

**MINUTES OF THE MEETING  
OF THE  
ASSEMBLY COMMITTEE ON GOVERNMENT AFFAIRS**

**Eighty-Second Session  
February 9, 2023**

The Committee on Government Affairs was called to order by Chair Selena Torres at 9:02 a.m. on Thursday, February 9, 2023, in Room 3143 of the Legislative Building, 401 South Carson Street, Carson City, Nevada. The meeting was videoconferenced to Room 4401 of the Grant Sawyer State Office Building, 555 East Washington Avenue, Las Vegas, Nevada. Copies of the minutes, including the Agenda [[Exhibit A](#)], the Attendance Roster [[Exhibit B](#)], and other substantive exhibits, are available and on file in the Research Library of the Legislative Counsel Bureau and on the Nevada Legislature's website at [www.leg.state.nv.us/App/NELIS/REL/82nd2023](http://www.leg.state.nv.us/App/NELIS/REL/82nd2023).

**COMMITTEE MEMBERS PRESENT:**

Assemblywoman Selena Torres, Chair  
Assemblywoman Bea Duran, Vice Chair  
Assemblyman Max Carter  
Assemblyman Rich DeLong  
Assemblyman Reuben D'Silva  
Assemblywoman Cecelia González  
Assemblyman Bert Gurr  
Assemblyman Brian Hibbetts  
Assemblyman Gregory Koenig  
Assemblyman Richard McArthur  
Assemblyman Duy Nguyen  
Assemblywoman Angie Taylor  
Assemblywoman Clara Thomas

**COMMITTEE MEMBERS ABSENT:**

None

**GUEST LEGISLATORS PRESENT:**

None



**STAFF MEMBERS PRESENT:**

Jennifer Ruedy, Committee Policy Analyst  
Asher Killian, Committee Counsel  
Judi Bishop, Committee Manager  
Diane Abbott, Committee Secretary  
Dylan Small, Committee Secretary  
Geigy Stringer, Committee Secretary  
Cheryl Williams, Committee Assistant

**OTHERS PRESENT:**

Joanna Jacob, Government Affairs Manager, Department of Administrative Services,  
Clark County  
Kevin Schiller, County Manager, Office of the County Manager, Clark County  
Jessica Colvin, Chief Financial Officer, Office of the County Manager, Clark County  
Amanda Osborne, County Manager, Elko County  
Matthew Tuma, Deputy Director, Department of Administration  
Mandee Bowsmith, Administrator, Division of Human Resource Management,  
Department of Administration

**Chair Torres:**

[Roll was taken. Committee rules and protocols were explained.] Our first presentation this morning is with Clark County and our presentation is with Kevin Schiller, Joanna Jacob, and Jessica Colvin.

**Joanna Jacob, Government Affairs Manager, Department of Administrative Services,  
Clark County:**

My name is Joanna Jacob, and I am Government Affairs Manager for Clark County. I am very happy to have some visitors from home with us today. To my right is our county manager, Kevin Schiller, and to his right is our Chief Financial Officer, Jessica Colvin. We are looking forward to telling you a little bit about Clark County [[Exhibit C](#)], so with that I will hand it over to Mr. Schiller.

**Kevin Schiller, County Manager, Office of the County Manager, Clark County:**

First off in our governance structure [page 2, [Exhibit C](#)], we work under seven County Commissioners: Chairman Jim Gibson, District G; Vice Chair Justin Jones, District F; Michael Naft, District A; Marilyn Kirkpatrick, District B; Ross Miller, District C; William McCurdy II, District D; and Tick Segerblom, District E, many of whom were in this building. You will be hearing from them throughout the session.

Clark County, in terms of our overview [page 3], is the twelfth-largest county in the nation and the most populous county in the state of Nevada. We account for 75 percent of the state's residents. Our geographic size is nearly 8,100 square miles, the size of New Jersey.

We provided services to over 2.3 million residents and 38.8 million visitors from the 2022 statistics. We employ over 9,300 full-time equivalents across 38 departments.

I wanted to highlight what the county is not because there tends to be confusion [page 4, [Exhibit C](#)]. We are not the library district, the school district, the stadium authority, regional flood control, regional transportation commission, the health district, regional housing authority, nor the Southern Nevada Water Authority.

Clark County is the largest government agency in the state of Nevada and provides both regional and municipal services [page 5]. As you know, our regional services are provided to visitors and all residents within Clark County. This includes those that live in the Cities of Boulder City, Henderson, Las Vegas, Mesquite, and North Las Vegas. Examples of Clark County services include the world's tenth-busiest airport, air quality compliance, social services, and the state's largest public hospital, University Medical Center. We tend to be the safety net across many of those human services. Our town services are provided to visitors and residents located in unincorporated Clark County. The services are like those provided by the cities, including fire protection, roads, parks, recreation, planning, and development.

A brief overview of our regional services provided across the county versus our municipal services includes the district court, the coroner, the airport, social services, public defenders, public guardians, and elections [page 6]. Those services are for over 2.3 million residents. We provide municipal services, which include the building department, business licenses, code enforcement, and public works to about 1 million residents. We do not draw lines between the municipalities and Clark County in terms of our regional services, so we are that safety net.

In our population, unincorporated Clark County has approximately 1 million, the City of Las Vegas has approximately 600,000, and Henderson 300,000 [page 7]. What I want to highlight on this slide is that if unincorporated Clark County were a city, it would be the largest city in the state. To highlight, the Resort Corridor, an international destination, is in unincorporated Clark County. Some people do not realize that the Las Vegas Strip is in unincorporated Clark County.

I want to turn it over to the Chief Financial Officer, Jessica Colvin, who is going to talk about revenues and expenditures. As all of you know, nothing happens without money.

**Jessica Colvin, Chief Financial Officer, Office of the County Manager, Clark County:**

We wanted to give you a breakdown of the general funds [page 9], our five major revenue sources. Our general fund is the fund that is discretionary in nature. It is unrestricted and it funds most of the county's functions. To give you a visual of the county's general fund revenues, you will see that intergovernmental or consolidated tax revenue is the county's largest source of revenue [page 10]. This is also the most volatile source of revenue. When there is a change in the economy or in tourism, consolidated tax or sales tax revenue will be impacted immediately. The county will experience those effects within 60 days, and it

requires very quick action to adjust expenses if revenues decline. This was the case during the pandemic.

You will see that property taxes are 35 percent, the second-largest source of revenue. Years ago, property taxes were the largest source; however, due to the property tax caps, that amount is more constrained. It is now the second-largest source of revenue, but much more of a stable source. Our general fund expenditures, as mentioned previously, have several different functions to fund [page 11, [Exhibit C](#)]. Close to 51 percent of the general fund budget is dedicated to public safety. When preparing the general fund budget each year we identify how much in operating revenues are sufficient to pay our contractual obligations. If there is growth in the revenue source, we come back to the Board of County Commissioners to determine how that additional revenue should be applied.

