



**OFFICE OF THE COCONINO COUNTY BOARD OF SUPERVISORS
PURSUANT TO A.R.S. § 38-431.01 & § 38-431.02**

SPECIAL SESSION MINUTES

**Saturday, April 2, 9:00 a.m.
Ft. Tuthill County Park
2446 Fort Tuthill Loop, MESS HALL
Flagstaff, Arizona 86005
The meeting was held in-person**

Present: Chair Patrice Horstman, Vice Chair Jeronimo Vasquez, Supervisor Lena Fowler, Supervisor Judy Begay and Supervisor Matt Ryan were present for the meeting.

Also Present: County Manager Steve Peru, Deputy County Manager Lucinda Andreani, Deputy County Manager Sue Brown, Clerk of the Board Lindsay Daley were present in person.

Chair Horstman called the meeting to order at 9:16 a.m.

Chair Horstman welcomed the Supervisors and thanked staff for being there. The Supervisors and staff introduced themselves.

Deputy County Manager Sue Brown provided information on logistics such as bathroom location, food and drinks available and location of electrical outlets if needed.

Discussion Item:

1. Discussion regarding Board of Supervisors goals; communications protocols and expectations; County Manager's office operations; District/Board of Supervisors budgets; feedback regarding Board meetings.

County Manager Steve Peru went over the goals of the retreat. He referenced a powerpoint titled: *Board of Supervisor's Operations Retreat*.

County Manager Peru went over the individual Supervisor District budgets. He spoke about past practices of sharing district budget expenditure reports at the Board meetings each month. He

provided the Supervisors copies of the district base budget reports for each of the district budgets. Deputy County Manager Sue Brown provided an explanation of the base budgets and how they are the same bottom line but can be allocated differently among the line items based off the Supervisors' needs. She explained that carryovers from the previous fiscal year go into their budgets in September. The Supervisors spoke about the need for travel for District 4 and 5 also due to Board meetings being in Flagstaff and how this impacts their district budgets.

Supervisor Ryan spoke about the need for travel to Washington D.C. for advocacy efforts.

There was a discussion regarding the extra travel cost needed for district 4 and district 5 for traveling to Flagstaff for meetings as well as repair and replacement costs for county vehicles needed for district 4 and 5. The Supervisors spoke about the possibility of increasing district 4 and 5 budgets by \$4,000 if needed and will determine if that may be an appropriate amount. The Board provided direction that they would like to see an increase of \$4,000 to the district 4 and district 5 accounts as part of the proposed budget for FY2023.

The Supervisors also spoke about the cost for Supervisors that use County vehicles designated to their district. Supervisor Fowler spoke about how she has been paying a monthly maintenance and replacement fee out of her district operations budget. Deputy County Manager Lucinda Andreani explained that has changed recently and it may be paid out of the Board's general budget. Chair Horstman requested that staff look at what accounts the county vehicle costs are currently being paid out of and what the exact cost is for the district 5 and district 4 vehicles.

Supervisor Horstman spoke about there being a Chair's budget account as well as a National Association of Counties (NACo) travel account that was under the Public Affairs office.

Deputy County Manager Sue Brown went over the Board Chair Travel budget/account of \$2,715, Intergovernmental travel account of \$5,000, and Government Relations Travel of \$25,000, which is to be divided 5 ways at \$5,000 each.

Chair Horstman proposed that the intergovernmental travel budget be used for any Supervisor activities where travel may be needed for sitting on a national committee. Supervisor Ryan spoke about intergovernmental budget travel also being a Supervisor that serves as a County Supervisor Association (CSA) Legislative Policy Committee (LPC) representative that is not Chair, such as himself currently. Chair Horstman proposed the intergovernmental budget being increased to \$10,000 for the FY2023 budget discussions and the Board provided direction that they would like to see the intergovernmental budget increased to \$10,000 as part of the proposed FY2023 budget.

Deputy County Manager Sue Brown explained and repeated what she heard the desire was – that a Board member may propose to use funding from the Board's intergovernmental account with total of \$10,000, for travel related to being on an official seat or committee or for testimony travel that is not district specific.

