

**REGIONAL TRANSPORTATION COMMISSION  
WASHOE COUNTY, NEVADA**

**FRIDAY**

**9:01 A.M.**

**February 13, 2020**

**PRESENT:**

**Bob Lucey, Washoe County Commissioner, Chairman  
Neoma Jardon, Reno City Council Member, Vice Chair  
Vaughn Hartung, Washoe County Commissioner  
Oscar Delgado, Reno City Council Member  
Ron Smith, Sparks City Council Member**

**Amy Cummings, RTC Interim Executive Director  
Zev Kaplan, Special Counsel  
Dale Ferguson, Legal Counsel**

**PRESENT:**

**Kristina Swallow, Director of NDOT**

The special meeting, held in the Chambers of the Washoe County Commission, 1001 E. 9<sup>th</sup> Street, Reno, Nevada, was called to order by Chairman Lucey. Following the roll call and the Pledge of Allegiance to the Flag of our country, the Board conducted the following business:

***Item 1        APPROVAL OF AGENDA***

On motion of Commissioner Hartung, seconded by Mayor Smith, which motion unanimously carried, Chairman Lucey ordered that the agenda for this meeting be approved.

Chairman Lucey acknowledged the passing of the former mayor of Reno, Bob Cashell, and held a moment of silence in honor of him.

***Item 2        PUBLIC INPUT***

Chairman Lucey opened the meeting to public input and called on anyone wishing to speak on topics relevant to the Regional Transportation Commission (RTC) that are not included in the current agenda.

Mr. John Locke, RTC RIDE driver, suggested that Interim Executive Director Amy Cummings has the best qualifications for the Executive Director position. He did not believe Mr. Abul Hassan was qualified.

Mr. Morgan Trieger, representing the Truckee Meadows Bicycle Alliance, spoke on the qualifications that he felt were the most important for the next RTC Executive Director position as follow: One who will implement policies and procedures to implement a plan for a safer,

environmentally friendly and equitable transportation system. Some of these goals include zero fatalities, reducing greenhouse gas emissions from transportation and increasing alternative mode share. He would like to see a significant increase in bicycle ridership.

Ms. Joanna Trieger, representing the Truckee Meadows Bicycle Alliance, would like facilities built to encourage bicycling as a viable means of transportation by installing vertical or horizontal separation from vehicles to make riders feel safer.

There being no one else wishing to speak, the Chair closed public input.

***Item 3            RTC EXECUTIVE DIRECTOR INTERVIEWS***

**Discussion and possible action to consider and interview the following applicants for the RTC Executive Director position: Cummings, Amy; Flansberg, John; Hassan, Abul; Hasty, Carl; and Thomas, William; select an Executive Director and provide direction as appropriate on negotiation of an employment agreement (For Possible Action)**

Chairman Lucey said that he would walk everyone through the process that has been worked on for approximately two months. It is the process used by Chairman Lucey and Commissioner Hartung during the search and subsequent selection of the Washoe County Manager. He said there are five applicants for the position and those five applicants will all have equal time before the Board to interview in a public process. The candidate order was selected at a random order that the Chairman was given immediately prior to the start of the meeting.

The Chairman then requested voluntary sequestration of the candidates until it was their turn to interview. Following each interview, the candidates were welcome to stay for the remainder of the interviews. He then introduced Ms. Angela Reich, RTC Director of Administrative Services, who walked everyone through the process.

Ms. Reich said each candidate will be given a maximum of ten minutes to provide an introduction including background, capabilities and why they are interested in the position. Then each commissioner will ask questions and the candidates will be given a total of 15 minutes for response time. Ms. Denise Thompson, Board Clerk, will be watching the clock and stopping it any time a commissioner is speaking. Lastly, each candidate will be given a maximum of five minutes for closing comments, for a total of 30 minutes per candidate. Following the interviews, the Board will proceed to a nomination process.

Chairman Lucey then explained the nomination process, explaining that following all candidate interviews, the Board will have the opportunity to deliberate and then go through a voting process. Each commissioner was provided with a list of names on a ballot. Each commissioner will vote for two candidates, without prioritizing them, on the ballot, then sign the ballot. The clerk will then collect the ballots and read the names and the results of the voting process. If there is a clear winner, the commissioners will move forward with a motion to accept that individual. If there is not a clear winner and there is a tie, the commissioners will go to a second round of voting,

choosing one person between the two tied candidates. Chairman Lucey then asked by a nod of the head if the process was acceptable to the candidates. They all agreed.

The first candidate called was John Flansberg and the remaining candidates were taken to another room to wait their turn.

Candidate Flansberg was given ten minutes for his introduction and began with his history of graduating from Oregon State University in civil engineering then worked for Granite Construction as a project engineer, project manager and estimator. In that position, he worked for NDOT, the cities and other public agencies on million dollar projects and multi-million dollar projects, such as work on major freeways, work on the runway for the Top Gun program at the Naval Air Station in Fallon, and a large regional park in Gardnerville, amongst others. He then began working for Carson City in 1997, which was the year of major flooding in the region, so his first responsibility there was to report on the different areas of flooding he saw. This gave him a unique insight to the frailties of the public infrastructure in our area.

While at Carson City, Mr. Flansberg was the street superintendent and received his Professional Engineering certificate during that time. He also had the opportunity to be in front of the Regional Transportation Commission of Carson City and eventually became the lead staff person overseeing capital projects in the city in addition to his prior responsibilities. He also took over the operation of the Carson City landfill at that time. Mr. Flansberg stressed that he mentions this to show that he has extensive experience in both operations and construction.

During the 2000 Census, Carson City was determined to hold Metropolitan Planning Organization (MPO) status and Mr. Flansberg was tasked as the lead on that, working with Jerry Hall as a consultant who helped them to set up the MPO. This was a unique experience because Mr. Flansberg began working with federal highways and federal transit on their plan during this time. At the same time, Mr. Flansberg helped to implement their first transit system called Jump Around Carson (JAC), which is still in place today.

Following that position, Mr. Flansberg was hired by the City of Reno as the Deputy Public Works Director and worked in that position for four years before being promoted to Director where he has been for ten years, developing many relationships.