The biggest challenge that Clark County is experiencing is growing our positions in the workforce. We provided for you today a comparison of our population growth compared to our general fund full-time equivalents [page 12]. In fiscal year 2009, you can see that the population was 1.9 million, compared to 2.3 million today. There has been a population increase of almost 18 percent since 2009. Our general fund full-time equivalents have only increased our general fund employees by 0.1 percent. We are trying to leverage technology as much as possible, but we need people. We need positions to provide the services. When you compare the 18 percent increase in the population, that full-time equivalent to 1,000 residents has decreased 15 percent since 2009. Clark County is unique in that we have this large visitor volume. Over 38 million visitors visited Clark County in 2022. We are also providing services to those visitors and as you can see, visitor volume has increased 3.3 percent since 2009. Those full-time equivalent positions are not increasing so we have a decrease in that same statistic. We went to the Bureau of Labor Statistics, and the State of Nevada ranks forty-ninth in the number of full-time equivalent employees per 1,000 population. As Clark County is 73 percent of the population, that ranking very much applies.

With the increase in population and visitor volume, you will see how much that workload has increased during that time [page 13]. I will not review each one, but you can see that our Child Protective Services caseload has increased 80 percent. Social service calls have increased 18 percent.

**Kevin Schiller:**

As mentioned, we had 38.8 million visitors in 2022. Attractions to Las Vegas include the National Football League (NFL) draft in 2022, the NFL Pro Bowl, and Formula 1 in 2023 [page 14]. This past Tuesday, we had the Clark County Board of Commissioners take action on a 10-year commitment towards the Formula 1 Las Vegas Grand Prix in our vicinity. Upcoming events include the Super Bowl and the NCAA [National Collegiate Athletic Association] Men's Basketball Championship. I want to highlight that we serve both residents and visitors. Requirements of those visitors are the airport, family services, public works, social services, and our hospital [page 15]. Impacts around police and fire at any of these events are significant challenges in terms of how we provide that safety throughout the Resort Corridor in the region.

I want to talk about Clark County in relationship to the pandemic. Before we hit the pandemic, the issue of homelessness, the issue of housing, the issue of rents are all components that we had a deficit with. There are two things that occurred when the pandemic happened. I would emphasize that the pandemic from a human services perspective has not stopped. The continuity of services and basic needs remain. The pandemic did create some opportunity for us to look at how to do things differently. Some of the bureaucracy was removed and allowed us to be nimbler as we tried to deliver those services. Clark County received over \$900 million through federal recovery funds [page 17, [Exhibit C](#)]. The Coronavirus Aid, Relief, and Economic Security (CARES) Act, the Emergency Rental Assistance Program, and the American Rescue Plan Act were all pieces tied to what we had to deliver. We took a phased approach in addressing both the immediate and long-term needs [page 18]. Although those recovery efforts have been strong, continued assistance needs remain in the vulnerable communities.

As I stated before, we had deficiencies prior to the pandemic. We have got into programmatic structures that have changed some of that, but when you look at rents and evictions, and at our social services, the needs have not stopped. In the social service realm, with the infusion of those federal dollars, we had approximately a 450 percent increase in program scope in social services with a total of about 300 employees. The use of contracts, the use of our internal employees, and the use of our agencies is where we try to get those dollars to create a safety net. The other piece I would highlight is that we must figure out what we created. We cannot just turn it off. The issue of sustainability is quite significant when you shift from those federal dollars into how we maintain continuity of services.

To give you a sense of how we approached it, Phase 1 was immediate response to needs including public health, safety, and direct client assistance, such as food assistance, housing, and emergency transitional housing as people faced issues with unemployment and had to make a change in their lifestyle, many of whom were not prepared. Phase 2 was a continued response to the impact of the pandemic with expanding public safety and the direct client assistance program. What happened is that as we entered the emergency, we had to figure out what the road map looked like so we could continue that safety net. Phase 3 is how we use those federal funds in terms of one-time costs or service costs that can be part of our infrastructure and sustainability. I want to stop there. Are the issues of the social service realm, and the human services realm, and public safety the new normal? Programs and services that existed prepandemic have shifted. As we approach postpandemic, our social service realm must change. We have changed the bar. We have changed how we deliver those services in trying to meet the demands, but we also must maintain the sustainability of what the new normal looks like. If you go back to the 1980s and you look at welfare programs compared to today, the two time periods are almost like night and day in relationship to eligibility, and in terms of what that community impact need looks like.

What do those federal recovery initiatives look like? I do not want to go through all the information, but I want to highlight a couple of parts [page 19]. If you review the bottom of Phase 1 and Phase 2, you can see that approximately \$500 million was paid out between medical, rent, shelter, and utility assistance. Basic needs became a critical component of all

that we were seeing in terms of the calls that were coming in. As we transition into Phase 3, Phases 1 and 2 have been completed. We are phasing out the rental assistance component from those federal dollars into a new normal. Where we are concentrating in Phase 3 is workforce development, water conservation, broadband, and affordable housing. As most of you know, in southern Nevada we are about 79,000 housing units short, and the need is growing every day for affordable housing. With the federal funds, we had some flexibility in the use of those dollars for program development. We used those federal dollars to offset the county funds to create dollars that were flexible.

One of the key issues, before and during the pandemic, was how to use dollars that do not require widget accounting? For example, marijuana dollars already existed, so we used those funds to address homelessness. We put about \$120 million out to support nonfederal accounting for the Community Housing Fund.

I want to talk about affordable housing. Seventy-nine thousand units is a lot of units. One of the key pieces is how to dedicate the Community Housing Fund dollars using federal dollars to get money on the street. Ms. Colvin will briefly address our continuing service demands.

**Jessica Colvin:**

As we have been going through the recovery of the pandemic, those service demands did not end when we reopened our essential and nonessential businesses. We are seeing a continued need and demand for such services as affordable housing, reducing homelessness, basic needs assistance, behavioral health, child and family welfare, and workforce development.

**Kevin Schiller:**

You hear a good deal about homelessness. I would like to divide it. There is traditional homelessness on one side of the fence, and there are nontraditional homelessness and the issues of workforce deficiencies and housing. With those service demands, and the continuity of care, we try to use that federal money to offset required federal funding programs so that we have flexibility and can be nimble in terms of hitting those needs. We try to work with you as a legislative body to figure out how to sustain the programs, whether it be Medicaid and mental health services or working with Nevada's Housing Division. I would highlight that we have collaborated consistently through the pandemic on all of them.

We have the fewest affordable rental homes in the country [page 21, [Exhibit C](#)]. It is a national pandemic. This is a rental assistance crisis which has created a lot of issues related to getting money on the streets more quickly. The Community Housing Fund, where we have committed \$120 million, is about putting money out into the community with less federal requirements, using tax credits, and working with the Nevada Housing Division. We have multiple projects within that \$120 million, many of which the Nevada Housing Division is also funding. We work with them so that we do not duplicate services.

