



Onondaga County Legislature

DEBORAH L. MATURO
Clerk

J. RYAN McMAHON, II
Chairman

KATHERINE FRENCH
Deputy Clerk

401 Montgomery Street • Court House • Room 407 • Syracuse, New York 13202
Phone: 315.435.2070 Fax: 315.435.8434

www.ongov.net

WAYS & MEANS COMMITTEE – 2016 BUDGET REVIEW OF WAYS & MEANS COMMITTEE DEPARTMENTS *continued* SEPTEMBER 25, 2015 DAVID KNAPP, CHAIRMAN

MEMBERS PRESENT: Mr. May, Mrs. Ervin, Mr. Kilmartin, Ms. Williams
MEMBERS ABSENT: Mr. Holmquist, Mr. Jordan, *see also attached list*

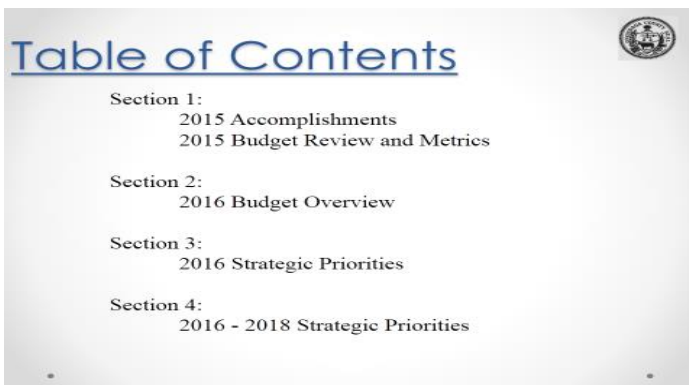
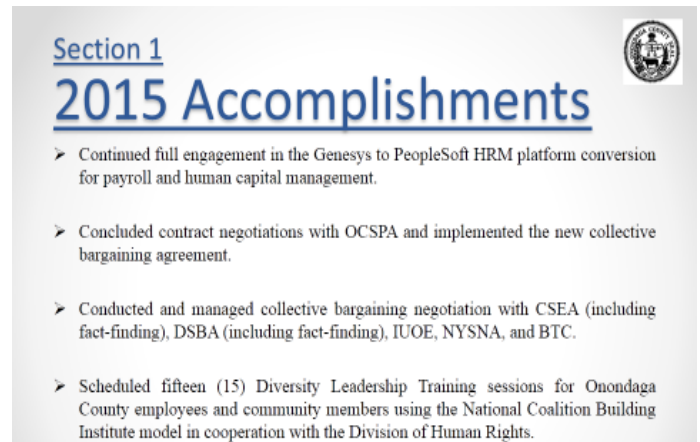
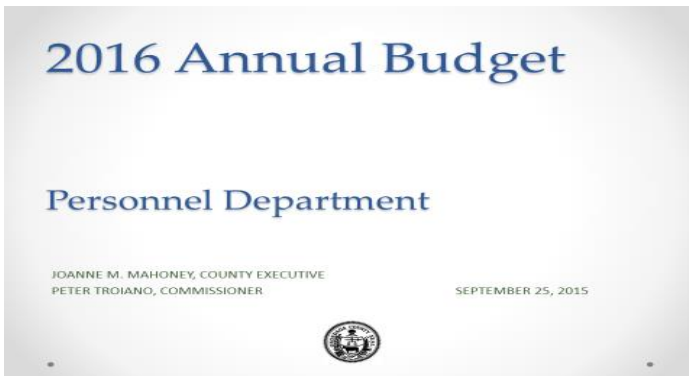
Chairman Knapp called the meeting to order at 9:30 am.

**PERSONNEL, pg. 3-122 – Peter Troiano, Commissioner, Carl Hummel, Lorraine Bissi Greenlese,
Matthew Campbell, Budget Analyst**


Mr. Troiano:

- 3 main department functions:
 - Local Civil Service administrator for Onon. Co. government, City of Syr., all towns, villages, school districts
 - HR manager for county
 - Employee benefits manager, which was discussed during insurance fund presentation last week

Mr. Troiano presented the following:




- Through hard work and dedication of dept. staff
- Expected to be concluded with collective bargaining but still engaged with it



- Processed and obtained jurisdictional classifications and rule changes approved by New York State Civil Service Commission.
- Presented as experts to municipal and school district as well as graduate and international student groups on public sector civil service and labor relations topics.
- Continued participation in the Health Benefits Coalition including educating and informing labor representation in the development of the Premium Equivalent Rates, plan design initiatives and cost monitoring of the health benefit program.
- Operated the CSEA Grievance Triage Arbitration Procedure for grievances and disciplines which streamlines procedures and reduces both case hearing time length and arbitration costs.

