

PERFORMANCE EVALUATION

YOLANDA T. KING



December 2020 – December 2021

PREFACE

Clark County (the “County”) is a political subdivision of the State of Nevada (the “State”), established in 1909 and operated under the provisions of the general laws of the State. Clark County is the nation’s 11th largest county with a land area of 8,012 square miles. The County is governed by a seven-member Clark County Commission (the “Commission”) responsible for setting and implementing policy. The Commission, in turn, hires a county manager, who is responsible for implementing policies and desired outcomes established by the Board and directing the day-to-day activities involved in running the County.

Clark County employs close to 10,000 employees in 38 departments. It has a fiscal year general fund budget of \$1.7 billion and a total budget of \$9.4 billion. The County is known for its strong ending-fund balance, overall financial strength, and an investment-quality credit rating. It retains one of the highest bond ratings of any local government in the state.

Clark County provides extensive regional services to more than 2.2 million citizens and more than 50 million visitors a year pre-pandemic. The County provides a wide range of regional services such as the 8th-busiest airport, the state’s largest public hospital, air quality compliance, protective services for abused/neglected children, foster and adoption services, health and welfare assistance, property assessment, tax collection, elections administration as well as a criminal justice system including Courts, District Attorney, Public Defender, and Juvenile Justice Services. The County also provides municipal services traditionally provided by cities. As a “city” government, Clark County responds to the needs of about one (1) million residents in the urban and rural unincorporated areas. Service provided to the unincorporated residents includes all those functions generally associated with a city, such as fire protection, road maintenance and construction, code enforcement, animal control, sewer services, parks, and recreation, building safety, planning and development, and business licensing/enforcement.

GUIDING PRINCIPLES AND VALUES

Excellence

Accountability

Respect

Open and Inclusive Government

Integrity

Innovation

MISSION

To provide responsible, progressive, and results-oriented government that is responsive, accessible, and accountable to our citizens, ensuring their right to cost-effective and open government.

Yolanda T. King – Clark County Manager

2021 Performance Review

(Review Period: December 2020 – December 2021)

After spending the majority of 2020 engaged in ongoing COVID-19 mitigation and response, Clark County entered 2021 with little relief from these activities. The State of Nevada and Clark County continued under emergency declarations, business and public space restrictions remained in place, and infection rates showed no sign of slowing. The impact of the pandemic weighed heavy on the community, and the unending COVID-19 response left little time to focus on other, important County work.

Expanded vaccine rollout was one bright spot early in the year. Vaccines offered a roadmap to recovery, and Clark County refocused efforts on providing widespread access to the vaccine by hosting and funding convenient and regular community clinics, launching multiple educational campaigns, and engaging community partners to encourage residents of all backgrounds and eligible age groups to get vaccinated.

During 2021, Clark County remained committed to providing community-based assistance and services to those most impacted by COVID-19. Programs including rental assistance, funding for emergency shelter and assistance, and strategic discussions on the best use of federal aid were a priority for the Board and senior management. I am incredibly proud of the County's firm commitment to obligating resources to those program services most needed and have the highest impact in the community.

While the pandemic remained in the forefront in 2021, the County had no choice but to reengage in the necessary day-to-day business of running the country's 11th largest county. The County, like every employer in the country, is facing unprecedented recruitment and retention challenges. Southern Nevada's economy is showing strong signs of recovery, but unemployment remains high. The long-term economic and social impacts remain to be seen, and the County must cautiously and strategically plan for the future.

This has been yet another year filled with unimaginable challenges. After almost 30 years with the County, I find myself continually amazed at the audacity of this community. Our families, neighbors, friends, and coworkers continue to struggle with the impacts of the pandemic. We are doing more with less and feeling more and more overwhelmed. Yet, every day our County employees continue to come to work, face the challenges head-on, and serve our community with resolve. Clark County employees are the best of the best, and I am beyond grateful for these professionals who have cared for the community during these challenging times.

The support of the Commission, County leadership, our community and business partners, and our employees during this past performance period was instrumental in any accomplishment achieved in 2021. Highlights of these accomplishments are identified in the following pages.