Chronic homelessness is an ongoing issue we are continuing to face. We see it on the Resort Corridor, we see it in public safety, we see it across the board, and we are trying to be

innovative. We are trying to use our social service teams in conjunction with the Strip and with the resorts across the cities and try to figure out how to manage this.

One of the key pieces is transitional housing. The minute COVID-19 hit, we had a spread in the shelters, causing an immediate shutdown. What that allowed us to do was to shift into a noncongregate care model. We went to hotels that were otherwise empty with no revenue coming in, leased the entire hotel, and put services within that hotel. When you see that Clark County provided housing support to 3,900 households, and how we were preventing homelessness, we were either reacting to people who were homeless, or we were diverting both families and individuals, while administering mental health and substance abuse treatment across the board. That continues today. It has been a significant investment on our side. Back to the sustainability of the new normal, the recidivism rate is less than 15 percent.

Regarding the Community Housing Fund [page 22, [Exhibit C](#)], we worked diligently with our federal programs and the Nevada Housing Division. It is gap financing. How do we create financing for developers so that we can get things on the street much like a private industry and be faster? Pre-development and rehabilitation. The other issue on housing is we can build all kinds of housing, but if we start losing the subsidized housing, we have a net loss. We use those subsidized housing dollars to go to our affordable units. That program will be expiring. We offer incentives so that we can rehabilitate. We are targeting specific income levels and populations, so that people in the 80 percent to 100 percent of affordable median income is where we are focusing, but we are also looking at affordable workforce housing.

Land holdings is another significant area using the Southern Nevada Public Land Management Act and county-owned parcels. Where can we provide an incentive as a parcel, or work with the Bureau of Land Management so that the developer does not have the cost of that land? That would be the incentive. The land trust model is another significant piece where we are also looking, not only at rental and multifamily housing, but we are also looking at affordable homeownership. We have two projects that we are putting forward which provide homeownership with single-family homes utilizing that Community Housing Fund, either in conjunction with land that we have, or in conjunction with dollars that are flexible. This is significant for us, and we believe that this fund will remain self-sustainable as we build it. From a leadership perspective, we are proud of this Community Housing Fund because it has reduced some of the bureaucracy while also trying to utilize tax credits and other pieces through our federal programs.

I want to do this visual because I talked about it and I want to make sure you are aware, as you will possibly see it in other committees [page 23]. The funding of our front door emergency services is from the county's general fund. As you move up that ladder and you get into transitional housing, there are things that this legislative body has done historically by creating enabling language under Assembly Bill 309 of the 80th Session, which allowed our commissioners to create that "309" sales tax. The thing I want to highlight here when I talked about those 3,900 households, it is getting closer to 5,000 in terms of transitional housing and emergency needs with those hotels. Between the CARES Act and the Recovery

Act, there was a big gap. That 309 funding is ultimately what got us through in terms of maintaining continuity of services such as food services, emergency housing, and all those pieces that tie into that. That 309 funding also had fewer requirements, although it is dictated and restricted through the legislative language. What I would echo to you is it gave us flexibility to be able to program. It has been a lifesaver in terms of those human services, and you will hear more about that in other committees. As you go up the chain, you get into the supportive housing realm. That is where we start getting into subsidized housing and how we can support people outside of emergency transitional housing. We are moving residents into apartments and trying to get them into supportive structures. It goes without saying that mental health and substance use are huge, so a large percentage of that is around supportive services and case management.

The top level is supported by the Community Housing Fund. When you look at affordable housing, we want them to exit outside of that structure, so we use those funds to build those units and make it part of a continuum of care.

People can come in at any one of those entry points, but it is a continuum of care on how they exit. What is not stated here is, What about the clients that come in who cannot get to the degree of independence? What about those that need group care or long-term care? Those are all things that as a county we continue to work on in terms of how we use Medicaid matching funds and our county funds for flexibility so we can adjust where they exit the program, because not everyone is going to be independent in workforce training and function that way. Then as you can see on the permanent independent housing section, the Community Housing Fund, where we have the flexible funds, is utilized, but we are also trying to figure out how we maximize that with low-income tax credits and private activity bonds, which are traditional affordable housing deals.

**Joanna Jacob:**

I am going to be with you here in the Government Affairs Committee almost every day. You can see the scope of the issues that Clark County must address in the legislative process. We wanted to give you a quick idea of what we are doing with community outreach. We have talked in previous legislative sessions about how it is difficult for people to know the scope of the services that can be delivered or provided by the county. Our county manager, Kevin Schiller, is very passionate about the work he does, and this was a priority for our previous manager as well, to try to get information out about what is available.

Here are a few things that we are trying to do [page 25, [Exhibit C](#)]. We have built a lot of community partnerships, as Mr. Schiller alluded to. During the pandemic we hired a Spanish language Public Information Officer, and we recently launched the Clark County website in Spanish. I encourage everybody to follow that effort on social media for your constituents. This is aimed at our Spanish-speaking community so that we can communicate with them about what is available in the county and the issues that are of particular concern to them.

We are also developing information kiosks. We have traditional kiosks where you can come in and pay your taxes, but these are information kiosks, a new effort from our Public



Information Office, to locate information out in the community about what is available from the county for our residents across multiple services. We encourage feedback to the county. When we talk about two-way conversations with the community, we are doing public forums where we can come and hear from residents about what is important to them. That has been very important to our current Board of Clark County Commissioners.

These are our bills that we have in the legislative session, one of which has been referred to this Committee [page 26, [Exhibit C](#)]. Assembly Bill 8 is going to be looking at the makeup of the fiscal affairs committee that oversees the Las Vegas Metropolitan Police Department. The county funds 66 percent of the share of the Las Vegas Metropolitan Police Department, and we are looking for proportionate representation. The other bills are starting in the Senate. We are addressing a variety of issues ranging from planning for an eventual southern Nevada supplemental airport, and some financing work with Ms. Colvin and the Division of Health Care Financing and Policy within the Department of Health and Human Services about how we can continue to support the University Medical Center (UMC) in our community. Last is a bill on air quality funds which is ultimately dedicated to how can we free up services to fund community programs.

Here are the issues that I cover in the legislative building [page 27]. We have a team of three county lobbyists, but these are the issues that we cover. If you are working on any of these issues, please consider the county as a resource. We would like to work in a collaborative way with these issues.

As you can see there are some unexpected issues such as peace officers. Not only do we have our park peace officers, we have juvenile probation officers. We are a public employer, so anything that impacts the business community, we look at it as a lens, as an employer in our community. This is the agenda that we will have to cover, and so here are our emails [page 28]. You will hear this from Mr. Schiller often. Our constituents are your constituents, and we want to work together. We know that we have the same issues, we must report back to the same community when you are representing a county. Our county commissioners are direct liaisons to our community. Please contact us. I was going to put our photos on here because I know there are a lot of new people, but you will see me most often because I am attached to the Government Affairs Committee here. Ashley Garza Kennedy is in the audience and then we have Jeff Rogan, who will be covering the Judiciary Committee. We will open for questions.