Mr. Flansberg explained how his thought process has changed over his career, stating that he used to focus solely on efficiencies of the operations, which evolved into a focus on the quality of projects, then wondering how good can we get with the work that we do, and finally, how do we develop the people. He then briefly discussed the work done on the Truckee River Bridge project. His thinking has now moved on to how to best collaborate with others, such as with the work done in the North Valleys with regard to the 2017 floods.

He then mentioned the changes in the RTC since he first came to Reno. It began with pavement preservation, which was what the voters asked for, and now the focus is on complete streets with an ADA focus. He concluded, saying he would like to see the RTC now move into more of a customer focus.

Chairman Lucey thanked Mr. Flansberg and explained that each commissioner would now have the opportunity to ask a question and he would have a total of 15 minutes for response time, not inclusive of when a commissioner is speaking.

**Mayor Smith** said Mr. Flansberg had a nice resume and application and gave a nice presentation. He then asked if there is anything in the RTC's future or currently happening with the RTC that would create a conflict of interest.

Mr. Flansberg responded, saying that when he was with Granite Construction, there was an opportunity for employee stock ownership, so when he moved on to Carson City, the first thing he did was to sell that stock and move it into a 401k. He didn't want it to look bad if he was awarding contracts and Granite was the low bidder.

He added that his son graduated as a civil engineer and because his dad is the director of public works, there would be a conflict for him to work for the City of Reno. So his son is working in Salt Lake City instead. Additionally, he provided reference names on his collaborative abilities if there is any concern about his being Reno-centric in his thinking.

**Commissioner Delgado** thanked Mr. Flansberg for his great presentation and resume, then asked how Mr. Flansberg would see the infrastructure changing according to his "health lens" to have better impacts on the overall health of our community.

Mr. Flansberg responded that he is proud of the plans for the Oddie/Wells corridor, which include a raised cycle track separated from a walking path and to have the lighting added for safety. Projects such as that one provide the opportunity to be more mobile and healthier. He would like to see more projects like that.

**Commissioner Hartung** thanked Mr. Flansberg for applying, then asked that given the growing needs of the region and the shrinking of fuel tax, even with indexing, how will he lead the organization to secure additional funding that will be required.

Mr. Flansberg said that the RTC of Washoe County is the envy of the nation because of the indexing that was done here. However, because more people are using electric vehicles who are also users of the roads, there needs to be a method to make sure they are paying their fair share as well. He would like to see the entire state, and even the entire nation, work together to come up with a solution.

**Vice Chair Jardon** said for the record that it has been an honor to work with Mr. Flansberg over the years, saying he is always professional, always ethical and she has always appreciated his even approach to matters. She then explained that input from the community was solicited to find out what they would like to see in their next RTC Executive Director and the responses were very diverse. She asked Mr. Flansberg for an example of a time when he brought together diverse individuals, entities, politicians, and funding to bring a project to fruition and be specific about each.

Mr. Flansberg said that the Virginia Street Bridge came to mind and that many people loved that bridge, so it was a challenge to replace the bridge so that it would be effective, do the job required and be something the residents would like and be proud of. This involved adjacent property owners, federal highways and the Army Corps of Engineers, and was the first time he had worked with multiple interests to collaborate on a project.

Mr. Flansberg also mentioned the Carson City freeway which provided an opportunity to have a freeway with a storm water “backbone” underneath it to mitigate flooding in the valley. He was the chief liaison, coordinating with the state and seeing it to almost completion as it was finished one year after he left Carson City.

**Chairman Lucey** said he has had the opportunity to serve with Mr. Lee Gibson, the prior executive director, who taught him about the federal and state challenges on various projects and in daily business. He then asked if Mr. Flansberg were to become the executive director, how would he deal with the federal challenges as it pertains to funding, securing grants and working on legislation with both the federal and state governments.

Mr. Flansberg said that today, his role has been to see what the federal legislation comes out with and to tie the needs of the community and projects to whichever funding type they may fit into. He believes it’s important to be creative in finding those funds and how to make them work for the existing needs. He added that the challenge is to communicate the needs to those who are making policies, and working with our delegation for projects today and for future projects. Additionally, it’s important to see what the federal government is looking for in the nation and match them up.

**Vice Chair Jardon** said the RTC struggles to marry limited funds with ever growing transit needs because fuel tax may not be spent on transit. She then asked, from a financing and a technology standpoint, how Mr. Flansberg would help the RTC move forward to meet those growing needs.

Mr. Flansberg said he really likes the microtransit program and has looked into that a bit. However, it can be difficult to find where the most need is for microtransit, so bringing it into the larger hubs as quickly as possible is important. He added that with regular transit, it’s important to look at speed and passenger convenience, frequency, and potentially adjusting coach size according to need. He said more support is also needed from the voters to add transit revenue, and potentially adding some type of boutique service provided at a higher cost that could offset other expenses.

**Commissioner Delgado** asked what immediate steps Mr. Flansberg would take to improve pedestrian safety.

Mr. Flansberg said better lighting and crosswalks are needed, more education is needed and more flashers for crosswalks to make vehicle drivers more alert. He believes some of the improvements currently being done are good, but street design is also important, such as adding speed humps in school zones, etc.

Chairman Lucey said that the question and answer period had concluded and Mr. Flansberg then had five minutes for final comments.

Mr. Flansberg said if you want to know how something works, follow the money. The RTC budget has three programs and the street and highway portion of the budget is 62% and public transportation is 36%. Planning is only 2% of the budget but it is extremely important.

He has experience in both the construction side and the owners side of projects, and what can be done to make them better. On the transit side of things he has operations experience and had set up the transit system in Carson City while collaborating with Jacob Snow in Las Vegas and Greg Krause here at RTC Washoe, as well as other transit providers in the region. He has experience in planning of projects and project development, so he is not intimidated by that process. He added that he is regionally minded and will collaborate with all regional entities.

Lastly, the customer experience is extremely important while planning transit routes or congestion mitigation plans. It's important to have them say what they want for our region as well. He would like to have a collaboration with the regional entities to come together and make project decisions and improvements.

Chairman Lucey then concluded Mr. Flansberg's interview and said candidate Abul Hassan, would be brought in next.