BUDGET AND FINANCE

Fiscal Year (FY) 2022 Budget

With the onset of the pandemic, the County implemented several cost containment measures in FY21 to offset lost revenues resulting in a budgeted structural imbalance of \$148 million. During this same period, Standard and Poor's downgraded the County's economic outlook from stable to negative.

Due to the County's strong financial condition, the success of the cost containment measures, and better than expected performance in consolidated tax revenues, in FY22 the County was able to fund previously frozen positions, allocate funding for capital (the first allocation since FY19), and fund a modest allocation for supplemental positions and still file a structurally balanced budget.

Fiscal Year (FY) 2022 Supplemental

At the May 17, 2021 Board of County Commissioner's meeting, the Finance Department presented a brief report on the current fiscal year's (2021) financial status and the proposed fiscal year (2022) General Fund Budget. Several factors contributed to excess resources which could be used to fund supplemental full-time County positions. County departments submitted requests totaling 120 positions, defined as critical need at a total cost of \$8.1 million. Staff recommended, and the Board approved 84 positions at a total cost of \$4.9 million. The authorized positions were created in departments to support areas of high need, increased caseload, or the Board's strategic priorities.

Highlights of the FY22 Supplemental include positions to:

- Support the extension of CMART and short-term rental enforcement
- Enhance the safety and security in County parks and facilities
- Improve the County's community outreach and communication efforts
- Expand digital services
- Address expanding caseloads in Family and Social Services to assist families, the homeless, and those most impacted by COVID-19

Standard and Poor's Bond Rating Upgrade

On September 30, 2021, Standard and Poor's (S&P) upgraded the County's economic outlook from negative to stable. The rationale for S&P's upgrade included the following statement:

"Very Strong Management" We view the county's management as very strong, with strong financial policies and practices under our FMA methodology, indicating financial practices are strong, well embedded, and likely sustainable. We believe the county's very strong financial management is reflected in its formalized policies and practices. The county utilizes internal trend analysis and external information to make revenue and expenditure assumptions and takes into account current trends that may affect future results. While management intends to maintain reserves at no less than 8% of expenditures, as mandated by its policy, it prefers to keep reserves in excess of the 10%

target to which it has adhered historically. Excess budgetary savings are transferred to the capital account to ensure prudent levels of pay-as-you-go financing.”

Room Tax Ordinance

The County successfully settled a dispute regarding the room tax treatment of group rebates provided as incentives to group organizers. A consensus was reached with our resort industry partners in developing revisions to the County ordinance defining the tax treatment of these incentives. The successful collaboration has brought resolution and consistency to what has been a dispute originating back to 2013.

COVID-19 PANDEMIC

CARES Act

Over the last 18 months, the County successfully administered \$295 million in Coronavirus Relief Funds under the CARES Act. Approximately 80% was provided in direct community services in response to the negative health and economic impacts of the pandemic. Highlights of the performance outcomes include:

Public Health	Basic Needs Assistance
<ul style="list-style-type: none">• Staffed 211 communitywide test sites	<ul style="list-style-type: none">• 2.1 million meals/food to individuals and households
<ul style="list-style-type: none">• Administered 486,000 tests	<ul style="list-style-type: none">• 5,200 distance learning services over thirteen locations
<ul style="list-style-type: none">• Executed the initial communitywide vaccination sites	<ul style="list-style-type: none">• 5,900 individuals and households provided counseling services
Financial Assistance	Economic Recovery
<ul style="list-style-type: none">• Rental assistance to over 20,000 households	<ul style="list-style-type: none">• Awarded over 1,000 small business grants
<ul style="list-style-type: none">• Paid over 63,000 utility accounts	<ul style="list-style-type: none">• Legal services provided to 700 businesses
Emergency Leasing / Congregate Care	<ul style="list-style-type: none">• 3,000 resource referrals provided
<ul style="list-style-type: none">• 53,000 bed days provided	
<ul style="list-style-type: none">• Over 1,000 individuals housed / sheltered	
<ul style="list-style-type: none">• 158,000 meals provided	

American Rescue Plan Act

During the year, the County was awarded \$440 million in State and Local Fiscal Recovery Funds under the American Rescue Plan Act to assist the County in its recovery from the negative impacts of the pandemic. To determine the community's recovery needs, the County conducted a wide range of community outreach activities over two months, including community and stakeholder surveys, Commission meetings, neighborhood town halls, an application process for funding requests, and various department and stakeholder interviews. The information gathered through this community engagement process was used to prepare the Clark County Recovery Plan Performance Report (Recovery Plan) as required by the U.S Department of Treasury.