Chair Horstman explained that the Supervisors will continue to use their individual district accounts for monthly CSA regular meeting travel.

County Manager Peru brought up the travel claim process. The Supervisors spoke about the challenges of the travel claim process and approval process among the District Directors. Supervisor Fowler asked if the process can be taken out of the District Directors' hands and possibly be handled by Finance for review and approval. Supervisor Ryan spoke about the process and how it came to be and why the process is with the Supervisors' offices as they are ultimately responsible for reviewing each other's travel and their District Directors help them with that process. Clerk Lindsay Daley explained that the Finance department does one check run and deposit a week, so it is important to meet the weekly deadline.

Supervisor Judy Begay explained that the process needs to be communicated to the Supervisors so they understand. Deputy County Manager Sue Brown explained the process of how travel claims are approved for the Supervisors and the deadlines as to when they get submitted and getting a reimbursement check/deposit. Supervisor Judy Begay explained that the approval process is too long and that she has a concern with how long it takes to get a reimbursement.

County Manager Steve Peru asked if the Board's desire is to have the district expenditure reports reviewed during the Board meetings. The Board provided their thoughts regarding a review process of the district budget expenditure reports. The Board provided direction that there should be a quarterly review of the district budget expenditures.

County Manager Steve Peru asked the Board about field offices and telecommuting needs of the Supervisors. Supervisor Ryan proposed looking at the county island and county park in Tuba City and the possibility of putting an office at that location that will allow for an office for district 4 and district 5 as both are in need of office space. Supervisor Fowler explained that she talked to the Facilities Director about looking at the old Navajo Nation judicial building to see if that facility can be used.

Supervisor Begay discussed the need for use of a facility that has internet. She spoke about her concerns with having Starlink at her house in Coalmine. She explained that there is a Bureau of Indian Affairs office that may be a possibility to use. She also spoke about housing in the Grey Mountain area and the possibility of an empty house that can be used.

Chair Horstman spoke about the possibility of a modular unit that could be put on county property at the park.

Deputy County Manager Sue Brown provided an update on the Facilities Department's efforts to find space, specifically a search for a facility in the Tuba City area for use by the County. She stated that a large double-wide at the county park in Tuba City may create space for the Supervisor offices with a conference room and space for a Sheriff deputy if needed.

Chair Horstman explained that it needs to be a priority in finding space for the Supervisors. County Manager Peru explained that it may be a possible earmark.

Chair Horstman spoke about the Clerk's office possibly needing help. She expressed her concern with the workload for the Clerk's office.

County Manager Peru transitioned to the discussion on community initiative funds that are part of the Supervisors' district budgets. Chair Horstman spoke about the challenges of the current community initiative process in trying to spend the money. She also spoke about the case law which initiated the change in the process of community initiative funds. The Supervisors spoke about the difficulty in using the community initiative funds to assist community organizations. County Manager Peru explained public purpose, special events and sponsorship. Supervisor Vasquez spoke about some examples or processes that he experienced working with other agencies and how they were able to spend funds to assist community organizations. Chair Horstman suggested that they seek assistance from an auditor and also look at what other counties are doing in regards to providing funding to community organizations. She explained that the process has created challenges and provided some examples of the challenges that she has faced in trying to provide community initiative funds to community organizations or events. Supervisor Ryan suggested that they keep carryover for community initiative funds. There was also a discussion regarding the challenges in trying to provide community initiative funds to Chapters. The Board spoke about the challenge in that they may only be able to contract with Chapters that are certified, in order to provide community initiative funds. They spoke about the possibility of working with nonprofit organizations on the Navajo Nation to assist the Chapters. The Board also spoke about the possibility of creating an umbrella intergovernmental agreement with the Navajo Nation to be able to provide community initiative funds to Chapters which would outline what may be able to be funded.

The Board took a break at 11:50 a.m. and returned at 12:30 p.m.