- Manage Civil Service admin.--deal with all of the complications and try to ease them as best as we can




- Conducted mass physical agility testing for over 116 candidates for Police Officer and Deputy Sheriff (Police) positions.
- Maintained provisional appointment percentage below 2%.
- Extended electronic recruitment and examination system to 12,000 subscribers.
- Initiated the replacement of the present civil service HRS system (ESP) with egov system.

2015 Budget Review and Metrics

- Projected to process over 6,000 examination applications.
- Anticipate \$90,000 to be collected in candidate application fees, employees ID card replacement fees
- Administered over 100 competitive civil service examinations.
- Extended electronic examination notifications to nearly 12,000 registrants.
- Completed installation of new third party administrator (TPA) for OnPoint plan.
- Over 9,500 personnel transactions will be processed
- On target to maintain provisional appointment rate below 2%


- Process incredible amount of examination applications
- Collect approx. \$90k of fees: candidate application, ID card replacement, etc.
- Completed installation of change in 3rd party admin. for health benefit plan – managed the claims run out when switching from one to admin. to another



Section 2 2015 Budget Overview

- **Staffing**
 - Additions to the 2016 Budget are three OCPL HR- related positions (Director of Internal Services, Typist II and Account Clerk II) from the transfer of function enacted with the 2015 budget. Reductions include the transfer of a Typist II to Financial Operations and the transfer of a Human Rights Specialist to the Human Rights Commission.
 - 101- net increase of \$84,484 for three positions and general salary and wage adjustments.

- 3 OCPL positions transferred in as result of 2015 budget legislation – now appear in 2016 Pers. Dept. budget
- Pers. will manage HR functions for Library
- Typist II who does account work transferred out to Fin. Ops
- Human Rights Spec. has moved to Human Rights Comm.



Section 2 2016 Budget Overview

- **Operations**

Adjustments to operating accounts reflect workload changes anticipated for 2016 and the funding shifts from Personnel to Human Rights Commission.

 - **413** - \$1,000 rental of exam facility for large tests
 - **408** - \$10,736- police medical examinations; IMEs; exam proctor fees; physical agility exams for police candidates
 - **410**- \$13,850- examination fees share to NYS attributable to Firefighter examination scheduled for 2016
 - **401**- (\$1,200) - program funding moved to Human Rights Commission
 - **Revenue** – 508100 - \$29,500- revenue increase from exam fees collected from Firefighter candidates

- 413 -Potentially have to rent a new exam facility next year – giving firefighters exam next year, a big exam-nearly 1,200
- 408 - Per DCJS police candidates have to pass medical criteria to be hired;– exam proctor fees firefighter, medical exams, physical agility for police candidates
- Police exam – written and physical agility. Physical agility – state requirements – pushups, running, sit ups, etc. handled at SRC Arena
- 410 – exam fees shared w/State 50/50

Section 3 2016 Strategic Priorities	Section 4 2017 – 2018 Strategic Priorities
<ul style="list-style-type: none"> ➤ Implement and manage the HR activities transferred from OCPL to Personnel. ➤ Manage collective bargaining negotiations for successor agreements for five (5) Collective Bargaining Agreements that expired on December 31, 2012: <ul style="list-style-type: none"> • Central and Northern New York Basic Building Trades Council (29 employees) • New York State Nurses Association (44 employees) • Civil Service Employees Association, Local 834 (2334 employees) • International Union of Operating Engineers Local 832S (28 employees) • Deputy Sheriff Benevolent Association (281 employees) ➤ PeopleSoft Platform <ul style="list-style-type: none"> • Conclude participation in the configuration and installation of People Soft HR/Payroll system • Management and administration of logistics for training for new system ➤ Continue to identify opportunities and implement initiatives to right size the workforce through consolidation and outsourcing ➤ Develop training and accreditation program for new supervisors to include performance management, conflict resolution, communication, coaching, team building and leading. 	<ul style="list-style-type: none"> ➤ Continue to advance the Personnel Department into a full service county wide HR entity leveraged by PeopleSoft HCM to perform and manage HR functions of all departments. ➤ Administer renewed collective bargaining agreements resulting from concluded contract negotiations ➤ Determine human resource management strategies and administration opportunities leveraged by People Soft HRM with respect to business processes staffing and information