The Recovery Plan provides a summarized allocation of funding by allowable expenditure categories that is supported by extensive evidence of the negative impacts the pandemic has had on Clark County. Urgent and immediately needed programs are currently being evaluated for funding by the end of the calendar year with an emphasis towards programs benefiting communities disproportionately impacted by the pandemic.

COVID-19 Mitigation Plan

On February 14, 2021, the Governor released *Nevada's Roadmap to Recovery Transition Plan* that transitioned specific mitigation measures to local authority effective May 1, 2021. To comply with this transfer of authority, Clark County was required to draft and submit its Local Mitigation and Recovery Plan for consideration by the Nevada COVID-19 Task Force. The detailed Plan was developed with stakeholders, public health officials, and community input to highlight a regional approach to following best medical and health recommendations. Included in the Plan were capacity and occupancy limits, health and safety protocols, goals for vaccinations and decreased positivity rates all aimed at controlling the increased spread of COVID-19, maintaining hospital capacity and moving the community out of the pandemic.

Ongoing COVID-19 Response

During the past year, the County continued its pandemic response and mitigation response. Those efforts include:

- Community testing clinics,
- Community vaccination clinics,
- Participation on national, state, and local planning groups, and
- Response and mitigation for County employees, including contact tracing, monitoring of isolation/quarantine, vaccine and testing clinics, and continued development and communication of changing COVID-19 policies and practices.

DEVELOPMENT, ENVIRONMENT AND SUSTAINABILITY

All-In Clark County Plan

The Board adopted the *All-In Clark County Sustainability and Climate Action Plan – County Operations* on February 16, 2021. The plan is a roadmap for the County to address climate change and create a

more sustainable future for all. The plan includes a commitment to an inclusive and equitable process for developing and implementing and requires collaboration with regional and state partners. In 2021, Phase I of the plan included the development of a County operations implementation strategy, and Phase II was the completion of the community-wide sustainability and climate action plan.

LVCVA Loop Franchise Agreement

In 2021, the County successfully negotiated a new franchise agreement with The Boring Company. The Boring Company is proposing to build a privately financed commercial transportation system in the heart of Clark County mainly along Las Vegas Blvd. The system called the Vegas Loop is approximately 20 miles of tunnels and 47 stations. The project received support and praise at the Board meeting on October 19, 2021, from residents, resort representatives, the Las Vegas Convention and Visitors' Authority (LVCVA), contractors and labor groups. This is a cutting edge and exciting first-of-its-kind transportation project for Clark County.

Southern Nevada Economic Development and Conservation Act

The bill (often referred to as the County Lands Bill) was introduced by Sen. Cortez Masto in the 117th Session of Congress on March 3, 2021. The bill is the largest conservation bill in the history of the State of Nevada and would make more than 30,000 additional acres available for residential and non-residential development.

DIGITAL ENGAGEMENT AND SMART COMMUNITIES

Broadband Master Plan

Clark County engaged the services of the consultant firm HR&A to identify gaps in broadband access and provide recommendations to improve access for County residents. Discussions began in July 2021 and included conversations with Commissioners, representatives from various county departments, government and business partners, and community stakeholders. An in-depth analysis of existing infrastructure has been completed to provide a visual identification of underserved areas of the County. Phase II of the project is underway which will be a comprehensive report including a list of recommendations and funding opportunities for Board consideration.

Smart Parks Project

A pilot project is currently under development with NTT Smart Solutions for a smart park initiative in Sunset Park. The pilot will include two specific use cases: park occupancy and notification, and vehicle counting. By leveraging optical sensors, NTT Smart Solutions will help count and predict utilization of the park and its facilities, and vehicle volume in and out of specific roads within the park and near parking lots.

A web-based management dashboard will present real-time visualizations and predictive analysis in a singular pane of view to optimize and improve operational awareness and responsiveness within the park premises. IT, Parks, and RPM are finalizing the implementation of the project, which is expected to launch in 2022.