Supervisor Ryan spoke about the need for follow-up notes being needed from the retreat today.

County Manager Peru transitioned to the discussion regarding communication protocols. He explained the different communication that takes place between board member to board member, board member to staff, board member to County Manager.

Chair Horstman explained that communication should occur from one Supervisor if they plan to go into another Supervisor's district for a meeting or event. Supervisor Ryan spoke about the need for the Supervisors to visit County departments and employees and meet people. He also spoke about the relationships built in his district and the Supervisors being respectful of those relationships. Chair Horstman spoke about welcoming input on issue in her district but also requesting that she is provided communication letting her know. Supervisor Begay spoke about similar activities and issues that impact district 4 and district 5. She spoke about working with Supervisor Fowler on things that deal with the Chapters. Supervisor Fowler explained that she is there to help. Supervisor Begay spoke about communication and requested that she be made aware if another Supervisor is attending a meeting or event in district 4. Chair Horstman spoke about when Supervisors get complaints regarding other supervisors that it is important to communicate and let the other Supervisor know.

County Manager Peru moved to the topic of Board meetings. Chair Horstman asked if the roundtable light and heavy is working. The Supervisors provided feedback regarding the district reports. Supervisor Vasquez explained that he prefers when roundtable is before lunch.

County Manager Peru spoke about communications with the Manager's office and his desire to know about communications with appointed Directors or staff. Supervisor Begay expressed her concern with the Supervisors going to staff members directly rather than going to the Manager or Deputy Managers. Supervisor Ryan spoke about perceptions that come when a Supervisor asks staff something and how staff may think it is something that has to be done quickly. He spoke about communication with the Manager and Deputy Managers and the need for information on certain issues or items that are brought up in which they may need information from a department to answer a question brought up. Supervisor Ryan explained that if he reaches out and talks to staff that he lets the Manager know. The Board spoke about needing to respect the chain of command and making sure the Manager is aware of communications with staff. Supervisor Fowler spoke about how she works with staff as they may have information that she needs.

Chair Horstman asked County Manager Peru for feedback on what the Board can do better regarding communication. County Manager Peru explained the need to consider the culture of the organization and what the culture is. He also explained the challenge in being considerate of staff's time while also not creating challenges that hinder efficiency or getting information that is needed. The Supervisors discussed that it would be good for Supervisors to communicate to the County Manager if they are speaking with a staff person.

Deputy County Manager Lucinda Andreani explained that a broader support from the Board needs to be supported if there is an initiative that will become a bigger effort. She also spoke about the Board considering communications that come in from citizens and seeking staff feedback as to the communication that occurred between the citizen and staff and understanding the priority. County Manager Peru explained that he has been having regular meetings with the Chair and explained that he intends to make an effort to meet with each Supervisor more regularly.

County Manager Peru spoke about communication with the District Directors. Deputy County Manager Sue Brown explained that staff is asked to do work by the District Directors. She explained that she requested the District Directors be in the office when their Supervisor is in the office so that they are present to assist the Supervisor with their needs. There was discussion regarding the District Directors and the need for them to work together as a team to help each other. Clerk Lindsay Daley spoke about the District Director meetings that are held and how they have changed over time. Deputy County Manager Lucinda Andreani spoke about the Salesforce software and how it can be used by the District Directors when it comes to citizen issues and tracking them through the Salesforce system.

Chair Horstman spoke about Board meetings and how she is trying to expedite the meetings. Deputy County Manager Sue Brown gave an update on the status of hybrid meetings and the technology used to be able to have hybrid meetings. She explained what it means to have a

hybrid meeting and spoke about the setup in the Board room for the Supervisors. She explained that the Information Technology department would be reaching out to train the District Directors and Supervisors on use of the equipment. Deputy County Manager Sue Brown spoke about the intent to start hybrid meetings starting with the budget meetings in May. She also spoke about the District Directors needing to be present at the meetings to support the Supervisors with their technology needs.

