if we see that things are spiraling out of control in terms of revenue coming in, or expenses going up, this is what we are going to do. You are running a business, is how I see that. To answer your question, I have no problem coming to the board if I need to hire someone before the ninety days.

Clerk/Treasurer Rothery said I think we should just do away with the policy, because now we are doing it as, and using my office as an example, if it is a vacated position, we just go through the process of contacting HR and say, I need to get this advertised. That is basically the process, and it is going to take however long. I stay within my budget because that is what I do. If something happens to where I am going to go outside of my budget, or I need something different from my budget, then I will bring it to the board, and that is how we would normally do it. That is how I am viewing this. Mr. Spross said we have seen this happen in Ms. Rothery's office before, and you do not want to tie someone's hands. If you have a vacant position, and you have two really good candidates, and you hire one, and two weeks later, another person

leaves. You can contact this person and say we couldn't hire you for the first position, but there is a position available. You just do not want to tie someone's hands to be able to do something like that. Ms. Rothery said additionally, if you have staff in your office that is going to move up to that position, that whole process is like thirty days in itself, so our hands are tied, because we go by those timeframes with hiring, promoting, and working with HR, to get all of that out there so we can get positions filled.

Commissioner Hyde said we may not want to have any parameters around that. Abolish it; trust these guys to do what is best within their budget and get rid of it. Chair Getto said that is fine by me. If you guys want it abolished, it's ninety days, done. Ms. Rothery and Ms. Felton said we are in agreement on that.

Mr. Sanford said my understanding from that would be, that we are going to let the timeframe that it just takes to do it resolve this issue. Chair Getto said be that ninety days, or seventy five days. Mr. Sanford said obviously, if there is a position that truly, absolutely needs it, they can come to us, and we can try to speed our process up, but there are limits. Commissioner Hyde asked Ms. Rothery how long it took to hire the last position. Some of this stuff may go past ninety days anyway, just to get people to apply. Ms. Rothery said it took a long time. At one point, it took one position, I think it took six months. It is hard, and as I was advertising for the first set, these are other scenarios, but I had both people that we were going to hire, backed out. Then we had to start that whole process over again, so it took a long time, and that was because of wage. I am hoping the compensation study, there again, it has been mentioned here by several people, but I think it will fix a lot of those issues going forward.

Mr. Spross said I think the sheer length of time it takes to hire someone really is creating this attrition policy, and duration with the policy. Some may hire in forty five days, some of the positions where you get a few more applicants, and some may take six months because it is an attorney that needs certain credentials, and you want to keep the recruitment open for a longer period of time, because you are going to law schools, and the bar association, and things like that. I think it just naturally going to develop into a period of time that is probably going to average out to ninety days anyway, when you look at that.

Chair Getto said okay, we are in agreeance on that, and I think that takes care of that. Mr. Sanford, is that enough guidance, and you know where to head with this? Mr. Sanford said yes. Commissioner Blakey said that it is just like, when someone is hiring someone, that is an interoffice communication between HR and them. If they needed you to speed it up, then that is between you guys. Mr. Sanford said right, and sometimes, the time it takes, is the time it takes. I cannot make them not give two weeks' notice, and things like that. I appreciate it, I think that will resolve a lot of frustration from folks who feel like we are trying to throw up roadblocks, when we do not.

Public Administrator Getto said this was very interesting, I have learned a lot today. It is frustrating though, and I know there is a whole lot of behind the scenes stuff that has to happen. From a general public member that is out and about a lot, the County Commissioners have hire Mr. Spross to run a specific business, and his business is Churchill County and all of his

departments. The general public has hired these people to run their business, so we have got these five businesses running. Then we have the Board of Commissioners who are in charge and have the power to oversee everything. I guess what I am saying is, I come from a point of view where all I know how to do is run a business, and these guys know that too. Let them run the business, get rid of the ninety-day thing, it has run its course, back from thirty years ago. Mr. Spross knows how to do it, if he has to fill something, fill it, because that is what you do in a business. If you make a mistake, you are going to have to live with that, and that he has created his own bed, so that was a good analogy. These folks have been here longer than the top five, which are the County Commissioners, the County Manager, and the Assistant County Manager. These folks have already proved that they have been running a business, and the general public has trusted them. Meanwhile, we have the County Commissioners, we have three smart guys there, and they know when to drop the hammer, and they are not afraid to drop it. To me, you guys have solved your problem today already, and I am glad I was here to witness this, but it was frustrating.

Commissioner Eric Blakey made a motion to abolish the existing Hiring Delay and Attrition Policy and to direct Assistant County Manager Sanford to create examples or possible ideas for a new maneuver for hiring moving forward. Commissioner Matt Hyde seconded the motion, which carried by unanimous vote.

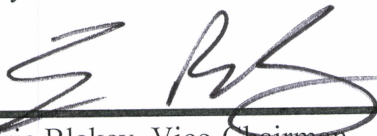
Public Comment:

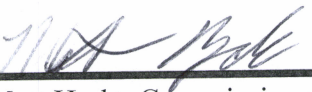
Chair Getto asked if there was any public comment, but there was none.

Adjournment:

The meeting was adjourned at 10:38 AM.

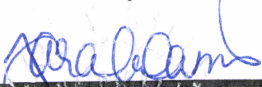
Approved: 
Myles Getto, Chairman

Approved: 
Eric Blakey, Vice-Chairman

Approved: 
Matt Hyde, Commissioner

ATTEST:

Linda Rothery, Clerk/Treasurer


Tara Adams, Deputy Clerk