**Chair Torres:**

Thank you for your presentation. I will just take a moment of personal privilege to thank the county for constantly working with us on constituent issues. I personally reached out to Ms. Jacob and Mr. Schiller several times about numerous issues that affect my constituents and sometimes my students. The county is always very responsive. I know we have a long way to go in ensuring access because people should not have to go through us to get to the county, but I know that you all have been very responsive and very helpful. As legislators, especially those newly elected from southern Nevada, remember to reach out to them as your

constituents have issues. If there are ways the county can help, there are direct lines. Do I have any questions from the Committee?

**Assemblyman D'Silva:**

I have brought up the issue of health care access and hospital access in northeast Las Vegas. I am hoping that in a subsequent presentation, we can discuss that issue and look at addressing a need that my constituents have brought up to me—which is having hospital, emergency room access, specifically, out in northeast Las Vegas. Hopefully, we can have a conversation or presentation on that matter.

**Kevin Schiller:**

I would highlight two pieces tied to that. In the presentation, we talked about UMC. In terms of the largest provider of indigent care, the buck stops here. There are several things that are changing in the complexity of how we manage indigent care in terms of the funding, which you will hear more about. A presentation would be good, and we can follow up individually. The issue of access, whether that is diversion related to that indigent population in the homelessness world, or just constituents, the reality of it is when you get into the Medicaid world and the managed care world, in terms of who wants to provide those services, it becomes a public-private contest. Why emphasize that to you? We are the safety net. It is worth a conversation and something we are always trying to do. One of the programs is a mobile health outreach program which is more on the triage side of how we get services into the communities that are hard to impact. The other piece that people do not often talk about is the underinsured or noninsured. Those that are not eligible for medical care end up in UMC and there is a cost to the taxpayers. How do we divert those costs? I am going to use an example of diabetes and kidney dialysis. That is another program that we are working on. In terms of access points across the region, that is on our radar. It is just a question of how we fund it and in terms of the partnership to do so.

**Assemblyman DeLong:**

I appreciate the presentation. I am from the north, so it is nice to hear some details about Clark County. As far as your revenue budget, what percentage of that is the general fund, meaning the county's general fund, not the State General Fund?

**Jessica Colvin:**

Over the entire county, it is close to 25 percent. The remaining revenue sources are restricted either by statute or grantor.

**Assemblywoman Thomas:**

My question has to do with Child Haven. You did not touch on that subject during your presentation, and I think that it is something that is vital. From what I understand, we have over 100 babies that are in Child Haven right now and I want to know what programs the county is looking at to make sure that our babies are taken care of.

**Kevin Schiller:**

I started as a child protective services worker. I was a director in Washoe County and human services is my world. Child Haven, or Kids Kottage, both in that shelter context, have ongoing issues. We had a Board of County Commissioners presentation two meetings ago. The Child Haven population was at about 83 kids yesterday, and about 30 of those are under six years of age. There are three things happening at Child Haven. The first issue is foster care recruitment and licensure. We are doing a lot around that space to challenge both the bureaucracy of licensure and how we can make it faster. Provisional licensing, paying relatives, and expediting that process are possibilities. If we recruit, we must be able to license. We do not want to recruit and then have a roadblock. That is one side of the conversation. The other side of the conversation is mental health, and a lot of hard-to-place kids that come into that population. We work with the state for the Southern Nevada Adult Mental Health Services campus and at least two of the Oasis buildings to set up programs. That has been a huge relief factor in terms of the milieu of kids between little kids and big kids, and violence and those types of pieces.

The third piece is siblings. Most of our sibling placements, whether it is a relative placement or a foster care placement, is not for just two kids. Typically, it is four kids or nine kids. If I ask you 24 hours in advance, as a relative, to take on a child, you are not ready to do that. One of the key pieces we see in that younger population is disruption because we will place them with a relative, and the relative is not ready for it. The kids disrupt that home and then they go to Child Haven, so you must provide support, including financial, to maintain those kids. One of the key pieces we are going to be initiating is provisional licensing and immediate payment to relatives. It will be pre-licensure, so we should see the convergence of those three factors start dissipating that disruption. In turn, this will allow us to change the Child Haven population and reduce those numbers because, ultimately, under the federal Title IV-E fund source, which is where we get our reimbursement, we want to capitate Child Haven down to a lower level so that the age 0 to 6 population becomes the exception.

The other part I wanted to touch on is foster care recruitment for sibling homes. You cannot recruit a sibling home and say, "You are empty. I will pay you when we place six kids with you." There is a mortgage and there are housing costs. COVID-19 has impacted that with rents. With our sibling population, it is essentially the same as I talked about with the hotels. You pay for it full or empty, so that we can start supporting that sibling structure.

When I talked about the transitional housing, one thing is if we had not entered our sheltering process through noncongregate care with hotels, our child welfare budget in terms of a unit would probably be two more units of child welfare workers because homelessness is the only issue that is being presented. Those sibling groups of four to five kids, because we have a diversion process, are not going into a child welfare caseload, so we are controlling that somewhat. The Child Haven population and the structure is going to be a convergence of all three of those. I hope I will be able to present to you, towards the end of the session, some factual data that we are looking at in terms of improvement.

**Assemblywoman Thomas:**

I am going to put this in here that you will support my foster kinship bill coming up. I also have a question about The Harbor. You know, the district attorney's office loves to mention The Harbor as far as putting children and families back together. What is your feedback on The Harbor because I would like to hear how the county is handling the five or six offices in Clark County that The Harbor is part of?

**Kevin Schiller:**

I will approach this in two ways. I think that The Harbor is a diversion program from the juvenile justice side of the house. The best way I can explain that directly is with our offices and what we divert. It is a social service program from the perspective of how you are diverting and what you are doing. If you take human services across the board in terms of the spectrum, whether that social service is the Division of Child and Family Services (DCFS), child welfare, or the Truancy Prevention Outreach Program (TPOP), all those pieces are trying to create a nexus between those programs to support that structure. My perspective on The Harbor in terms of that is much like we approach criminal justice diversion. The issue of resource and referral to provide those services is critical. It is always a work in progress. I think we are starting to evolve. I came to Clark County about six years ago with a focus on human services. We are starting to get to that nexus. It is taking it to the next level in terms of how it melts into and across other program areas. The issue of the DCFS child is the same as the juvenile justice child. The younger we can get involved, the better the intervention and that evidence-based practice is critical to us. To answer your question directly, that is part of our target goal as we approach. I was going to say this at the end of the presentation to all of you, "How do we approach things that are innovative?" We also must make sure there is a work in progress so that we get to outcomes and can track those outcomes so the dollars always go farther. It is a constant process.

