

**COMMITTEE DAY
LAKE PLEASANT, NY
TUESDAY
FEBRUARY 22, 2016**

**FINANCE COMMITTEE
9:00 AM**

Members present: John Frey, Bob Edwards, Brian Towers and Dan Wilt

Also present: Bill Farber, Rick Wilt, Brian Wells, Phil Snyder, Clark Seaman, Frank Mezzano and Pete Klein

Budget Officer Mezzano reviewed what came out of the interviews he had with Department Heads and Elected Officials on compensating them.

He first asked Personnel Officer Byrne to email other counties and ask how they handle compensating their Department Heads and Elected Officials. They received a good response back with some good examples and will be emailing them to all the Board members.

The first issue that was most evident was communications. Several people said it, they need more contact with the Board and that they should meet a couple times within the year. The Elected may choose to meet separately from the Department Heads due to differences. They could think about doing meetings with departments that have things in common, such as Public Safety, Health and Human Services etc. They would also like to have specific dates for Department Head evaluations.

Mr. Farber suggested they try to get the Department Heads to have two meetings a year to help with the communication breakdown.

Officer Mezzano handed out information from Steuben County that they use for Department Head and Elected Officials evaluations which they might be able to take ideas from.

Mr. Farber wanted the press to understand what they are doing. The Board of Supervisors in Hamilton County at the request of the Elected Officials we don't evaluate them. When the Board was discussing doing Department Head evaluations it was very clear in their opinion that the Elected Officials are elected by the people and evaluated by the people every four years therefore they felt a Board of Supervisors evaluation was inappropriate and not necessary. With that said and to Officer Mezzano's point several of them have argued the need for better interaction and understanding of what they are doing and their departments and that it might be valuable to meet with the Elected Officials separately.

Officer Mezzano stated the matrix that Steuben County uses has a certain criteria they have across the top of their chart and he took that and entered the Department Heads and Elected Officials along with their salaries. Then they could possibly score 1 through 10 on each criteria and that may give them some idea. He will email them so that they can change titles, move things around etc. and hopefully gives everyone a starting point.

Further under Communications when the Board considers the individual salary request that we do every year at budget time, in the past the communication of the decision of that was not always been passed along to the requester until they see the adopted budget. So requests have been made that they have personal contact from someone on the committee regarding those requests.

Mr. Farber stated they need to acknowledge that there have been some mistakes but he believes they did a much better job of that last year than in prior years.

Officer Mezzano stated the next thing on his list of issues is what they consider to be micromanagement, where the Board sometimes might make a decision about their department that affects their department without consulting with them. There were only a couple of people that mentioned this. He and Mr. Farber feel with better communication that will improve those things, but there will be times where they differ.

Officer Mezzano feels when it comes to micromanagement this will be the most difficult bullet point to discuss. Department Heads feel like employees and not managers and feeling that they are not being able to fully do their jobs. With this said when you look at the Steuben County's plan the first paragraph in the text addresses that, it reads "The treatment of management employees in the same manner as employees represented by bargaining units has the potential of having management level employees identifying themselves with their subordinates rather than the aims objectives and physiologies of county management".

Mr. Farber stated if you work in partnership with your leadership so that they are having to take more responsibility they will have an easier time seeing the issues from your prospective. With respect to employee evaluations putting in place some type of system so that they start out with all the Department Heads bringing in their evaluations and reviewing them in detail. Then with the idea that maybe we look at a system where some of our evaluators that seem to be using the tool very well sort of graduate out of the process so that they are just submitting their evaluations electronically to the Committee Chair for review.

Officer Mezzano stated there should be three levels of structure that is what he read from Steuben County, three levels of management, the Board, the Managers and the Employees. One of the pit falls that is addressed is triangulation and that is Department Head X decides during an evaluation that the employee didn't do as well as the previous year and brings them back a little then that employee goes to one of the Board members. The idea being if the Board as a whole agrees to adopt more of a philosophy of that separation then that contemplates that the Supervisors will have to say look your boss, your Department Head, not me and that is not going to be easy.