Website – Phase II Redesign

To continue to enhance the County's online services and improve its communication strategy, the County has engaged IDEO to provide direction and assist with the further iteration of the County's overall website presence, including simplifying navigation and making recommendations to create better online content. IDEO provided the Board with a presentation at the November 2, 2021 Board meeting, which included recommendations to 1) streamline and simplify content, 2) update the look and feel of the site, and 3) provide content guidelines.

In the coming months, the Information Technology (IT) Department will be working with IDEO on the first recommendation with an emphasis on shifting the organization's content to provide more user friendly, accessible, and intuitive access to County information and services. This is an ongoing process to ensure the continued improvement of our customer's experience with the Clark County website.

ECONOMIC DEVELOPMENT

Economic Development Concierge Services

In April 2021, Clark County launched its Concierge Development Service. The service is designed to assist large scale, non-hospitality development projects with streamlined Clark County and local utility development review so that projects are completed quicker, and jobs come to market sooner.

G2 Capital Development was the first project to benefit from the Concierge Service. The project is estimated to start construction 4th quarter of 2021 with an \$85M project valuation and 840,000 s.f. of development.

Redevelopment Agency

The County's lobby team and Economic Development Director worked with the state legislature to update redevelopment laws to allow Clark County's redevelopment agency to function similarly to municipal agencies. The change included extending the agency's life and creating its own procedural ordinance to effectuate redevelopment activity.

In June 2021, the Board voted to re-instate Clark County's Redevelopment Agency (RDA), which had been inactive since 2009. The first meeting of the re-established agency was held in September 2021. In December 2021, the Board will consider extending the life of the RDA from 30-45 years and study new areas for expansion of the redevelopment areas.

EMPLOYEE RELATIONS

4-Day Work Week Implementation

A temporary agreement with most Clark County employees was put in place in 2020 to provide for a reduced work week. The agreement resulted in cost savings for the County due to the reduction in hours from 40 hours per week to 38 hours per week across a four-day work week. The temporary agreement was set to expire on July 23, 2021. Employees expressed interest in continuing with the four-day work week past the agreement's expiration date. The County and its various Union partners successfully drafted agreements that allowed most employees to return to a 40-hour work week while maintaining the four-day work week. This schedule change was welcomed by employees and puts the County on par with other Southern Nevada jurisdictions providing a valuable benefit in future recruitment efforts.

Collective Bargaining

The County successfully negotiated ten (10) collective bargaining agreements during 2021. Five (5) of the agreements were full contracts, and five (5) were fiscal reopeners. All the contracts were negotiated in a timely manner without any formal complaints filed or arbitrations.

During this round of negotiations, a significant accomplishment involved multi-year contracts with cost-of-living parameters, which eliminates the need for annual fiscal reopeners with half of our bargaining units. The County has been in negotiations with ten (10) bargaining units annually since the great recession, which has been extremely labor intensive for all parties. Additionally, the County's largest bargaining units (SEIU and IAFF Non-Supervisory) have contract terms through June 30, 2024.

The County was pleased to be in a position to offer generous compensation packages in light of the concessions negotiated with our employee groups during the first year of the pandemic.

Leadership Training

Quarterly leadership sessions were held in 2021 for the County's department head and assistant department employees. The workshops were held virtually and provided guidance to the leadership team managing through the pandemic. Topics ranged from managing stress, complexity, and burnout to providing tips and tools for leaders to understand how the pandemic has impacted them professionally and personally. The meetings also provided an opportunity for leadership to get together regularly and maintain a sense of engagement over the course of the pandemic. The sessions were well attended, and the team has requested they continue into 2022.

HUMAN AND SOCIAL SERVICES

Housing Rental Assistance Program (CHAP)

The CHAP Program continued to be expanded to support individuals and families impacted by the COVID-19 pandemic providing over \$190M in assistance to 39,000 households. The CHAP program created precedent setting cross-jurisdictional communitywide access for housing and assistance to include:

- Direct coordination of assistance through all regional justice courts for eviction prioritization and social service case management;
- Emergency mediation services to support evictions; and
- Direct assistance to those referred through the State of Nevada landlord assistance program (AB486) passed in the 2021 Nevada Legislative Session.