Candidate Hassan was given ten minutes for his introduction and he first disclosed that any opinions or feelings that he shares during this interview are his own with no affiliation to Keolis, who does business with the RTC, or in relation to any conversations within the RTC.

Mr. Hassan began his career in Maryland and put himself through college by driving buses. He then began working for the DMV as a statistical analyst, running state stats. That job then turned into a project manager position. He implemented a capital infrastructure for the state, one was the vehicle emissions inspection program and the other was a queuing system which allowed an individual to perform multiple transactions at the DMV. He worked a second job for the State of Maryland at the same time, then became a director with the state. His goal is continuous improvement for the core base who is reliant on the use of any specific design.

Next, Mr. Hassan moved to Alaska for a position and within one year, was promoted to run the transit agency. The population is 300,000 and Anchorage is the MPO. During a recession in funding, Mr. Hassan and his team were able to increase transit by changing the system to a gridline system.

Mr. Hassan then moved to Hawaii and became the head of the DMV.

Chairman Lucey thanked Mr. Hassan and explained that each commissioner would now have the opportunity to ask a question and he would have a total of 15 minutes for response time, not inclusive of when a commissioner is speaking.

**Mayor Smith** asked if Mr. Hassan was in his Hawaii job less than a year.

Mr. Hassan said yes and said he's taken many risks in his career, always to better himself, and he left Hawaii because the position had opened up with Keolis here at the RTC.

Mayor Smith then asked if there is anything in the RTC's future or currently happening with the RTC that would trigger a conflict of interest.

Mr. Hassan said there are none that he is aware of.

**Commissioner Delgado** thanked Mr. Hassan for his presentation and asked how would he see the infrastructure changing according to his "health lens" to have better impacts on the overall health of our community.

Mr. Hassan responded that the decisions that are made for every project, and how a city is built, will determine the effect on our children and their children. His focus in this position would be on building livable communities. He also said everyone should ask themselves how much value they bring to a community.

**Commissioner Hartung** thanked Mr. Hassan for his presentation, then asked that given the growing needs of the region and the shrinking of fuel tax, even with indexing, how will he lead the organization to secure additional funding that will be required. He then listed several areas of the community who currently have no transit service.

Mr. Hassan said that when he looked into the history of the RTC he noticed that the agency had taken the position to not chase the sprawl from a development cycle standpoint. Because many people cannot afford to live in the city core where they work, they are forced out to the urban areas and then pay to drive back to their work location. He continued, asking where we would get the most bang for the buck while providing a needed service. He believes there is a "right size" plan for every community. He also believes that VMTs must be looked at as an additional funding source as well as partnering with private businesses.

**Vice Chair Jardon** welcomed Mr. Hassan to the community and explained that input from the community was solicited to find out what they would like to see in their next RTC Executive Director, and the responses were very diverse. She asked Mr. Hassan for an example of a time when he led the effort to bring together diverse individuals, entities, jurisdictions, federal representatives, and funding to bring a project to fruition and be specific about each.

Mr. Hasson replied that in Anchorage it is an oil based community and were in a state of recession while he was running the transit system, so he had to be creative while at the same time being in competition with EMS and Fire for funding, and transportation always fell to the bottom. His innovation was bringing businesses into the fold with discussion of equitability, funding distribution and service related to their clientele. Additionally, he reached out to the FTA to find out how to utilize the federal assets (capital) that they had. In this case it was infrastructure to talk about leasing a portion of and putting the revenue to better use. What happened was that the mall

property they had partnered with was unable to use the federal funding, so it was diverted to the transit system and they were able to build a transit center on the mall property. Another example he gave was to partner with the university in Anchorage and provide service to them instead of them funding their own separate service.

**Chairman Lucey** asked how, in the executive director role, Mr. Hassan would bring a level of understanding of federal grants, policy issues, labor matters, CMAQ funds, and working with NDOT.

Mr. Hassan said to follow the money and find out where it's going in the state and region, and the job of the executive director is to continue to facilitate those conversations with the Board. He would utilize the knowledge base at his disposal and utilize what he's learned at other locations.

Chairman Lucey said that the question and answer period had concluded and Mr. Hassan then had five minutes for final comments.

Mr. Hassan said he appreciates the opportunity to be interviewed and realizes that his resume is different from the other applicants and hopes that his multiple job and location changes are more a reflection of his age rather than his experience. He believes Lee Gibson hired the correct people around him to make the agency successful and is very impressed with the pool of talent available. He would continue to utilize the existing talent and facilitate their unique talents. His philosophy is that being poor, having a disability or being a senior is not a crime and they are the silent majority to be listened to. Anything that can be done to lift them up to a better position than they may currently be in should be done. He then mentioned several of the challenges in our area.

Chairman Lucey then concluded Mr. Hassan's interview and said candidate Amy Cummings would be brought in next.

Ms. Cummings was given ten minutes for her introduction and she began by saying what a great honor it has been working with the board members. She then reviewed accomplishments made in the previous two months since Lee Gibson retired, such as the evacuation of the Villanova maintenance facility due to a hazardous materials spill, leading the workshop on transit and pedestrian safety, working on the budget process, and working with Chairman Lucey on preparing agendas. There have also been multiple outreach events, so things have been kept on track and moving along.

Ms. Cummings has been with the RTC for over nine years and believes her experience makes her uniquely qualified as she is very familiar with the financial and legal capacity and projects and services offered, so would be able to step in and do the job on day one. As the MPO, transit agency and street and highway builder, the RTC is a unique organization and she has experience in all of those aspects. She became the deputy executive director in 2018 and has been involved in all aspects of budgeting, administrative services and project delivery and planning. Her priority has been to focus on relationships with partner agencies and to strengthen them. Community outreach has also been a priority in everything done at the RTC.



Under Ms. Cummings leadership, awards have been received for the Sustainability Plan, the Complete Streets Master Plan, and the USDOT award was received for the 4<sup>th</sup>/Prater project and the Regional Transportation Plan. The MPO certification review by the FHWA and FTA just occurred and eight commendations were received. Ms. Cummings lead the efforts to obtain over \$60 million in competitive discretionary grant funds, which includes the 4<sup>th</sup> St/Prater Way, Virginia Street and the Sutro complete street projects.