**Chair Torres:**

Are there any more questions from the members? [There were none.] The next presentation today is going to be from Elko County and our presenter is Ms. Amanda Osborne, the county manager of Elko County. Committee members should know that I am trying to get all the counties that represent the districts you reside in to present. I am trying my best to make sure so that we can hear from them, and you can ask questions that pertain specifically to your districts.

**Amanda Osborne, County Manager, Elko County:**

My name is Amanda Osborne. I was appointed to the county manager position about two years ago, right in the middle of the pandemic. The first nine months were spent focusing on that. Prior to being appointed, I was the human resources director where I was responsible for leading various teams and functions including human resources, social services, public guardian, public administrator, and providing support to our health officers. In our rural and frontier counties it is common for us to wear multiple hats and take on that workload.

Elko County was incorporated in 1869 [page 2, [Exhibit D](#)], and we are the fourth-largest county in the continental United States, covering just over 11 million acres, or 17,000 square

miles, with over 70 percent of our land being federally managed. According to the latest census, Elko County's population is 55,838. Although that is what the census reports, we still support a lot of the mining community and their vendors, which tend to be a little bit transient coming in and out of the community while they are working and going back home on their days off.

Major industries for Elko County include mining and mining-related activities, ranching, and recreation. In our border towns, Jackpot and West Wendover, we see the hospitality and gaming industries.

Much like you have heard from Nevada Association of Counties (NACO), and from the other counties, we are governed by our County Board of Commissioners [page 3, [Exhibit D](#)]. We have about 430 full-time employees and 30 different departments across the county. Our county commissioners this year are Chair Rex Steninger, Vice Chair Wilde Brough, and Travis Gerber is our newest commissioner [page 4]. We are excited to have him. He has hit the ground running.

As you have heard from NACO and other counties, Elko County provides services mostly for the unincorporated areas with some regional services such as our judicial functions, law enforcement, indigent defense, social services, public guardian, public administrator, property assessment, and our adult and juvenile detention centers. Soon we will be opening our new Great Basin Child Advocacy Center which will be serving multiple counties in our region. Services specific to the unincorporated areas of the county that are not regionalized are animal control, planning and zoning, and building code enforcement. Our roads department maintains over just 1,100 miles of road with approximately 204 miles of that being pavement. This year has been a particular challenge in Elko County to keep some of our remote areas open. Thankfully, we have been able to partner with both state and federal agencies to help us out there.

Next, we will give a brief overview of our funds [page 6]. Our general fund is where most of our operations are funded. Our total budgeted resources for fiscal year 2023 are just over \$46 million, and our budgeted expenditures are about \$42 million.

A brief breakdown on the budgeted revenues shows property taxes and consolidated tax are our largest sources of revenue [page 7]. Consolidated tax is about 42 percent of our budget and property tax is 31 percent. Budgeted expenditures by function show that, by and large, public safety and the judicial functions are our largest expenditures [page 8]. You may have a question about the health item there. That is our health plan for our employees. We do maintain a generous health insurance plan, which is certainly part of the recruitment and retention strategy for our employees. Budgeted expenditures by category show that salaries and benefits are obviously our largest expenditures [page 9]. Our 2022 audited financials show that while we are in great financial condition today, we have experienced some challenging years shortly after we absorbed the Elko County Fire Protection District in 2015 [page 10]. We have made some adjustments as far as implementing the fire district tax to help support fire suppression of wildland fire risk reduction and mitigation efforts.

Many of our accomplishments for 2022 and ongoing efforts for 2023 include modernizing our technology for greater efficiency, accessibility, and transparency [page 11, [Exhibit D](#)]. We have ongoing mid-term and long-term facilities planning to remedy several years of deferred maintenance for facilities as we have outgrown many of our facilities to include our jail, courts, ambulance, and fire stations. We have made strategic property purchases within our downtown corridor adjacent to our current governmental complex for future expansion, specifically for that judicial function.

Like the other counties, we are facing similar challenges [page 12]. Today, I would like to highlight the mental and behavioral health challenges. It is a multifaceted issue that is impacting our nation. Last October we experienced three suicides in one day. One of those was a teen in our local high school. We are working with our Rural Regional Behavioral Health Policy Board and have established a multidisciplinary task force to develop a framework for Elko County to take a structured approach to better address those challenges through collaboration with public and private partnerships. Lack of providers and lack of inpatient treatment facilities are two of our greatest barriers in accessing services, which is also creating issues within our detention facilities. Unfortunately, our jails and our juvenile detention facilities are not equipped to manage those mental health challenges.

In addition, affordable housing is an issue specifically in our border towns. Jackpot, which is north on the Idaho border, is experiencing some significant economic growth; however, it does not have enough housing for its workforce. With the American Rescue Plan Act of 2021 dollars, we are working to have a private-public partnership to build some housing and ensure that those community members can live and work right there in Jackpot.

A couple of opportunities are on the horizon for Elko County [page 13]. In July of this year, our regional emergency dispatch center, which is currently a stand-alone agency created through an interagency agreement, will transition to a department of the county. Over the last few years through a 911 board and surcharges on our phone lines, we have made great strides to update the technology to provide better services to both our public safety agencies and the public. Not long ago, we were running a basic 911 service that did not allow the dispatchers to know the location of the caller unless the caller reported it themselves. In addition, we are working with Spring Creek Association, a common-interest community ten miles south of Elko, to develop better connectivity and traffic flow to support housing and economic development out in that direction. I am happy to answer any questions.

**Chair Torres:**

Thank you for your presentation, Ms. Osborne. Are there any questions from the Committee?

**Assemblyman Gurr:**

On the economic development side of Elko County, what is perceived to be the biggest drawback that we have got?

**Amanda Osborne:**

There are multiple issues. One of the issues is certainly water. As you know, we have several closed basins in Elko County and so water is a barrier. We did develop the Railport and do have water rights out there that we are able to transfer or sell, depending upon what the project is. We have done that recently. We have the new emulsion plant going in north of Carlin. We were able to transfer some water rights to that project to ensure its development, and there are a couple of other projects too that we have been able to assist.

**Assemblyman Gurr:**

What about air services?

**Amanda Osborne:**

Air services is certainly an issue. The City of Elko is responsible for a regional airport. Jan Baum is the new city manager, and we are scheduled to have a conversation next week about that to see how the county can help. I know there is legislation coming forward this year as well.

**Assemblywoman Thomas:**

I was looking over the challenges in your health assessment. Does your county have a problem with substance abuse?

**Amanda Osborne:**

All our communities have issues with substance abuse. We are seeing those issues again surface in our jail around mental health and all those components. We work closely with Nevada Health Centers and the city to develop behavioral health programs.