Officer Mezzano stated most of the managers (Department Heads) that he spoke with wanted to do their own evaluations and they want to do their own hiring with the group of the Chair of the Board, the Chair of the committee and possibly the Personnel Officer. They want a smaller group of people to make it go faster and more efficient and get the person they want. And part of that is when they go to hire and you have someone with a lot of experience and also someone who is just starting out without the experience, they want the ability to bring them in at a different step.

Officer Mezzano stated that leaves two categories under compensation, one general that applies to everyone and one that applies only to Elected Officials.

The point was made many times that the Department Heads do not get step increases or merit and this effectively keeps them stagnant except for COLA. Another point was raised that some employees make nearly as much as a Department Head when overtime is considered and when you consider the top merit often can exceed three thousand dollars. Also tied to that the management salary increases should be greater than the step increase percentages to prevent salaries from creeping.

Inequity between departments, my responsibilities are a lot more important than yours, I've got bigger staff, I have more to do, I have to do more myself, etc. This is where the matrix could possibly come into play.

Mr. Farber feels that the matrix could have an impact on their overall thinking anyways and what they need to do when evaluating Department Heads is also do their own separate evaluation of the Department Head positions and how the positions have evolved and things have changed.

Mr. Towers stated we do Department Head evaluations for the most part and then beyond that the Department Heads do the employees and they have almost exclusive oversight of who they are hiring.

Officer Mezzano stated that they are contemplating not meeting with the Board for the evaluation.

Mr. Farber stated for hiring, the Committee Chair is heavily involved and he doesn't think there are many circumstances in the past couple of years where the 10 day letters don't come through and don't move fairly seamlessly. He thinks it's more about the evaluations, he feels they could create a path to deal more effectively with that.

Officer Mezzano agreed that was their point and they didn't have a fix either, they just wanted it considered and for them to come up with some methodology that could be used, discussion continued.

Officer Mezzano then moved on to the Elected Officials with the idea of the salary for a newly elected being set back per the interviews of the elected. He knows it a very common practice most places but it is an issue.

Mr. Farber suggested they sit down with the elected and discuss how to deal with that. He thinks there are two aspects of what seems to be the input that may not be seen as a direct conflict but certainly has the appearance of conflict.

Officer Mezzano stated part of what they are going to hear during the conversation is the fact that anyone new whether a Department Head or an Elected Official coming in is going to have to face learning about their own office system. The first couple of years they will be on a learning curve so that's part of what you're going to hear as feedback.

Discussion continued with the committee.

The last item Officer Mezzano wanted to discuss was insufficient recognition for support staff. If you have a Department Head who depends extremely heavy on their support staff you are bound to hear that. They would like to see more training for new managers especially when it comes to

how to do resolutions, evaluations and how to best do merit. He feels this might not be a bad idea if it's going to be on a matrix.

Mr. Towers feels it's a great idea.

Officer Mezzano stated that wraps up what he was able to gather.

Mr. Farber reiterated what their objective was. Now they can begin to build a course on where they want this to go.

**PUBLIC WORKS/SOLID WASTE/BUILDINGS
COMMITTEE
10:00 AM**

Members present: Brian Wells, Brian Towers, Rick Wilt and Phil Snyder

Also present: Bill Farber, Clark Seaman, Dan Wilt, Bob Edwards, John Frey, Tracy Eldridge, Don Rhodes and Pete Klein

Superintendent Eldridge had handouts regarding the bid information for the Phase III Fuel Consolidation from the lowest bidder but he would like to recommend award number three and that includes new tanks at every location, Inlet, Wells and Hope with the exception of the extended warranty for the fuel master because we can get it a lot cheaper later on. This would be a few thousand dollars under our grant award which was reduced by one hundred and five thousand. He asked Mr. Rhodes if he knew why, Mr. Rhodes thought it was because they only had so much to go around.

Superintendent Eldridge reported this would also include the removal cost of the tanks at the Wells School district. With that said he estimates the cost of the local share of the total project to be a little over seventy thousand which would be split between the four entities which are the Town of Hope, Town of Wells, the Wells School District and the Town of Inlet.

Mr. Rhodes had handouts that the committee reviewed and discussed.

Superintendent Eldridge wanted to have a resolution on the agenda for next week's Board meeting to award the bid. They will be doing some on-site in-house work in Wells to keep the costs down.