Ms. Cummings continued, saying that prior to the RTC, she worked in the private sector for Parsons Brinkerhoff, most recently as the planning manager. When she started, she was focused on GIS, technical planning and environmental analysis. She worked on many projects across the country, such as I-69, major transit and light-rail projects in Houston and Memphis, as well as several projects for RTC of Southern Nevada. Upon completing graduate school, Ms. Cummings worked for the Metro Nashville Davidson County planning department, working on long-range land use planning, sub-area plans, corridor plans, and the redistricting of their 30 council districts after the 2000 Census. She has an undergraduate degree from Florida State University, a Master's degree in community planning from University of Maryland, College Park, and a Master of Arts and History from UNR, Reno, with a focus on transportation history.

She discussed her experience and knowledge of the RTC, including the regulatory framework, the FAST Act, state provisions, and the requirements for performance based planning programs, as well as the required documents. She is also very knowledgeable about the FTA process and and partners at Region 9, along with USDOT headquarters.

Lastly, Ms. Cummings mentioned her familiarity with upcoming studies and areas of interest for the RTC and her creative and collaborative approach to problem solving. She wants to serve as the executive director because she has a great love for the RTC as an organization, for the mission and the staff, and she has been inspired by how many staff who have wished her well. There is an excitement for the work done at the RTC and the mission ahead.

Chairman Lucey thanked Ms. Cummings and explained that each commissioner would now have the opportunity to ask a question and she would have a total of 15 minutes for response time, not inclusive of when a commissioner is speaking.

**Mayor Smith** thanked Ms. Cummings for her presentation and all the hard work she's put in at the RTC. He then asked if there is anything in the RTC's future or currently happening with the RTC that would trigger a conflict of interest.

Ms. Cummings said she would not anticipate any type of conflict arising.

**Commissioner Delgado** asked how Ms. Cummings would see the infrastructure changing according to her "healthcare lens" to have better impacts on the overall health of our community.

Ms. Cummings said the RTC has been working with the Washoe County Health district for the nine years she's been here to integrate the community outreach and messaging of transportation infrastructure and the benefits to public health. One of the RTC's guiding principles is to provide

safe and healthy communities, which are directly connected. She then expounded on some of the ways the RTC integrates those multimodal options, such as on the 4<sup>th</sup>/Prater and Oddie/Wells projects, amongst others.

**Commissioner Hartung** thanked Ms. Cummings for her presentation, then asked that given the growing needs of the region and the shrinking of fuel tax, how will she lead the organization to secure additional funding sources and then prioritize them throughout the region for a balanced level of growth.

Ms. Cummings said that staff is in the process of updating the Regional Transportation Plan and will be using a performance based process for prioritization, such as crashes by corridor, traffic congestion, pavement condition, etc. The metrics will be shared with the Board to help them understand what the priorities are. The RTC also leverages its fuel tax to enhance the transit system in any way that is allowed, such as for accessible sidewalks and bus stop improvements. The RTC is also part of the Interim Legislative Committee (SCR3) which is looking at increases in electric vehicles who do not pay user fees for the roadway system. So options are being looked at to add some type of fee for electric vehicles which will rise as the fuel tax falls. The RTC will most likely be participating at the national level as well.

**Vice Chair Jardon** thanked Ms. Cummings for all of her efforts and hard work at the RTC. She asked Ms. Cummings for an example of a time when she led the charge to bring diverse individuals, entities, jurisdictions, and politicians together, and acquired funding to bring a project to fruition.

Ms. Cummings responded that the 4<sup>th</sup> Street/Prater Way corridor was the first project that she worked on when she began working for the RTC. She helped to facilitate the process for a corridor study and made sure staff was working with businesses and residents, the cities of both Reno and Sparks, and transit customers. Many of the businesses and residents were interviewed to capture their stories for the history of the corridor which was made available to the public through the station designs. Those entities were brought together through the planning process that continued during the environmental phase. Ms. Cummings was the lead writer for the TIGER Grant funding for \$16 million to fund the project in addition to the Small Starts grant funding for the additional \$6.4 million needed to complete the funding package.

The corridor is open and working efficiently, so accomplished what staff set out to achieve.

**Chairman Lucey** thanked Ms. Cummings for participating in this process and acknowledged that she has served the RTC for many years in a fashion above most. He then asked, as the new face of the organization, how she would deal with developing relationships with both the federal government and the state, addressing policy needs that will impact the Washoe RTC for years to come.

Ms. Cummings said there is a very exciting opportunity right now due to the governor's priority for reducing greenhouse gas emissions, so NDOT is speaking more openly and forcefully about supporting transit. So as part of this interim legislative committee, one of the topics is how do we

offset the loss in fuel tax because of electric vehicles, and that doesn't hurt transit needs statewide. The upcoming legislative session should be very interesting and RTC wants to be engaged there. At the federal level, staff continues to work with the delegation as needed for projects, such as the Virginia Street grant. The Shared Federal Framework is working to meet with the delegation and others at the federal level, working with The Porter Group and Cardinal Infrastructure. Staff continues to reach out to partners at NDOT, at FHWA, and at Region 9 of the FTA, who are absolutely with us. They also continue to reach out to the DOT for grant applications.

**Commissioner Hartung** asked how Ms. Cummings will address transit and multi-modal opportunities to reduce VMTs in places such as Spanish Springs, where nearly 1/3 of Sparks has no public transit, and other areas such as the North Valleys, Verdi, Southwest Reno who are also in need of transit.

Ms. Cummings said that the opportunity is available today because of the growth in our sales tax revenues. The RTC has been able to replenish transit reserves and there will be an upcoming item to move forward with a service change which includes a microtransit demonstration in the North Valleys and Spanish Springs. The Sparks microtransit demonstration has been a great success and passengers who have never used transit before are utilizing the system. There is an incremental plan to install microtransit in the Somerset/Verdi area and a long-range vision plan to extend the RAPID on S. Virginia Street down to the Summit Mall. A funding package will be needed to accomplish that one.

**Chairman Lucey** asked Ms. Cummings how, as executive director, would she change and nurture the culture within the RTC in a positive manner and help provide for new innovations.