**Assemblywoman Taylor:**

I have just been informed that Elko County is a more diverse county than most people realize. Do you happen to have numbers on that? What is the demographic makeup of your county?

**Amanda Osborne:**

We are a fairly diverse county, mostly Caucasian. We do have a Hispanic population of about 25 percent in Elko County. Because of our geography and our ranching community, we also have a fairly large Basque community as well.

**Assemblywoman Taylor:**

Would it be possible for us to get the numbers on that?

**Chair Torres:**

If the county manager is not able to provide the information today, that is something that we can request.

**Assemblywoman Duran:**

We had Assemblyman John Ellison on this Committee last session. How is he doing?

**Amanda Osborne:**

As far as I know he is recovering well. It was a bit of a rough road there for a little while.

**Chair Torres:**

I am sure Assemblyman Ellison is listening or will listen later. I hope he is doing well, as we had the pleasure to serve with him on this Committee.

Since you have seen a significant increase in the Latino population within Elko County, what has the county done to make sure that there is adequate outreach, specifically in Spanish? There is a large Spanish-speaking community within Elko. How have you made sure that we are engaging with those residents?

**Amanda Osborne:**

That is an ongoing effort for us. In fact, I talked about modernizing our technology and communications, and ensuring that we are sharing information with the community. At the beginning of the year, we had gone through community outreach and surveys to get feedback in terms of how we can better reach those populations and revise our website and our communications to include the Spanish-speaking community.

**Chair Torres:**

I imagine those were sent out in Spanish.

**Amanda Osborne:**

Yes.

**Chair Torres:**

Okay, perfect. I have one question on a different topic. We have talked about the impact of mental health and suicide within the community. One of the things I have noticed is that we have multiple programs. We have the Nevada Teen Peer Support Text Line, the mobile crisis response, and SafeVoice to respond specifically to suicide and other types of incidents that students might be going through. I am wondering how that impacts Elko. I imagine there are unique obstacles and challenges in a county that is more rural. I am also wondering whether there have been issues with those services, speaking with and communicating with the county, with the school district, et cetera.

**Amanda Osborne:**

I mentioned one teen suicide, but we had two teen suicides last fall. Valerie Cauhape Haskin is our coordinator for our Rural Regional Behavior Health Policy Board, and through Nevada Division of Public and Behavioral Health we were able to be connected to resources that we did not know about. We are fairly well-connected and fairly well-supported. It is a matter of not staying in silos and sharing that information. We have created a behavioral health task force and it is multidisciplinary. Whether it is state partners, private partners, or nonprofits, we are working together to address those issues, and those services have certainly been helpful. One of the other things that I will speak to is we are not the school district, but we are certainly there to support the school district. The district is starting a program called



Hope Squad. It is out of Utah, but it is basically a peer support program and includes training and development for staff and our school resource officers to provide some additional support in our school district.

**Chair Torres:**

A couple years ago, I know we had a conversation about how we can make sure emergency management systems are communicating. I think the time has come for us to have a conversation about how we are ensuring that specifically student mental health programs within the state are all sharing information so that we can make sure that they are being utilized the way that they should be.

Are there any additional questions from the Committee? [There were none.] We have one final presentation from the Division of Human Resource Management, Department of Administration. Administrator Mandee Bowsmith is going to present.

**Matthew Tuma, Deputy Director, Department of Administration:**

Ms. Bowsmith is doing the presentation. For the record, I am Matthew Tuma, Deputy Director for the Department of Administration. I will be here for the question phase if there is anything that comes up.

**Mandee Bowsmith, Administrator, Division of Human Resource Management, Department of Administration:**

My name is Mandee Bowsmith. I serve as the Administrator for the Division of Human Resource Management within the Department of Administration. I was appointed to this position in November 2022. Like our freshman legislators here, it is a steep learning curve, and it is a little fun going downhill. With me today is Deputy Director Matthew Tuma and we are here to provide this overview. The Division structure [page 2, [Exhibit E](#)] of the Division of Human Resource Management (DHRM) includes administration; central payroll, records, and compensation; employee and labor relations; human resources services; and organizational change and development. We currently have 78 full-time equivalents; we currently have 10 vacancies. Like other departments, divisions, boards, and commissions, we are experiencing our own vacancy rate. Our administration group houses the Administrator's Office, the DHRM budget process, our human resources business partner program, and our human resources information system (HRIS) [page 3]. This is our software system. Currently, we are using a program called HR Advantage, but we are transitioning to another HRIS and are working on that implementation diligently. We work with the Personnel Commission, and we perform *Nevada Administrative Code* (NAC) Chapter 284 regulation maintenance. Our central payroll records, and compensation team oversees central payroll for most Executive Branch departments and divisions [page 4]. Our central records team handles the records functions, or what you know as an official service jacket, or an unofficial employee record for most Executive Branch departments and divisions. Our compensation program administers and provides maintenance of the Executive Branch classified compensation program including maintenance of the state's pay policy. When you go to the DHRM website, and you look up compensation schedules, those pay policies are developed by our compensation program group.

Our employee and labor relations groups are two of our busiest groups [page 5, [Exhibit E](#)]. Our employee relations group handles consultation and accountability for all Executive Branch departments and divisions. We also handle the Employee-Management Committee. That is the avenue by which employees who are not covered under a collective bargaining agreement can file grievances under NAC Chapter 284. We work on delegated agreements. Delegated agreements with the DHRM are what departments and divisions use to be able to perform human resources professional functions within their departments and divisions. We do leave management. Things like catastrophic leave, family medical leave, Americans with Disabilities Act accommodations, and the catastrophic leave committee are also administered within this team. We do investigations. Those include administrative investigations, disciplinary investigations, and investigations related to complaints of sexual harassment or discrimination. We also help departments and divisions craft their prohibitions and penalties. Then those go before the Personnel Commission for approval and adoption.

Our labor relations unit has been very busy over the last several months. We are currently in negotiations for four successor agreements with collective bargaining groups. We are in negotiations with one new group that has recently gained exclusive representation of one of our bargaining units. We have 11 bargaining units currently for classified state employees. Seven of those have exclusive representation. We do administration and training of these collective bargaining agreements for all departments and divisions. We try to keep open communication and collaboration with departments so we can help them, because collective bargaining is a very new concept to the state of Nevada. We do a lot of training. We do a lot of outreach, and we do a lot of helping in terms of how the grievance process works. It is a little bit different than the NAC Chapter 284 grievance process and how we help employees, managers, and supervisors navigate collective bargaining agreements. We do grievance resolution under the collective bargaining processes. We do mediation under the collective bargaining agreements, and arbitration.