- Anticipate finishing collective bargaining work – get agreements in place
- Leverage PeopleSoft with entire HR function – it's a very vast system w/a lot of capability; taking bights of it to improve ability to get it in place and utilize it

Mrs. Ervin:

- Where do we stand with contracts

Mr. Troiano:

- DSBA – as result of tentative agreement turned down in July, we have let the dust settle – anticipate discussions with them next month
- CSEA – contract turned down; next step would be a legislative determination – will consider asking the legislature to move forward with it, but still have some thinking to do on where we stand with that package
- Other groups are still actively in negotiations – have meetings scheduled with 2 of the 3 groups

Mrs. Ervin:

- Regarding legislative action – how quickly would something be done

Mr. Troiano:

- Pace would be to ask the legislature to schedule a public hearing and proceed from that standpoint

Chairman Knapp:

- Would we be looking at imposing a resolution for 2013 alone

Mr. Troiano:

- 2013 and 2014 – the purpose is to resolve the impasse – normally a year to year association; it didn't happen in 2014, so now there are 2 years that the legislature may be able to act upon

Mrs. Ervin:

- The sooner the better – employees have been waiting almost 3 years for a contract

Mr. Troiano:

- It has been awhile; it's a little bit unusual
- Seeing that it is not unusual in public sector collective bargaining across the state
- Seeing the dynamic between economic cost, wages, and cost of fringe benefits – particularly health insurance and to a degree retirement pension, which we don't have local control over
- Shown to be difficult across the state to address both of those reasonably – prevented advancement of labor agreements in many jurisdictions

Mrs. Ervin:

- If we go to a different grade for someone, where does a person go – do they go to the bottom of the grade

Mrs. Troiano:

- Would apply a promotional formula and slot the persons in the new grade based upon the formula – slot them into a new step on the new grade – it is not step for step

- They will get an increase in salary because the reason a grade is increased is because we are saying that the value of that labor is not that pay grade, it is a higher pay grade. Along with that should come some increase in compensation.
- It's not necessarily the same step because that step was reached because of longevity or years of service; equity is provided in the new grade so that there is an increase over what they currently make

Mr. May:

- 25% of revenue is interdepartmentals – is it a general charge for things that you do, or do certain things drive the number

Mr. Morgan:

- Some of it is related to services the Personnel Dept. provides to other departments as resources are consolidated into Personnel, i.e. Health, Social Services, etc.

Chairman Knapp:

- Where will stand at year end; will you be on budget

Mr. Troiano:

- We will have a balanced budget in all accounts

Chairman Knapp:

- Do we pay rent at SRC for agility testing

Mr. Troiano:

- No. Also, OCC is used almost exclusively for Civil Service exams on Saturdays—no charge for that
- When we have a big exam, for logistic purposes, we will need to rent Nottingham, or another high school's gym or cafeteria
- For firefighters there will be nearly 1,000; for police officers - about 700-800; case worker exams attract a big crowd

Chairman Knapp:

- Is there any money in here for PeopleSoft implementation

Mr. Troiano:

- No, not in our budget

Chairman Knapp:

- Would that be in IT

Mr. Morgan:

- Yes, and there will be a capital ask at some point too

Chairman Knapp:

- You have done some work on it, the software component – do you have a projection on the implementation or going live

Mr. Troiano:

- The date will be when we are ready to go – when absolutely sure we can run a payroll without dropping anything, when we are absolutely sure our records are secure, when we can track and maintain where we need to be
- Jan. 1st doesn't make a lot of sense because of year-end activity and year start up activity; the next logical point that we are shooting at would likely be the 2nd quarter
- There is testing that needs to be done, once the configuration is finished, and we have everything where we need it to be, we want to be absolutely sure that it's going to run and fly without missing a beat.

Chairman Knapp:

- This is a big one; there are ramifications of failure

Mr. Troiano:

- It's absolutely cardinal to be successful; folks have been working on this for a very long time in addition to what they ordinarily do
- Excited about it because of what we are replacing and the capabilities that it has

PURCHASE, PG. 3-134 – Sean Carroll, Director; Emily Tische, Budget Analyst; Matt Campbell, Budget Analyst

Mr. Carroll read the following:

Mr. Chairman, members of the Legislature, I am pleased to present the Division of Purchase 2016 Budget. In addition to this presentation, written materials have been provided with additional details.