Ms. Cummings said the culture at the RTC is already a great one and her predecessor set the bar high in terms of a collaborative workspace. She would like to build on that and continue the work being done pertaining to a respectful workplace, continue the diversity training that has begun, and professional development of staff. The public outreach component is the centerpiece of everything the RTC does, so that will continue to grow.

Chairman Lucey said that the question and answer period had concluded and Ms. Cummings then had five minutes for final comments.

Ms. Cummings expressed how grateful she is to be amongst the great group of candidates who have the opportunity to interview with the Board. She is very excited for what is in store for the RTC and wants to continue to lead the RTC as they embark on this period of change to implement the many important and needed projects that are on the horizon, such as transit service to Spanish Springs and the North Valleys, in a way that has never been possible to provide before. She mentioned several other transformative projects under way or in the works and added that the RTC is also involved in looking at new ways public transit can help combat human trafficking in our region.

She believes her knowledge and experience with the organization, the regulatory framework that the RTC operates within, and the programs and services, should position her well to implement the

vision of the Board as we move forward. She looks forward to continuing to work with the Board, no matter the capacity, and appreciates the opportunity to interview.

Chairman Lucey then concluded Ms. Cummings' interview and said candidate Carl Hasty would be brought in next.

Candidate Hasty was given ten minutes for his introduction and started by saying that out of the five candidates, he is the only one who does not currently work in valley, although he is a long-term resident of Washoe County and has been interactive with the RTC over the years when he was the deputy in Tahoe and was addressing their MPO authority in the early 2000s. He said he was envious and in awe of the ballot initiatives entered at the legislature at the beginning of the Great Recession, how the public responded and how it helped the RTC get through such a tumultuous time.

He went on to say that in Tahoe, they are experiencing the challenges of growth of the region but in a different manner than Reno. They are the "back yard" for many of the residents here and on the California side. Visitation is heavy, they are the marketing for this area and are a big asset for this area. He said the RTC has been a good organization, they have a rich history and he would like to be a part of it, which is his interest in the job.

He has a lot of experience in working with federal partners, state DOTs, etc., because their complexities may be a little more than down here. They are a bi-state district with a board of 11, six local governments, three private sector slots and two state DOTs who are ex officio. They will soon go to a board of 15 with two governor appointees and one appointee from TMRPA to address what needs to be done at Tahoe. He explained the differences between Tahoe and the RTC as well as the similarities with regard to federal and state partnerships. Mr. Hasty also provided information on some of the large projects he has been involved with and the complexities of getting them done.

Lastly, Mr. Hasty thanked the Board for the opportunity to interview and wished them luck in their decision.

Chairman Lucey thanked Mr. Hasty and explained that each commissioner would now have the opportunity to ask a question and he would have a total of 15 minutes for response time, not inclusive of when a commissioner is speaking.

**Mayor Smith** said he is impressed that Mr. Hasty has stuck with the Tahoe area for 11 years. He then asked if there is anything in the RTC's future or currently happening with the RTC that would trigger a conflict of interest.

Mr. Hasty responded that there is no reason he can see that would trigger a conflict of interest.

**Commissioner Delgado** thanked Mr. Hasty for applying and interviewing for the position, then he asked how would he see the infrastructure changing according to his "healthcare lens" to have better impacts on the overall health of our community.

Mr. Hasty said that transit provides so much to our quality of life by providing access to services, jobs, recreation, and health that's needed. It also contributes to the economic vitality of the community and if done well, can serve all of these needs. He believes the RTC has an obligation to follow a multi-modal approach to offer people choices about where they are going and how they will get there. He believes transit and multi-modal infrastructure is the future of our region and the challenge is the public and political support to finance these options.

**Commissioner Hartung** thanked Mr. Hasty and agrees with Mayor Smith about staying in Tahoe and getting things done. He then asked that given the growing needs of the region and the shrinking of fuel tax, how will he lead the organization to secure additional funding sources and then prioritize them throughout the region for a balanced level of growth.

Mr. Hasty said this is the difficulty for every community. At the federal level, with a shrinking federal expenditure, it falls into the hands of the community to generate the revenue gap to fulfill the RTP. The state level of funding needs to be looked at as well as local funding and federal support. These things all preserve existing funding but other options need to be found by educating the public and getting their input and suggestions.

**Vice Chair Jardon** thanked Mr. Hasty and said that he is the only candidate that she had never met. She told Mr. Hasty that she's been asking each candidate for an example of a time when she led the charge to bring diverse individuals, entities, jurisdictions, and politicians together, and acquired funding to bring a project to fruition, but does not feel the need to do that with him. Instead, she asked if she spoke with any individuals who work for Mr. Hasty now or in the past, what would those individuals say about him.

Mr. Hasty responded that they would, hopefully, say he is not a micromanager and likes a team who is competent, confident, willing to stretch themselves and grow, and are engaged in how they provide value in what they do for the community. He added that their success is the demeanor with which they conduct their business. He supports growth in his staff and appreciates them as a team because people can thrive if it is the right team.

**Vice Chair Jardon** asked Mr. Hasty why he wants to leave Tahoe.

Mr. Hasty said he struggled with making the decision to apply, but the challenges here are extremely attractive and this is his home. He understands the inter-regional aspect of the work and the importance of those working relationships.

**Chairman Lucey** thanked Mr. Hasty then asked, as the new face of the organization, how he would propose to develop relationships with both the federal government and the state, addressing policy needs that will impact the Washoe RTC for years to come.

Mr. Hasty said it is critical for the RTC to be competitive and cognizant of the fact that this area is not particularly large as compared to other communities around the country. It's important to work with the Governor's office and working collaboratively with the other MPOs in the state. It's

also important to work with the elected officials both here and at the legislature, especially with the recent initiative to reduce greenhouse gases because transit is the answer, and continuing to work with the federal delegation and lobbying groups in DC for a bipartisan solution.

**Chairman Lucey** said that the current administration at the state is very different from the administration in the federal government and the legislatures. He then asked what skills and traits does Mr. Hasty have to balance those different positions.

Mr. Hasty said that in his current position, it is his job to keep an eye on the bigger picture and the outcome. He added that the political arena is absolutely critical, as is the public arena, because the public does not always hear the message in the same way, so it must be customized for all to understand.