Clark County Affordable Housing Plan

Expanded programming utilizing AB309 funding to create programs and incentives for developing affordable housing for those below 50% of Affordable Median Income. This is to ensure front to back-end resourcing in homelessness planning for movement throughout the system. The following initiatives were completed in 2021:

- Expedited permitting approval processes to support affordable housing development.
- Created 764 affordable housing units using federal Housing and Urban Development funds in partnership with local providers.
- Initiated expedited approval processes to support affordable housing development.
- Established implementation of the first affordable housing homeownership program.

Clark County Homelessness Initiative

As a result of the continued impacts of the COVID-19 epidemic and reduced shelter capacity, the County continued to increase the service array around continuity of care for emergency shelter, transitional housing, and permanent supportive housing. This was accomplished utilizing COVID-19 federal funding in conjunction with all existing federal and non-federal funding, including marijuana business license fees.

Additional accomplishments include:

- Continued expansion of beds from 650 in the prior year to over 800 to the community inventory of crisis stabilization and transitional housing with intensive behavioral health and case management programming.
- Provided transitional housing for over 1,500 individuals and households.

- Established 80 emergency assisted living beds to support highly acute vulnerable homeless clients.
- Established three (3) Social Service multidisciplinary CARES teams to support the diversion of acute clients to least restrictive levels of care with implementation currently underway within Las Vegas METRO detention and front-line diversion/response.
- Established community quarantine units to support individuals and tourists needing housing due to COVID-19 positivity and exposure.
- Expanded the Hospital to Home Program capacity in partnership with Managed Health Care Organizations providing housing and programming to indigent homeless medically fragile individuals providing lower cost permanency versus remaining in a hospital or a long-term care setting.
- Increased transition of acute clients within University Medical Center to lower levels of care and transitional housing to increase hospital capacity and provide client centered community-based services.
- Due to severe shortages of home-based services for disabled clients, initiated a multidisciplinary forum with Nevada Senior Services and community stakeholders to address resourcing and assistance to support prevent unwarranted placement in long-term nursing care.
- Established the rehousing program - Operation Home Program to house 2,022 families by December 2022.
 - Program supports the placement of individuals from motels or temporary housing to permanency housing through landlord partnership and incentives.
- Created incentive funding to support affordable housing providers to join the program, including access to a mitigation fund to support rehabilitation of units or to offset any potential damages.
- Created partnership with providers to support the placement of Social Service clients into apartments from current transitional housing locations (motel).

Mobile Outreach Programming

- Established “Shoes That Fit” outreach program to at-risk youth to provide ongoing community-based name brand shoe inventory with professional sports mentors to provide support and promote normalcy for vulnerable children.
- Collaboration with the Las Vegas Raiders and Prime Care Health to provide the “Commitment to Health” (formerly Highway to Health) community based medical and social service outreach to vulnerable youth and families.

Department of Family Services

- Continued ongoing Implementation of a departmental staff leadership team to address racial inequity through a partnership with Casey Family Programs with full implementation in 2021.
- Coordinated implementation of a state plan amendment to support Specialized Foster Care Services.
- Maintained compliance with the Federal Child and Family Services Review (CFSR) and associated Program Improvement Plan.

- Continued increased foster care/adoption recruitment in partnership with the Alec Ingold Foundation and the Las Vegas Raiders.
- Established housing priority for diversion of DFS impacted Families with the Department of Social Service.

INTERGOVERNMENTAL AND LEGISLATIVE

County Bill Package

Due to the pandemic, the 2021 Legislative Session was initially closed to the public with no public or non-legislative staff allowed in the building. Although the process was later opened to limited in-person participation, the traditional process of communicating and interacting with legislature and stakeholders was difficult. Despite these challenges, the County team monitored more than 1,000 bills over the 120-day period. At the close of the Session, the County lobby team moved over 40 bills from opposing to neutral and eight (8) from opposing to support. A total of 92 bills monitored by the team did not survive Sine Die, and four (4) measures were vetoed.