The 2016 budget for the Division of Purchase is the story of the success of shared services and consolidation in procurement. In 2009 the County, City and School District employed a combined 34 staff people managing procurement, compliance, and asset management. This year's budget request proposes to do the same work with 23 funded positions. This is primarily through retirements and attrition of staff that have not been replaced. This includes the additional titles, approved in June, and paid for entirely by the Syracuse City School District. You will see this reflected in the 101 and benefits lines of our budget, along with offsetting revenue.

This year the Division of Purchase has completed consolidation with the Syracuse City School District, the final component of the first phase of our shared services platform. By all accounts this program continues to be a success. Our presentation shows the savings to our shared services customers. I am pleased to report that the program is paying exponential dividends. The savings of the program are outpacing the costs at a growing rate, and the number of participating municipalities is increasing steadily. The program has produced more than 4 million dollars in savings to date. For the County alone, the program has produced more than 1.4 million dollars in savings, continuing to outpace expenses and allowing the program to operate in the black.

We currently have more than 40 municipalities in Onondaga County participating in our program, including the towns of Cicero, and Clay, Villages of Camillus, North Syracuse and East Syracuse, the North Onondaga Library, and the Airport authority. A complete list can be found in the written material we have provided.

In addition, 6 new municipalities have expressed interest in having the County do all of their purchasing, and implementation is planned early next year.

These successes are the work of a dedicated and creative staff, and my team is second to none in New York State. The Onondaga County Division of Purchase represents the most experienced municipal procurement team in New York State, with more than 225 years of combined experience. In fact, for the second year in a row more than 100 other municipalities across the state are using our contracts to procure goods and services. This has made our vendors more aggressive in their pricing, increased our opportunities for savings, and in some cases increased the dollars spent with our local vendors from across the state.

The Division of Purchase now manages approximately 500 million dollars in spend a year. This means we spend less than half a cent for every dollar we manage, well below the industry standard for procurement departments at the highest levels. We also recover in savings, auctions revenue, and administrative revenue, more than the local dollar cost of the department. As excited as I am to report these successes, the efficiencies to be gained are far from complete. Our 2016 budget reflects the future of the program, and what we believe will be continued increases in momentum.

There are still many municipalities we can offer value to who are not broadly participating. We will continue to offer these opportunities to the remaining municipalities in the County, and are discussing with the law department the addition of other local authorities and school districts. We have also begun to market our services to other municipalities for a fee like Otsego County, and to help similar models for procurement shared services to be implemented across the state. We look forward to bringing revenue generating contracts to you in the future to provide these additional services.

Operationally, we have laid the ground work for electronic bidding and best value this year, in conjunction with executive and legislative support. On electronic bidding we have finalized our business case as required by the statute and are ready to implement the technology that makes electronic bidding possible.

On best value, we have researched different models for the evaluations of bids. Price will remain the dominant criteria, to continue to drive cost savings. It will also focus on industries that change rapidly, are hard to scope completely, and services where high levels of expertise add value. We have focused on three categories of criteria. The first category is where the vendor can easily submit materials qualifying them for best value points, such as small business, service disabled veteran and MWBE qualifications. The second category is where independent regional or national rating systems can be reviewed to compare vendors, such as Energy star ratings and federal transportation safety ratings. The third category is for when vendors make claims of quality, service levels, cost of ownership and whole life costing. For this third category we will be using verifiable information from the vendor that can be reviewed periodically. This includes warranties, comparative data of product life, experience with the vendor, replacement and maintenance costs, and end of life procedures. In each case a vendor claiming to be better than the competition will be required to document why they are better and provide comparative

support. The methodology is designed to allow the freedom to get the best product and service not just the cheapest, while still maintaining a level playing field for all vendors and objective criteria for scoring.

Our team has begun a full scale evaluation of our organization in conjunction with management and budget. This includes setting goals for increasing levels of customer and client service and savings. We will be focusing again on SMART procurement, specifically our strategic, modernized, accessible, responsive and technologically leveraged role in the County organization and for all of our clients. We continue to use technology to bring our clients more uniform service through initiatives like integrated purchasing services through PeopleSoft and widespread access to documents and processes through SharePoint. We are looking at major cost drivers such as energy and delivery charges to look for ways to reduce costs. Finally the purchasing team continues to look for ways to drive down the per purchase order and per contract costs for the County and our other participating agencies.