**Commissioner Hartung** said that the transit scenario in Tahoe is very different in that it is very tourist oriented with much less commuter traffic. With that said, he asked how Mr. Hasty would address the transit needs in this area with the understanding that places like Spanish Springs, the North Valleys, Verdi, and Southwest Reno do not currently have any transit at all. Also, would rail be a solution for consideration.

Mr. Hasty said rail would not immediately be considered because it has limits and can be very expensive, but is worth looking at for future options. However, no stone should be left unturned, so everything must be on the table for consideration. He added that Tahoe does inter-regional transit to/from Minden and Gardnerville, so there is more commuter traffic than one would think. They are looking at passenger ferries as a transit option to get around the lake instead of using the highway. Creative solutions and informed decision making must be involved.

Chairman Lucey said that the question and answer period had concluded and Mr. Hasty then had five minutes for final comments.

Mr. Hasty hoped that he showed what he has to offer, adding that he has a track record of building and keeping critical relationships that are critical to the achievement of goals, a reputation of integrity and vision, and a reputation for building and keeping a great and competent team who are motivated by doing the greater community good. He has also been accused of being creative, persistent and is practiced at understanding and communicating with many of the public that the RTC must engage with, and understands the leadership role required to keep the RTC competitive. He thanked the Board for their time and consideration.

Chairman Lucey then concluded Mr. Hasty's interview and said candidate Bill Thomas would be brought in next.

Candidate Thomas was given ten minutes for his introduction and started off saying that he is very honored and humbled by the opportunity to interview for what he considers one of the most important executive leadership positions in our region. He has worked with each of the commissioners in different ways over the years so wanted to take this opportunity to explain who he is as a person and provide the breadth of his experience. He started, explaining that his first job

out of college was for local government as a planning technician and that he learned the most important attribute of being a good public servant from that job was to be responsive to the public. This has become a fundamental way he does business and one that he believes has made him successful in his career.

Mr. Thomas continued, saying that for the past eight years, he has served as the assistant city manager for the City of Reno, then explained that he was asked by the council and the mayor to step in as the acting city manager for approximately ten months when the city was going through a leadership crisis. His task was to bring back some normalcy and a sense of trust back to leadership. He learned much about himself and it gave him the opportunity to help some of the employees. In that role, he developed the City's more than \$300 million budget and led the City through the winter flood of 2017, as well as a major social conflict that occurred under the arch around Columbus Day.

As assistant city manager, Mr. Thomas is responsible for all the functions that the City of Reno does that would be parallel to this executive director position for RTC. He is responsible for executive leadership and accountable for the public works department, which does all of the roadway planning, construction and maintenance, design, traffic engineering and traffic management for the City of Reno. He is also responsible for the planning functions of the City, including the development of the Master Plan, the City's involvement in the Truckee Meadows Regional Plan and the City's role in the development of the Regional Transportation Plan. Additionally, he is responsible for the Neighborhood Services department, which provides all communications and media interactions for the City of Reno, and the Information Technology department which provides the platform and hardware management for the City's technology. Lastly, the property manager is one of his direct reports.

Mr. Thomas continued, saying that prior to working for the City, he was employed as a vice president of a civil engineering firm in our community. During that time, Mr. Thomas lead multi-disciplinary teams that were made up of planners, engineers, surveyors and other design professionals, and most projects had a transportation component to them. He lead the team who wrote the City's first traffic impact fee and as a part of that project, he lobbied the legislators to implement legislation for impact fees.

Mr. Thomas also ran his own business for four years which taught him self-reliance. He believes that any great leader has to get past fear and uncertainty and the only way to do that is with self-reliance and self-comfort.

Most recently, Mr. Thomas was responsible for the development of a new \$33 million safety center; funding and construction of a \$4 million police station, creation of a \$250,000 Clean and Safe team to help with health issues in encampments, and led the group that transformed the Transitional Governing Board on Homeless into the Community Homeless Advisory Board. Mr. Thomas named several other public programs and projects that he has either led or been a part of, including the University Gateway project. In addition to public work, Mr. Thomas worked with two private individuals to conceive the Village on Sage Street project. Lastly, Mr. Thomas led the team that developed the City's first Master Plan in 20 years, called the Reimagine Reno Project.

In closing, Mr. Thomas said he is very passionate about this community and this is his home. He believes this position is one of the most important leadership positions in developing our community. His career and experiences put him in a unique position to be able to help the RTC be successful and that is why he is a candidate for this position.

Chairman Lucey thanked Mr. Thomas and explained that each commissioner would now have the opportunity to ask a question and he would have a total of 15 minutes for response time, not inclusive of when a commissioner is speaking.

**Mayor Smith** thanked Mr. Thomas for his presentation and asked if there is anything in the RTC's future or currently happening with the RTC that could trigger a conflict of interest.

Mr. Thomas responded that he doesn't believe so, but does know that there has been some concern expressed publicly. He explained that he worked for four years helping to develop a piece of property called Evans Ranch. As part of his compensation for that effort, he was offered an opportunity for a percentage of the profits if that property developed, which is not uncommon. He was never given any ownership or right to the property. He added that when he was hired at the City, he spoke with the City Manager and disclosed this fact to him. The City Manager said it was not an issue or a concern on his part. The City Attorney also said that there was no conflict of interest and issued a letter stating as such. Mr. Thomas said that for over eight years he has publicly disclosed the fact that he had the relationship with regard to this property. Additionally, he has excused himself from all conversations relating to Evans Ranch. He feels very comfortable that there is no conflict and offered, should he be hired, to sit down with RTC's attorney to disclose all facts related to that partnership and present the agreement if needed. He also said he would give it up if he's told it was necessary; however, he believes it is something that he earned and that his family has a right to.

**Commissioner Delgado** thanked Mr. Thomas for his presentation and for considering the position at the RTC. He then asked how Mr. Thomas would see the infrastructure changing according to his "healthcare lens" to have better impacts on the overall health of our community in terms of the RTC's initiatives and projects.