Clark County submitted four (4) bills for legislative consideration and requested two (2) additional bills through legislative sponsors. Four (4) of these bills survived as follows:

- **SB4** – Enables County to impose penalties for possession of illegal fireworks.
- **SB67** – Provides a four-year pilot period to implement a job order contract (JOC) process to expedite certain construction and maintenance projects.
- **SB309** – Established a committee of stakeholders (to include Clark County) to make recommendations on issues related to homelessness, public health, and housing.
- **SB376** – Allows child welfare agencies to close cases for administrative reasons such as lack of jurisdiction, inability to complete investigation, or failure to locate a family.

PROGRAM/OPERATIONAL

1 October Memorial Committee

The 1 October Memorial Committee was appointed in October 2019 and held its first meeting in October 2020. During 2021, the Committee initiated two community surveys and held a series of focus groups to solicit specific feedback regarding the community's preferences for a memorial. Additionally, a fund was established to allow for the acceptance of donations, and discussions were initiated with MGM concerning the potential acquisition of a portion of the site. The Committee is developing a request for proposal/qualification process to solicit ideas for the memorial site. This will be presented to the Board in January of 2022 for approval before release.

Building Purchases/Improvements

- On July 20, 2021, the Board approved a memorandum of understanding with the 8th Judicial District Court outlining a 21-step plan to add courtroom and office space to the Regional Justice Center (RJC). The RJC Long Range Space Plan memorialized an agreement that

resulted from negotiations over a course of a several years between the County and District Court. The Plan represents a joint understanding of short- and long-term space needs for the RJC and provides a roadmap and priority list for funding and completion of related construction.

- On November 2, 2021, the Board authorized the purchase of an approximately 72,000 square foot warehouse located at 1280 West Cheyenne Avenue to house the Fire Department's FEMA Program and expand the Election Department facilities. The building will provide additional square footage for the Fire Department's FEMA operations currently housed in a leased property. Additionally, space will be available to expand Election operations to allow mail ballots to be processed at a single site.

County Organizational Changes

As a result of the pandemic, the County has become skilled at adapting and pivoting quickly when necessary. Leadership has also been challenged with providing solutions in new and innovative ways. This has created an opportunity to rethink the way the County functions and provides services. In the past year, a number of organizational changes have been effectuated to better address the delivery of County functions. Those changes include:

- Realignment of various County functions:
 - Office of Diversity reporting change to provide additional neutrality and confidentiality.
 - Establish a new reporting structure under the Deputy County Manager to better align functions and improve communication and coordination between departments.
- Creation of the Chief Communications and Strategy Officer to focus on County branding, marketing, and community outreach efforts.
- Creation of ARPA Recovery Office staffed with a cross-functional team to implement, coordinate, and monitor programming tied to federal funding.
- Review of existing security functions with an emphasis on improving the safety and security of County facilities and staff.
- Enhance the Economic Development Office by adding staff to support expanded programming.

Leadership Appointments

- Administrative Services Director – Jeanine D'Errico (04/20/2021)
- Business License Director – Vincent Queano (04/20/2021)
- Coroner – Melanie Rouse (04/20/2021)
- Human Resources Director – Curtis Germany (08/23/2021)

Redistricting

Every ten (10) years in conjunction with the Census, the Board must redraw Commission district boundaries in accordance with Clark County Code 3.3.6.01(c)(1). Due to the delay in the 2020 Census results, this process was initiated later this year than in earlier efforts. The shortened timeline and pandemic related restrictions presented challenges to the process. Public input was sought on draft

maps through a meeting (aired live on Facebook and the County's public access channel), and a redistricting website allowed the public to submit comments prior to scheduled public hearing. The Board unanimously adopted new boundaries on November 2, 2021.

NEXT REVIEW PERIOD

In the upcoming year, the County Manager will remain focused on the response to the pandemic, protecting the County's financial stability, and ensuring that critical services are available to Clark County residents. The following priority areas will continue to be a focus during the upcoming year:

- Providing vital services to the community, particularly those most impacted by the pandemic, and maintaining a healthy work environment for County employees.
- Identify solutions that expands the system of care for homelessness in Clark County.
- Identify and implement opportunities to enhance Attainable Housing solutions.
- Commence the deployment of new and innovative technologies, data aggregating, presentation tools, and decision-making models as outlined in the Information Technology Strategic Plan.