Although most of this presentation focuses on consolidation, the day to day work of the department continues un-interrupted and our staff continues to work on other cost savings opportunities, such as automation of services and print management solutions. We continue to recover approximately a million dollars a year in auction sales and are on pace to meet that number again this year. We are very proud to report that we have, through our compliance office, administered more than 20 million dollars in MWBE participation. Our team is recognized as the benchmark for ethical and compliant purchasing among our peers across the state, and by our municipal clients as part of the strategic planning process. The confidence of our peers is further realized through our staff being involved at a state and national level with contracting and training of other purchasing agents.

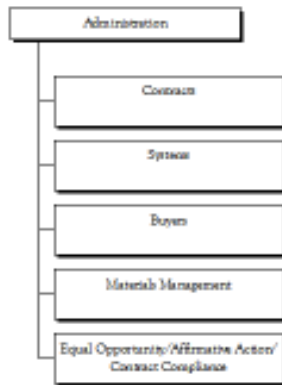
This concludes the Division of Purchase 2016 budget summary. If you have any questions about our budget request, or about the additional best value materials, I will be happy to answer them.

2016 ANNUAL BUDGET
 Ways & Means Committee Report

DIVISION OF PURCHASE
 JOANNE M. MAHONEY, COUNTY EXECUTIVE
 SEAN CARROLL, DIRECTOR

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GENERAL DEPARTMENT INFORMATION

Department Mission

The mission of the Division of Purchase is to establish and deliver a uniform and standardized system for the procurement of all goods and services for Onondaga County in a timely and cost-effective manner. It is also the mission of the Division of Purchase to maintain a system of all fixed asset inventories, serving the county's lost prevention needs and providing a method for re-distribution and proper disposal of all equipment and materials.

STAFF RECOGNITION

All of these accomplishments and the material included in this presentation are thanks to the hard work and dedication of the purchasing staff.

Contracts Team

Cindy Heck
 James Corbett
 Stephanie Cunningham

Buyers

Terry Woodfork
 Brian Chairmonte
 Elizabeth Florack
 Corey Larrabee
 Jodi Reith
 Tierza Sovocool

Valerie Gould
 Beverly Chapman
 James Jackson
 Julie McCarthy
 Mark Seigal

Materials Manager

James Swam, Jr.

Contract Compliance

Herman Howard
 Tajuana Cerutti

Admin Staff

Alycia Guy
 Elizabeth Canino
 Renee VanCleaf
 Christine Condon



General Purchasing – Surplus

Month	Amount
January	\$71,057
February	\$77,172
March	\$30,016
April	\$113,844
May	\$75,976
June	\$73,271
July	\$99,578
August	\$84,817
YTD TOTAL SALES	\$626,881

Baldwinsville Central School District
 Bridgeport Fire Department
 City of Syracuse
 City of Syracuse Water Department
 City of Syracuse DPW
 City of Syracuse Police Department
 East Syracuse Minoa CSD
 East Syracuse Police Department
 Fayetteville-Manlius CSD
 Jamesville-DeWitt CSD
 LaFayette CSD
 LaFayette Fire Dept
 Liverpool CSD
 Liverpool Fire Department

Marcellus CSD
 North Syracuse CSD
 OCM Bocas
 Onondaga Community College
 Onondaga County Surplus
 Onondaga CSD
 Skaneateles CSD
 Syracuse CSD
 Syracuse Fire Department
 Syracuse Housing Authority
 Town of Camillus Water Dept
 Town of Cicero Parks and Rec
 Town of Clay Highway Dept.
 Town of DeWitt

Town of Lysander
 Town of Manlius
 Town of Manlius Police Department
 Village of Camillus
 Village of East Syracuse
 Village of Fayetteville
 Village of Liverpool
 Village of Liverpool Police Department
 Village of Minoa
 Village of North Syracuse
 Village of Solway
 West Genesee SD
 West hill SD



GENERAL PURCHASING – SURPLUS

COMPLIANCE

In 2015, out of the \$99,429,618 awarded to firms for construction projects, \$20,723,295 has been designated to go to Minority & Women-Owned Business Enterprises (MWBE) achieving a combined MWBE goal of 20.84% participation to-date. Of that, \$13,192,294 (13.27%) has been designated to go to Minority-Owned Businesses, and \$7,531,001 (7.57%) has been designated to go to Women-Owned Businesses.

In addition to the continued success of the program, the 2016 budget continues Onondaga County's industry leading MWBE recruitment and training. One of the strongest ways for a County to invest in economic development is to do business with local small businesses, particularly when owned by a generally underrepresented class.