Mr. Thomas said he would start with the direct connection of the transportation system for those who don't have a choice or another alternative to get to medical care. Access is a necessity for those services and a taxi may not always be affordable. Secondly, he would try to create an environment where people would either walk or ride more because it helps long-term. Lastly, the pedestrian safety issue cannot be ignored because the injuries and deaths for pedestrians has been going up. He added that the RTC should meet with the healthcare providers to see to what degree the RTC can help people get the critical services they need.

**Commissioner Hartung** thanked Mr. Thomas and said his background speaks for itself. Then he asked that given the growing needs of the region and the shrinking of indexed fuel tax, how will he lead the organization to secure additional funding sources and then prioritize them throughout the region for a balanced level of growth.



Mr. Thomas responded that this is the biggest issue the region is facing, so we should look at how we are doing things because over time, any organization can develop inefficiencies and processes that made sense at one point but no longer do. He said he would also look at the local governments to see if there is an overlap where multiple entities are all spending staff time to accomplish the same goal. There may be efficiencies in one of the other entities could be helpful. Funding the operation and maintenance of transit is the big issue, so maybe it would be a good time to step back and tell the community the story of what the benefit of transit is. The value of transit needs to be explained, such as how it benefits the citizen who needs healthcare or needs to get to their job and has no other way to get there. It doesn't matter whether the money is federal, state or local money because it is still the people paying for it. He added that it can be a challenge because of the gas tax and the shrinking revenues as more electric vehicles are used.

**Vice Chair Jardon** thanked Mr. Thomas and said she appreciated Mayor Smith's question pertaining to the alleged conflict of interest and the response given because it has never been hidden and should not have needed to be a subject of discussion for today. She then asked Mr. Thomas for an example of a time when he has led the effort to bring diverse individuals, entities, jurisdictions, and politicians together, and acquired funding to bring a project to fruition.

Mr. Thomas said that downtown Reno needed to have something done about the continuing blight and degradation, so he got the initial authorization from the City Council to explore changing what was an assessment district for many years into a new tool called the Business Improvement District. He led a group of staff to get that done on time and led a very diverse group of people to sell a "self-tax" to deal with some of the blight in the area. It was made up of the stakeholders and residents of the downtown area, but also included the City Council, County Commission and a pretty broad group of people to address what was needed. Ultimately, Reno beat Las Vegas who started the same initiative before Reno. This led to the Reno Downtown Partnership and ultimately, the ambassador program.

Secondly, the City of Reno got a grant from IBM which was given to only seven places in the world. It could have been only a City of Reno matter, but Mr. Thomas and some others decided this would only have value if it was done regionally. This project ended up involving the three entities, the University and the school district, who decided that the region needed a new theme. Eventually, it was agreed that the region needed to be a knowledge-based economy.

**Chairman Lucey** said that the RTC is a very self-reliant organization; however, often has to work with the state and federal government, such as FTA, DOT, FHWA, and many organizations and their leadership administrations. He then asked Mr. Thomas how he sees himself being an advocate of the RTC in those arenas and maintaining the balance when there is a multitude of different opinions, and making sure that the focus and the goals and mission of the RTC are realized.

Mr. Thomas said he would start by saying with all of his professional experience and as a person, he feels like he has a talent for working with people to gain their trust and respect. He believes that is the most important thing in his experience when dealing with anyone. The initial conversation and contact and developing of a relationship is really what's meaningful. Graphs

and technical speak won't cut it if you do not make a connection with the person you are speaking with. It is important to show how whatever the item is that you are lobbying for or trying to get approved benefits the people of our area. At the end of the day, they know they are representing the same people that we are, so it's important for them to believe that we will perform based on what we tell them is most critical. At the state level, it's basically the same thing but more focused because there is the need for competing for resources with other regions.

At the local level, there should be a formula and a method everyone agrees on and figure out what the level of interest or consequence is if we don't help our partners.

Chairman Lucey said that the question and answer period had concluded and Mr. Thomas then had about four minutes for final comments because he had run over on Q&A.

Mr. Thomas said he really is excited about this opportunity and this is a peak time for our community with many people interested in investing. The question is what do we do with that, and Mr. Thomas believes it is the regions shining moment to shape the future. Transportation makes up 80% of our infrastructure, so how we build it, where we build it and how we use it is important. He realizes that the needs far exceed our resources, so it is mandatory to work together with our delegation, regionally with the state legislature, and with the neighboring counties to come up with solving very complex problems. Because he has worked with pretty much every board and commission in our region, he believes the RTC Board of Commissioners are the group who has demonstrated the greatest ability to cooperate and coordinate, which is critical and requires leadership, so he wants to be a part of that and thanked the commissioners for the opportunity.

At this point, Chairman Lucey asked if there were any public comments signed in for this item and the clerk confirmed there were none. He then opened the process to a brief deliberation and then will move on to the voting process.

**Vice Chair Jardon** thanked everyone who has participated in this entire process to get some great candidates in for interviews. She added that no matter who is chosen, we as a community will have a part in shaping where we live. She explained that she personally uses a four-pronged approach in her decision process. She considers education, experience, how the interview went and her gut feeling. Then she weighs those topics and ranks, which she had done.

**Commissioner Hartung** said the following comments are in the order the candidates were interviewed:

- Mr. Flansberg has a robust transportation background and he liked several of the positions that he takes.
- Mr. Hassan has a diverse background as a driver and a capital projects manager in Hawaii and Alaska, and now works for the RTC at Keolis. He also had mentioned that he is a facilitator, not a planner or engineer, which the commissioner found interesting.

- Ms. Cummings has a wealth of knowledge in the organization that is unsurpassed and he appreciates what she brings to the table; it is very impressive.
- Mr. Hasty has experience working with multiple agencies and organizations and understands how to fill revenue gaps. He would bring a lot to the table.
- Mr. Thomas has good leadership skills and understands what challenges are going to be faced in the future with regard to funding needs and resources. He has a good grasp of understanding and leadership skills on par with anyone in the region.

**Commissioner Delgado** thanked all the candidates and said it's interesting that everyone is local even though a national search was done. He believes that we will be in good hands no matter who is chosen. He takes the same matters into consideration as the Vice Chair and thanked everyone for going through the process and applying.