County Manager Peru spoke about the County Manager's office and the programs that fall under the County Manager's office. County Manager Peru explained that there needs to be more routine updated from those districts in which the Board of Supervisors is the district board, such as the Library District and Jail District. County Manager Peru also spoke about the current positions that exist in the County Manager's office.

County Manager Peru asked what the needs are of the Board regarding government relations, which is under the County Manager's office. Chair Horstman spoke about the need for a quick turnaround time for when research may be needed for items dealing with governmental relations and legal review. Supervisor Ryan spoke about the transition of staff and the vacancies and how that affects the turnaround time for preparation for the National Association of Counties conferences and learning what the Board's priorities are regarding legislation. He spoke about the need to develop a Native American advocacy position or group. Supervisor Ryan also spoke about using the Board for intergovernmental work- where they can be influential. Supervisor Vasquez spoke about the desire for the legislative updates to be in smaller pieces and more consistent rather than a lot at once. Supervisor Fowler also spoke about the need for a position that works on Native American issues. Supervisor Fowler also spoke about the need for communication when something cannot be done by staff, so she knows if she needs to do it herself, especially if deadlines are involved. She also spoke about the need for regular meetings being needed with the County Manager.

County Manager Peru spoke about needs regarding communications, community relationships and special events. Supervisor Fowler spoke about the need for alternative schedules for staff who may work weekends or evenings for events. Deputy County Manager Lucinda Andreani explained that in relation to economic development, more of an effort can be made in connecting issues. She spoke about an example of Camp Navajo and connecting it to forest restoration, transportation and future development that can potentially occur in the area. She also spoke about Supervisors' ability to see things from a policy view and how issues tie together. Chair Horstman explained that an example of that can be how glamping ties with short-term rentals and snow play and the land planning component, which also relates to economic development. Chair Horstman also spoke about the need to identify who the County's partners are on issues.

Chair Horstman explained that there is a need for another retreat for the Board to talk about long-term goals as a Board, as well as individual district goals.

Deputy County Manager Sue Brown shared how staff is fatigued; however, there is a renewal of commitment.

Chair Horstman spoke about turnover within the organization being a challenge in getting things done. Supervisor Ryan spoke about how the County is capped with an expenditure limit and how requests from departments are going to be greater and the need to look at the future and opportunities to grow revenues. Supervisor Fowler spoke about the need to look at state mandates for programs and get a clear understanding where we are with the state and advocate on the County's behalf. Supervisor Begay spoke about the need to potentially transition programs out in the future when looking at revenues versus expenditures.

Chair Horstman explained that it is important to recognize they are down in staff. Supervisor Ryan spoke about coming into a new season and coming out of covid and the need for a celebration, as well as a memorial for those employees the County lost to Covid.

County Manager Peru explained that staff will be setting up another opportunity for the Board to talk about strategic planning.


The Supervisors then shared their closing thoughts. Supervisor Vasquez shared his thoughts and the desire to meet more often but in shorter amounts of time. Supervisor Ryan spoke about looking forward to coming together again to work on the next phase of what they are working on as a Board and individually for their districts. Supervisor Fowler spoke about having projects she is focused on for her district and that she appreciates talking to the Supervisors. Supervisor Begay thanked everyone for having the retreat and she spoke about how they are all really busy with their districts. She also spoke about the challenges of serving citizens on the Navajo Nation and getting services to assist them.

Chair Horstman explained that they will have further discussions regarding strategy and priorities of the Board. She thanked the Supervisors and staff for their participation in the discussion.

There being no further discussion, Chair Horstman adjourned the Special Session meeting at 3:05 p.m.

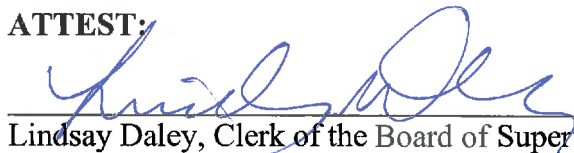
COCONINO COUNTY BOARD OF SUPERVISORS

(SEAL)



Patrice Horstman, Chair

ATTEST:



Lindsay Daley, Clerk of the Board of Supervisors