WATER ENVIRONMENT PROTECTION

Beverton WPCP Disinfection and Clarifier Improvements (Bid 8209)
 Concrete Repairs (Bid 8277)
 Construction of Rehabilitation & Upgrade of the Ley Creek Pump Station (Bid 8196)
 Metropolitan Syracuse WWTP Secondary Bypass Disinfection Improvements (Bid 8328)
 Miscellaneous Concrete Repairs (Bid 8222)
 Oak Orchard WWTP Administration Building Rehabilitation (Bid 8295)
 Oak Orchard WWTP Plant Infrastructure Rehabilitation (Bid 8195)

FACILITIES MANAGEMENT

Edward Kochan County Office Building 4th Floor Renovation (Bid 8110)
 Fire Alarm Upgrades at NBT Bank Stadium (Bid 8155)
 Ice Rink Expansion (Bid 8293)
 Installation of Polycarbonate Sectional/Overhead Doors (Bid 8188)
 Onondaga LakeView Amphitheater Project
 ONONDAGA COUNTY PUBLIC LIBRARIES
 Renovation to Robert P. Kinchen Central Library (Bid 8309)
 Renovation to Robert P. Kinchen Central Library - 3rd Floor (Onondaga County Public Library at the Galleries of Syracuse) (Bid 8231)

METROPOLITAN WATER BOARD

Furnishing and installing of insulation at Western and Eastern Pump Station (Bid 8161)
 Water Treatment Plant Laboratory Renovation (Bid 8219)

ONONDAGA COMMUNITY COLLEGE

Whitney Administration Commons (Bid 8205)

PARKS DEPARTMENT

Beaver Lake Nature Entrance Redesign (Bid 8232)
 NBT Stadium Family Fun Zone (Bid 8324)

CORRECTIONAL FACILITY



GENERAL PURCHASING – COMPLIANCE

CONSOLIDATION

CONSOLIDATION

SAVINGS

	County	City	SCSD	Towns and Villages	Total Gross Savings
Personnel		\$ 995,732.45	\$ 76,298.50		\$ 1,072,030.95
Commodity Volume discounts	\$ 1,444,703.00	\$ 545,300.00	\$ 35,000.00	\$ 953,993.50	\$ 2,978,996.50
Administrative Savings		\$ 158,436.00	\$ 21,414.00	\$ 145,000.00	\$ 324,850.00
Total	\$ 1,444,703.00	\$ 1,699,468.45	\$ 132,712.50	\$ 1,098,993.50	\$ 4,375,877.45
					Total Gross Expenses
Expenses	\$ 970,120.00				\$ 970,120.00

QUALITATIVE SUCCESSES

Benefit	Example
Saving Local Municipalities time and money	The Onondaga County Division of Purchase has professionally administered the bid process for local municipalities including : Village of Camillus, Town of Clay, the DeWitt Fire Company, Northern Onondaga Public Library, Town of Cicero, Village of East Syracuse and the Village of North Syracuse.
Shared Contracts	Onondaga County has been a statewide leader in public procurement, leveraging volume savings from across New York on administered contracts to the benefit of Onondaga County's taxpayers. Onondaga County's Truck contract was used by over 90 municipalities, including 6 within the County, driving prices down and benefitting local vendors. This list is attached .

CONSOLIDATION – PARTICIPANTS

Participants

**Onondaga County
Volume Savings, Purchasing and Contracting Administration
or Both**

Baldwinsville CSD	Town of Cicero
Belgium Cold Springs Fire Department	Town of Clay
Bridgeport Fire Department	Town of DeWitt
City of Syracuse	Town of Elbridge
Clay Fire Department	Town of Fabius
Fairmount Fire Department	Town of Geddes
Fayetteville Fire Department	Town of LaFayette
Fayetteville Manlius Central Schools	Town of Marcellus
North Onondaga Public Library	Town of Onondaga
Jamesville Dewitt Central Schools	Town of Otisco
Jordan-Elbridge Schools	Town of Spafford
Kirkville Fire Department	Town of Skaneateles
Liverpool Central Schools	Town of Van Etten
Liverpool Fire Department	Town of Tully
Onondaga Hill Fire Department	Tully Central School
Phoenix Fire Department	Village of Baldwinsville
Plainville Fire Department	Village of Camillus
Seneca River Fire Department	Village of Fayetteville
Skaneateles Fire Department	Village of Jordan
Syracuse City School District	Village of Manlius
Taunton Fire Department	Village of Marcellus
Seneca River Fire Department	Village of Minoa
Skaneateles Fire Department	Village of North Syracuse
Town of Camillus	Village of Solway
	Village of Skaneateles