Human resources services comprises what some of you may know as our Agency Human Resource Services group [page 6]. They do the technical/professional, human resources work for smaller departments, divisions, agencies, boards, and commissions. They currently support 19 of those that do not have their own human resources professional staff. They do recruitments, onboarding, paperwork, investigations, and disciplinary matters for those groups. We have a classification program. The State of Nevada currently has 1,181 job classifications statewide. This classification program manages those job classifications for the state. We are providing employment counseling. Through our human resources business partner program, we are standing up counseling services where employees can come to DHRM and say, "I am an administrative assistant IV, but I would really like to become a professional engineer. How do I do that in the state?" We can provide career path counseling to them, show them a path by which they can get there through education, through licensure requirements, and identify the departments where professional engineers work for the state of Nevada. It is one of the beautiful things about the state. We have 39 departments, divisions, boards, and commissions. There is a lot of opportunity and a lot of different jobs. It is a diverse job market within the state of Nevada as an employer. It is

an excellent opportunity for somebody who wants to career path like that, and we are starting to provide those services to folks.

We have our human resources certification program that we are standing up again. This is something that fell by the wayside during the pandemic. This human resource certification program is what we provide to departments and divisions for their human resources staff as a certification from DHRM in the processes and procedures that we wish them to undertake for our human resources system. The idea is that they will do it in a consistent manner. We are training them on how we wish for them to proceed in terms of human resources, in terms of recruitment, selection, interviewing, qualifying, and evaluating. Afterwards, we support them in the human resources business partner program for continuing and ongoing education, and our best practice information.

We have our Learn and Earn program. This is a program we recently stood up and are working to get our first folks into state service through this program. It is a program by which we are partnering with Western Nevada College (WNC) allowing for people to come into the information technology (IT) series as trainees and it is a career pathing pipeline. There is an education stipend that they are eligible for to allow them to get those certifications and to move up through the series. The idea is that we have people who are getting on-the-job practical experience, and they are getting their certifications which WNC is helping to pay for. At the end of it, we have a trained professional in state service that we can use where we need them in terms of IT. We are building a fiscal training program with the Learn and Earn program to pipeline folks in from colleges and universities in Nevada.

We have our employee on-boarding and off-boarding within the Agency Human Resources Services team. We have our recruitment team. The recruitments that are run through DHRM, this is the team that does recruitment. They do outreach, job fairs, and résumé counseling for candidates for employment.

We have our veterans program which we are exceedingly proud of. It came online in 2016 and at the time, only 1.8 percent of the state's workforce were veterans or identified as veterans. Since the inception we have contacted over 7,000 veteran jobseekers and assisted with, on average, 500 résumés each year. Doug Williams, who is the individual down south who runs this program for us, is a master at helping folks who are coming out of the service to translate their military experience to civilian experience so that they are marketable for jobs, and we hope that they are marketable within the state. We try to place a lot of people. As of February 2023, there were 1,194 state employees who identify as veterans, and that represents 6.5 percent of the workforce.

We are also proud that we can secure a contract with the SkillBridge program with the U.S. Department of Defense. We launched that in October 2022. We have 6 departments participating and a total of 24 different kinds of internships being offered through that program. We have 77 inquiries currently in the works; 7 candidates have been approved for internships and 27 are under serious consideration by the departments. This is a great program whereby serving service members, who are getting ready to discharge from the

military service, can come in and do a six-month internship with the state of Nevada in a professional or technical job. The federal government pays for those six months. It allows for the service members to transition to civilian life. It also allows them a probationary period to determine whether they are going to like the job in which they interned. It really is a great program. I am proud of it, and we are looking forward to it expanding within the state.

Our organizational change and development team is something new [page 7, [Exhibit E](#)]. We have done some restructuring within DHRM. Part of the reason for this is, like every department and division in the state, we are experiencing significant vacancies. We are doing more with less, but within DHRM we are trying to model a more generalist approach. We certainly have people who can specialize in their areas for example, classification or compensation, but we want more well-rounded, generalized folks doing the DHRM professional work in supporting our customers. To that end, we are also bringing on this organizational change and development team. We have a diversity, equity, and inclusion program. It will be a statewide program. We are proud to be able to offer this and roll this out. I have three amazing staff members working on this and we have gotten a proposal. In fact, that is going before the Department of Administration Director Jack Robb and Deputy Director Tuma in the next couple of weeks for what it looks like on a statewide scale.

We have our equal employment opportunity program, our mediation program, and our Office of Employee Development which is our formal training group. They offer significant training for leadership and for management folks, and the apex of that for us is the Certified Public Manager Program, which we are exceedingly proud to be able to offer at the state of Nevada. Our eighteenth cohort will be graduating in April of this year, and our nineteenth cohort began in the fall of last year. We are very proud of this program and excited to see it continue.

We have organizational culture and workforce development studies. In statute and regulations, these are referred to as "climate studies". These studies are when we go in and review the organizational culture, the workforce environment in departments or divisions, and certain groups within those and we make recommendations about how they can address issues within those groups, and how they can provide training or conflict resolution. With this group going forward, we intend to do some baseline evaluation and move forward in recommendations, keeping track, trying to keep up with those folks to make sure that those recommendations were helpful, and if not, work with them so we can find something that will be helpful. We then have our training program that is the less formal training that is offered by the Office of Employee Development. It is mandatory training for all employees, mandatory training for supervisory employees, and then we have a lot of professional development, soft skills training that is available on our electronic learning system, our learning management system.

Moving forward, we are working very hard on updates to the NAC Chapter 284 [page 8]. These are the regulations that guide our human resources system. In 2022, we retained an outside consultant to perform an analysis of our regulations. Those of us who have served

for a long time within the state are very familiar with our regulations and how we do business. It is always good to have an outside eye looking at what we do and helping us identify barriers to entry that we might not ordinarily see. We are working on that analysis right now. We have completed the first phase of that, and we are going into the second phase. In conjunction with that and the work done with the consultant, we are working to fulfill the mandate given to us by Executive Order 2023-002, and the recommendations from our consultant will help inform proposed changes to NAC Chapter 284 to help make our program more efficient and effective.

Upcoming projects in the DHRM include some heavy lifts, but things that I think you all will probably agree are a long time coming and things that we have needed to do for quite some time [page 9, [Exhibit E](#)]. We are continuing our human resources system update and that looks like changes to the *Nevada Revised Statutes* (NRS) Chapter 284 and NAC Chapter 284. It looks like beefing up our human resources certification and offering human resources information systems and human resources process training certification for those Division of Human Resource Management professional staff, and our human resources business partner program in supporting those folks out in the agencies so we can make sure we are giving them the customer service, support training, and best practice information they need. Then we intend to undertake a statewide comprehensive job classification study. We intend to completely overhaul and update our classification program over the next biennium as well as our compensation program. We intend to completely overhaul the state's compensation philosophy and the resulting pay policies for employees.

These are what we are working for. We have a lot of big goals, and we appreciate the time to bring this to you. We would welcome any questions you may have.

**Chair Torres:**

Are there any questions from Committee members?