**Mayor Smith** thanked the candidates for their individual responses and ideas, as it proves they think regionally. This is a regional entity so it's important to think regionally. He added that every candidate deserves to be the executive director but they can only pick one.

**Chairman Lucey** shared the same sentiments and believes it's been a wonderful process. He added that the amount of professionalism demonstrated through this arduous process has been tremendous. He then thanked the candidates for taking the time out of their busy days to go through this process and it's impressive to see the wealth of knowledge in this room. For him, the best leader is all about the person, not the job. He then thanked everyone for participating.

Next, he asked all commissioners to choose two candidates on the ballot in front of them and then sign the bottom of the sheet. RTC's special legal counsel for this recruitment will then collect the ballots and deliver them to the clerk who will tally the ballots and place them on the screed to be read off.

Board Clerk Denise Thompson tallied the votes as follow:

Commissioner Hartung: John Flansberg and Bill Thomas  
 Vice Chair Jardon: Amy Cummings and Bill Thomas  
 Mayor Smith: Amy Cummings and Bill Thomas  
 Commissioner Delgado: Bill Thomas and John Flansberg  
 Chairman Lucey: Carl Hasty and Bill Thomas

While the clerk entered the votes onto a spreadsheet to display on the screen, the Chairman said that by his count, there was a clear nominee for the position which is Mr. Bill Thomas. He then made the following motion:

Enter into negotiations with Mr. Bill Thomas as the next executive director of the Regional Transportation Commission of Washoe County, and the Chairman and Special Counsel Zev Kaplan will negotiate the terms of the contract to be ratified at the next Board meeting of the RTC.

The motion was seconded by Commissioner Hartung and upon the vote, passed unanimously.

Mr. Thomas thanked his peers for being there and for participating in the interview process.

**Item 4      *PUBLIC INPUT***

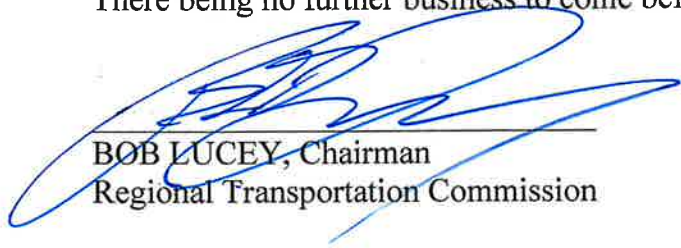
Chairman Lucey opened the meeting to public input and called on anyone wishing to speak on topics relevant to the Regional Transportation Commission (RTC) that are not included in the current agenda.

There being no one wishing to speak, the Chair closed public input.

Before adjournment, everyone sang happy birthday to the Chairman.

**Item 5      *ADJOURNMENT***

There being no further business to come before the Board, the meeting adjourned at 12:34 p.m.



---

BOB LUCEY, Chairman  
Regional Transportation Commission



**REGIONAL TRANSPORTATION COMMISSION**

*Metropolitan Planning • Public Transportation & Operations • Engineering & Construction*  
Metropolitan Planning Organization of Washoe County, Nevada

**RTC Executive Director Appointment Check-in Sheet**  
**February 13, 2020 (Alphabetical Order)**

- Cummings, Amy: *Amy Cummings*
- Flansberg, John: *John Flansberg*
- Hassan, Abul: *Abul Hassan*
- Hasty, Carl: *Carl Hasty*
- Thomas, Bill: *Bill Thomas*



**REGIONAL TRANSPORTATION COMMISSION**

*Metropolitan Planning • Public Transportation & Operations • Engineering & Construction*  
Metropolitan Planning Organization of Washoe County, Nevada

RTC Executive Director Appointment Ballot  
Commissioner Vaughn Hartung  
February 13, 2020 – Nomination Round 1

Amy Cummings

John Flansberg

Abul Hassan

Carl Hasty

Bill Thomas

Signature: RTC Commissioner Vaughn Hartung

A handwritten signature in blue ink, appearing to read "Vaughn Hartung", is written over a horizontal line.



**REGIONAL TRANSPORTATION COMMISSION**

*Metropolitan Planning • Public Transportation & Operations • Engineering & Construction*  
Metropolitan Planning Organization of Washoe County, Nevada

RTC Executive Director Appointment Ballot  
Vice Chair Neoma Jardon  
February 13, 2020 – Nomination Round 1

- Amy Cummings
- John Flansberg
- Abul Hassan
- Carl Hasty
- Bill Thomas

Signature: RTC Vice Chair Neoma Jardon

A handwritten signature in blue ink, appearing to read "Neoma Jardon", is written over a horizontal line.



**REGIONAL TRANSPORTATION COMMISSION**

*Metropolitan Planning • Public Transportation & Operations • Engineering & Construction*

Metropolitan Planning Organization of Washoe County, Nevada

RTC Executive Director Appointment Ballot  
Commissioner Ron Smith  
February 13, 2020 – Nomination Round 1

Amy Cummings

John Flansberg

Abul Hassan

Carl Hasty

Bill Thomas

Signature: RTC Commissioner Ron Smith

A handwritten signature in blue ink, appearing to read "Ron Smith", is written over a horizontal line.





**REGIONAL TRANSPORTATION COMMISSION**

*Metropolitan Planning • Public Transportation & Operations • Engineering & Construction*

Metropolitan Planning Organization of Washoe County, Nevada

RTC Executive Director Appointment Ballot  
Chairman Bob Lucey  
February 13, 2020 – Nomination Round 1

Amy Cummings

John Flansberg

Abul Hassan

Carl Hasty

Bill Thomas

Signature: RTC Chairman Bob Lucey

A handwritten signature in blue ink, appearing to read "Bob Lucey", is written over a horizontal line.



**REGIONAL TRANSPORTATION COMMISSION**

*Metropolitan Planning • Public Transportation & Operations • Engineering & Construction*

Metropolitan Planning Organization of Washoe County, Nevada

**RTC Executive Director Appointment Ballot  
Commissioner Oscar Delgado  
February 13, 2020 – Nomination Round 1**

Amy Cummings

John Flansberg (2)

Abul Hassan

Carl Hasty

Bill Thomas (1)

Signature: RTC Commissioner Oscar Delgado