Mr. Towers asked what they had in mind.

Superintendent Eldridge stated they needed to move some fence, etc.

Mr. Towers asked if the 10% for construction in-house work was out of pocket or in-kind services etc.

Superintendent Eldridge believes it is out of pocket, he didn't think it could be in-kind services, Mr. Rhodes stated only if there was surplus budget so they could take some other things out of the project, normally it's a cash match.

Mr. Towers stated the grant comes in at \$708,687, the project comes in at \$706,000 but we can't tap in to the whole \$708,687?

Superintendent Eldridge stated they take the \$708,687 and take 10% off that and that is what our grant is.

Mr. Farber stated the concern was because our grant award was reduced from our estimates.

Mr. Frey asked if they would split the \$70,000 four ways equally.

Superintendent Eldridge stated no, it would be 10% of what your site costs.

Mr. Towers asked if the Town of Inlet would pay \$30,000. Mr. Frey didn't see where that would be a problem, do we have it in our budget right now, no but the argument is we are getting 90% of this paid for.

Mr. Farber stated there is a way the county should be able to deal with this in terms of timing, we ought to be able to accommodate those kinds of budget issues. Historically it took us awhile to bill out the local shares in the past and there are other options they can look at as well.

Superintendent Eldridge and the committee continued to discuss the project as well as pointing out all the pros for the Town of Wells. Mr. Towers stated his Highway Superintendent Early is not on board with this.

Superintendent Eldridge and Mr. Rhodes offered to attend the Town of Inlet as well as the Town of Wells Board meetings to address the members.

Bid Opening:

Spec No. 2-2016 – Model Year 2016 New & Unused 20 Ton Tag-Along Trailer

1. Holden Inc.	\$20,551.00
2. Finke Equip.	\$19,958.00
3. H & M Equip.	\$18,984.00
Alt.	\$18,979.00
4. Tracey Road Equip.	\$19,780.00

A motion was made to accept the bids and refer them to committee by Mr. Edwards, seconded by Mr. Frey. Carried.

Superintendent Eldridge wanted to discuss the new tandem. He currently has two 1999 tandems with plows that he is going to auction this year. Then he received information that he will not be getting the new tandem until August and it was determined by his staff with the upcoming work load that they will require the tandem sooner. It was discussed if they could get one of the tandems up to snuff that he was going to auction and it was decided that would be throwing money away. One of the trucks does have a good dump box, so he received some prices from Utica Mack and Tracy Road Equip on some cab and chassis that he could get quickly and what it would cost.

Mr. Farber stated by meaning fairly quickly Superintendent Eldridge spoke with vendors who had awarded county bids of cab and chassis so that we could buy under their bid.

Superintendent Eldridge stated this truck would be strictly no plow equip. or anything, just the cab and chassis and we get it going. He can get a new 2017 cab and chassis from Utica Mack under Oneida's bid for \$113,764.00 and it can be delivered by the end of May. Tracey Road Equip under Onondaga's bid for the same came in at \$121,749.00 and that can be delivered at the end April.

He feels he could wait a month and go with Utica Mack plus it is less money. How he would pay for this is he has \$57,000 from last year's CHIP's and he underestimated his revenue for Sale of Equipment. So he would increase his appropriations under his equipment line and increase his revenues to offset this so there wouldn't be any effect on the current 2016 budget.

The committee agreed Superintendent Eldridge should draw up a resolution to purchase this at the March 3rd Board meeting.

Next month he will have a considerable amount of bids to open on Committee Day.

Solid Waste – he has a little more than \$170,000 in reserve. The general consensus is they should be replacing one of their 2007 tractors. We have put a lot of money into our trailers the past few years so they are in good shape. Our DANC contract will be expiring in 2018 and shopping for options so they can hold off on trailers. One of the tractors has much more rust than the other and that is the one he is thinking of replacing and they both have around 300,000 on them. He would like the committee to agree with him on replacing the one 2007 with using the equipment reserve fund to purchase it with. He received a price from Tracy Road Equipment of \$131,810.00 and would be able to piggy back off of Onondaga County.