**Assemblyman DeLong:**

You mentioned on your last slide that you are planning on changes to NRS. Do you have a list of those bill draft requests (BDRs) or bills that are coming forward in this legislative session?

**Mandee Bowsmith:**

We do not currently have BDR or bill numbers yet. In fact, Director Jack Robb has submitted information for evaluation and formatting. Those are forthcoming.

**Assemblywoman Thomas:**

As a veteran myself, I know that when I was released, I stood on my living room floor and said, "What now? What do I do now?" This is a great program. I wanted to know whether you have gotten this information up to Fallon Naval Air Station and Nellis Air Force Base to engage those airmen and Navy personnel so that when they are ready to leave, they are not standing in their living room going, "What next?"

**Mandee Bowsmith:**

We have two veteran coordinators. The supervisory personnel analyst is Doug Williams, and he is stationed in Las Vegas. He makes very regular trips to Nellis Air Force Base and to other surrounding bases in southern California and in southern Utah. We have Personnel Analyst Dan LaBarbera up here in the north. He is tasked with going out to Fallon and to northern California military bases to sell the state of Nevada as an employer, letting military members know the process that we have and working with them to translate their military training into civilian words so those of us who have never served know what kind of experience they actually have. We are doing a lot of outreach. We are trying to get into other states as well to go to those bases, including in Oregon and Idaho, and trying to get as many people as we can recruit to come to the state of Nevada to work for us.

**Assemblywoman Thomas:**

That is a great program.

**Assemblywoman Taylor:**

I wanted to applaud your division for taking on the organizational change and development piece of it. As people change and as times change, the veterans program is a part of that from an extension standpoint. I want to applaud your effort for the way you took us through the information, and you jumping into that.

**Mandee Bowsmith:**

One of the things that we have learned over the last 24 to 36 months, and the two previous presenters said it very well, we cannot do things like we have done before. We must adapt. We must update. We must, to use military parlance, adapt and overcome. We are finding that we need to find new and innovative ways to reach candidate pools. We need to find new and innovative ways to support current employees. In bringing on this organizational change and development group, we are hoping to do that. We have some amazing people. We have some amazing talent at the DHRM; our organizational change and development folks are passionate about this. You will be seeing some great programs to include our diversity, equity, and inclusion program coming out and we are very excited.

**Assemblywoman Duran:**

I am a union person who works for the Culinary Union, and I applaud that you are working diligently with the other collective bargaining partners. Can you tell me a little bit more on your process? For example, I know you had your numbers concerning the number of grievances. How many have gone to mediation or arbitration? The second part of that question is, does that affect your budget or the budget of the employer? Is that built into your collective bargaining agreement (CBA), or not?

**Mandee Bowsmith:**

The funny thing about Senate Bill 135 of the 80th Session is that once it got passed, it allowed for the creation of the Labor Relations Unit within the DHRM. In fact, that is how I came to the state. I was hired to work on the labor contracts. In terms of grievances, in all the unions that we currently have, grievances are handled steps 1, 2, and 3 by the immediate

supervisor, the division administrator, and then department head. Once they pass step 3 in that process, they go to formal mediation. We call on the services of the Federal Mediation and Conciliation Service to help us mediate those items. If that is not successful, then we go to arbitration. I do not have a specific number for the number of grievances that we have worked through under the collective bargaining process. I can certainly provide that to you, but I can tell you that we have participated to date in three arbitrations with three separate unions and we have four additional arbitrations in the pipeline.

One of the things I think that you all might understand is that the state of Nevada is very new to collective bargaining, and we have some growing pains. We also have new agreements. If you have worked in the Culinary Union, for example, your agreements are usually robust and they have been around for quite a while. Our agreements are brand new. We still have some hiccups in terms of the language, mutual understanding of the language and how we interpret it. We have some disagreements and sometimes we try to agree to disagree, and sometimes the union disagrees with us in terms of our interpretation and says we are going to take you to arbitration. In terms of where that is budgeted, in the last biennium, there was no budget for arbitration or costs associated with grievance resolutions within the departments or divisions. There is a small budget within the Labor Relations Unit because that unit is funded by an assessment for those folks who are covered by a per bargaining unit employee assessment. We use those funds to help us in terms of grievance resolutions and arbitration. I will tell you that we are asking for an enhancement unit in our budget for arbitrations because we have learned that it is expensive. The Labor Relations Unit handles the coordination of the arbitration to make sure everybody is where they are supposed to be. At some point, we will have the conversation about whether a department should be on the hook for arbitration costs or whether that solely resides within the Labor Relations Unit.

**Matthew Tuma:**

To add to that and give clarity, there are both budgetary impacts to DHRM and to some of the participating agencies. As Administrator Bowsmith said, there is no carve-out for any arbitration costs in any contributing department's budgets that would solely reside in the Labor Relations Unit within DHRM. They would pay for those costs out of their budgets. We are in discussions about what that is going to be going forward based off our limited experience with recently rolling out this program. As far as other budgetary impacts, there is staff time dedicated through the grievance processes, whether it is through represented employees or whether it is through nonrepresented employees. That is going to take time for both department personnel and DHRM personnel to work through. For these larger arbitrations on the larger collective bargaining agreements, that is where the expenditure burden is on DHRM to recoup those expenses through the labor relations assessment that was added in the last biennium. The Division of Human Resource Management is primarily funded through three assessments that were funded in the last biennium. The personnel and payroll assessments were preexisting, and they funded the initial start-up costs of the Labor Relations Unit when we rolled it out. Now those are recouped through that separate assessment.

**Assemblywoman Duran:**

I appreciate that. Just one follow-up. I know sometimes working with your unions as far as openings, that in your CBA you can do promotional language for your current employees, and it sounds like you do a good job in recruitment with that. I appreciate that for our state employees. Thank you.

**Chair Torres:**

The next item on our agenda is public comment. [Public comment was heard.]

Before we adjourn, are there any remarks from the Committee members? [There were none. Committee meeting reminders were given]. This meeting is adjourned [at 10:40 a.m.].

RESPECTFULLY SUBMITTED:

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Diane Abbott  
Committee Secretary

APPROVED BY:

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Assemblywoman Selena Torres, Chair

DATE: \_\_\_\_\_



## **EXHIBITS**

[Exhibit A](#) is the Agenda.

[Exhibit B](#) is the Attendance Roster.

[Exhibit C](#) is a copy of a PowerPoint presentation titled "Clark County Overview," dated February 8, 2023, presented by Kevin Schiller, County Manager, Office of the County Manager, Clark County and other Clark County staff.

[Exhibit D](#) is a copy of a PowerPoint presentation titled "Elko County 2023," dated February 9, 2023, presented by Amanda Osborne, County Manager, Elko County.

[Exhibit E](#) is a copy of a PowerPoint presentation titled "Division of Human Resource Management Overview," presented by Mande Bowsmith, Administrator, Division of Human Resource Management, Department of Administration.