**Onondaga County
Volume Savings, Purchasing
and Contracting Administration
or Both**

Amherst Central Schools	SMG- Oncenter
Broome County	Town of Amherst
City of Albany DPW	Town of Berne
City of Lockport	Town of Clay
County of Cayuga	Town of East Greenbush
County of Erie	Town of Greece
County of Genesee	Town of Hannibal
County of Ontario	Town of Hunter
County of Orleans	Town of Kent
County of St. Lawrence	Town of Lewiston
Genesee County BOCES	Town of Lvonla
Job Training Partnership	Town of Newfane
Lockport City Schools	Town of Schodack
Madison County	Village of Genesee
Monroe #1 BOCES	Village of Groton
Monroe 2-Orleans BOCES	Village of Johnson
North Syracuse CSD	Webster Central Schools
DCM BOCES	Wheatland-Chili CSD



STRATEGIC PRIORITIES

NYS Executive Law Article 15A: Imposed Minority and Women Business requirements on state funds used by the County. The tracking and administration of this requirement, as well as the additional requirements for recruitment, are reflected in the 2016 budget with added advertising money and additional staffing.

Best Value:

Best value legislation allows the County to consider a variety of factors related to the quality of a product or service, not just price. As with other public bidding procedures, the County can consider its prior experience with the vendor. Such factors may include: warranties, delivery schedules, and the full life cycle cost. Even with this new flexibility, the state law governing public procurement continues to require the County to document the evaluation criteria, to decide in advance how such criteria are to be applied to each vendor in scoring bids, and to make such criteria public when advertising and soliciting a best value bid. A memo about best value implementation is attached to this presentation.

Electronic Bidding/ Electronic Signature: Allowing vendors the ability to participate in the procurement process electronically will help make all of our contracting opportunities available to the widest group of vendors possible. Small vendors who do not have administrative staff will not only be able to find opportunities in the newspaper, but also connect directly online. Electronic bidding will be easy to use and easy to participate in. The process will help to make sure all vendors who want to see our solicitations are able to do so quickly, efficiently and at no cost.

One of the largest costs of the procurement process is the work involved in keeping the vendor list informed of opportunities. In addition, every communication to the vendors and every response is currently being maintained as part of the paper procurement file on each purchase. Electronic bidding allows all of these records to be generated and stored electronically; attached to the procurement documents. This will make compliance with the state education department requirements for record keeping more streamlined and effective.



STRATEGIC PRIORITIES

STRATEGIC PRIORITIES

The Division of Purchase continues to be a major stakeholder in design, implementation, training and front end user support for PeopleSoft.

Strategic Sourcing: This module will allow local vendors an additional mechanism to participate in public bidding and quoting, will eliminate paper processes and overhead costs in the department, eliminate repetitive and redundant tasks inherent in managing bids in multiple systems, increase consistency of language in documents, and generally increase departmental efficiency. It will also expedite vendor management, and will open the door long term for electronically managing the vendor relationship, including payments and invoicing.

Supplier Contract Management: This module will streamline and standardize the contract approval and execution process, creating transparency at all levels of contract execution, as well as automating all of the required statutory approvals on contracts. Both this module and Strategic Sourcing, when fully implemented, will serve as the system of record for much of our records management requirements under the state education law, thus reducing or eliminating the need to maintain paper records.



STRATEGIC PRIORITIES

We are doing a full evaluation of the organization with refined mission, values and goals.

Mission : To provide sustainable and compliant procurement services, a commitment to supplier diversity, and lifecycle management of goods and services in order to support public service operations.

Vision : To be a world-class Purchase Division providing the highest benefit to the public.

Goals:

- Buying power is maximized to greatest extent through increasing the customer base
- Division plays a strategic role in procurement of all spend items
- System and processes are fully integrated with a central point of entry/
- Suppliers are diversified to the highest benefit of tax payers
- Sustainability is a priority on all procurement activities

We continue to restructured commodity codes to streamline down to one buyer/on commodity for all agencies. This provides greater knowledge within the commodities, clearer path to creating new bid specifications for a cost savings and avoid duplicating services.

We have provided training for the City of Syracuse departments in PeopleSoft before the go live date of July 1, 2015. This integration has made it easier and faster to provide shared services.