Mr. Farber stated that they will be making decisions about how to move forward with our solid waste within the next couple of years; he feels it makes sense with our solid waste capital reserve to invest in pieces of infrastructure.

Buildings – The renovations at the Jail are progressing very well. They have one small glitch with the Department of State and that is they would like to replace a fire door but he wants plans from Andy just to change a door and he feels it is just over the top. He will work with Andy on this.

Superintendent Eldridge feels they have come to the time where they need some software for all three departments. Currently the girls are using spread sheets and with all the different grants it is time for updated software. The software that he would like to choose does work with the Fuel Master.

**INTERNAL MANAGEMENT
COMMITTEE
11:10 AM**

Members present: Brian Towers, John Frey, Dan Wilt and Bob Edwards

Also present: Bill Farber, Clark Seaman, Brian Wells, Phil Snyder, Rick Wilt, Kim Byrne, Karl Abrams and Pete Klein

Sheriff Abrams came to discuss a few changes that need to be done in the employee handbook. He feels the departmental hours need to be adjusted to include his department, it is written for eight hour days and they do ten hours.

The next item Sheriff Abrams wanted to discuss is under 507 – Vehicle Usage – he feels there should be some exemptions in there for the Sheriff. The vehicle he uses had been to use at your discretion. This would not apply to the Deputies, it would just be for the Sheriff.

Mr. Farber stated they would take a look at it. His recollection was they pulled the language from the IRS exemption. There is an IRS exemption specifically for law enforcement, Sheriff etc., that needs to deal with the same way with reporting that as a portion of the salary.

Section 808 – Medical Insurance for Retirees – this has been addressed before and the last discussion it was tabled. He just wanted to throw out a couple of plans, ideas. One way is to have a written agreement with the county that if they were to retire before 55 and receive insurance but if we re-entered into the work force they would have to drop the insurance. Another possible option is to let us continue making the 10% contribution toward the insurance until they reach the age of 55.

Mr. Farber stated those are two great options that might make a difference in the thinking. If we continue in the interim period people contributing at the rate they are currently at until the age of 55 to fill that gap. Your concern is for the person that leaves that doesn't have alternative employment or insurance and the Board's concern is avoiding a circumstance where we are paying health insurance for someone who opted to go to work somewhere else. He feels there may be a way to at least take a different look at it with the two options he just presented.

Next is Media spokesman – he has discussed this with Mr. Farber before. He is basically the spokesman for his department if there is an incident. He has written press releases in the past with the previous Sheriff, he has dealt with media outlets, such as television stations. This was basically written as it was either yourself or Brian can do it. He feels the verbiage could be changed a little bit.

Mr. Farber stated they need to take a look at it and decipher between Elected Officials and Appointed Officials. He feels the Board has a different ability to limit what Elected Officials say anyways. They need to take a second look at this whole issue of media relations and how they want to deal with it, what they want to be involved in and what we don't. He knows we have had three or four things come up in the last two or three months after he has been more aware and more sensitive to this issue where we have department heads that want to get the word out about this or that and they have done a press release to avoid paying for an ad. He thinks everyone should read that section of the handbook and see what our role should be and what we want to do and come up with a solution.

The Sheriff stated the other is that all county vehicles are required to have an official license plate, logo's, with exception for an authorized ok by the fleet coordinator he feels there should be something in there regarding the sheriff's vehicles because he legally does not have to have them registered. He has custom plates made from the State, all he has to have is the agency name and call number.

Sheriff Abrams stated Officer Byrne had handouts regarding medical benefits from three different counties that responded back to her email.

Sheriff Abrams left at this time.

Officer Byrne stated she is still working with Director Franko on the job description for the position in her office. They are trying to come up with a title along with duties to create the job description. Mr. Farber stated this would be for an alternative to a Senior RN, Officer Byrne stated yes.

Officer Byrne stated she made an error in the resolution for the March 3rd meeting for Penny to move into Director of Patient Services position as Deputy, it should have been Assistant. She will rescind that resolution with a new one as Assistant Director of Patient Services. She will send the job description to everyone once it's complete.

Officer Byrne will have the handbook changes for everyone at the next meeting.

Mr. Farber stated on the Sheriff's two issues he feels they will need legislation consideration on the medical insurance for retired police officers.