We have engaged with all departments and school of the SCSD to begin the transition from purchasing department to strategic procurement functionality. This process is going well for the first few months of implementation.

The Division of Purchase has digitized several thousand documents to date, in our continued effort to become an entirely e-procurement department. We are currently one of the top three departments in documents preserved digitally.



Mr. Carroll distributed the following:

To: David Knapp, Ways and Means Committee
 From: Sean Carroll, Purchasing Director
 Re: Best Value Implementation
 Date: September 25, 2015

This memo is to address implementation of best value for Onondaga County public bidding.

What is the history of best value?

In 2011, the New York State Legislature amended General Municipal Law to allow local municipalities to award public bid contracts by best value. In late 2014 the County Legislature approved the use of the methodology.

What is the intent of best value?

All of public procurement is driven by the dual missions of protecting public money from fraud and waste, while making sure all departments have the equipment and services they require to perform vital services. Best value recognizes that the lowest cost item is not always in the public's best interest.

What process protections will be implemented for when best value is used?

The public bidding process now has two ways in which bids can be evaluated and awarded. The traditional way was to award a contract to the lowest bidder, using price as the determinative factor. The newest way is to establish evaluation criteria, using a variety of factors to determine the contract with the overall best value. Evaluation criteria for contracts awarded through the best value process are established in advance. Only the criteria set out in the published bid solicitation may be applied during the evaluation. Every vendor can review the specific evaluation criteria before bidding and will know the points to be awarded for each factor. After a contract award is made, the computation sheets with all points assessed will be available publicly, and all vendors will be entitled to the same hearing process as public bid participants. New York State uses the best value process, and regulations are set out in State Finance Law. As required of all public bids, the best value solicitation will be publicly advertised, include a non-collusion statement, and responses will be submitted in a sealed format. Each vendor is required to demonstrate that it is responsible.

1. Determination of use of best value

- a.** Elimination of statutory exceptions: NO Public work (article 8 of the Labor Law), including construction work, will be subject to best value, consistent with General Municipal Law Section 103.
- b.** Most basic commodities will still be done by low bid. Best value opportunities will be identified on a bid by bid basis. Best value is not meant to replace a cost minded procurement system. It is meant to be a tool to achieve value for taxpayers while still protecting against fraud and waste.
- c.** Best value procurement is most useful when a project has unique objectives or challenges that may be difficult to meet using traditional low-bid procurement. The series of sample questions shown in the checklist below can be used to help determine if a project is a good candidate. If the answer is "yes" to most of the questions, the project may be suitable for best value procurement. If the answer is "no" to some of the questions, the project may still be a good candidate, but careful consideration should be given to whether or not those items with a "no" answer can be successfully addressed. We continue to develop these questions with the Law Department.
 - i.** Will there be measureable benefits and value added to the project through Best Value Procurement?
 - ii.** Does performance of the project requires specialized certifications, licensures or training for successful completion?
 - iii.** Will the project will significantly benefit from the dedication of key individuals with specific types or levels of experience.
 - iv.** Will the project will significantly benefit from the skills that the Contractor has developed performing similar work on previous projects.

- v. Are higher quality materials are favored and why?
 - vi. Are higher quality management capabilities necessary?
 - vii. Will there be measureable benefits and value added to the project through Best Value Procurement?
 - viii. Does performance of the project requires specialized equipment or materials to meet schedule or quality goals?
 - ix. Can Life-cycle costs be lowered by higher levels of experience or qualifications?
 - x. Can cost be lowered through contractor innovation?
 - xi. Can change orders and overruns can be reduced by higher levels of experience or qualifications?
 - xii. Are there benefits to faster delivery, or vendor warranties?
2. Will best value procurement negatively affect local, small or disadvantaged business opportunities?
 Determination of Criteria
- a. Price will remain a major criterion in all evaluations.
 - b. Criteria that are either yes or no and are easy to document, such as small business, veteran owned business or MWBE certified business. The documentation in these cases would be proof of certification in these categories.
 - c. Criteria that is easy to document and represent either contractual add-ons from the vendor or independent third party verification. In the example below both warranty and EPEAT would fall into this category. Documentation would require a copy of the warranty offer, or verification of EPEAT certification.
 - d. Criteria requiring the vendor to produce adequate documentation which may come in a variety of forms. This would include whole life costing items, vendor reliability issues, and as in the example below delivery. In this case the vendor would have to provide proof of delivery to customers at least 90% of the time. The vendor could verify this through independent audit, raw data, delivery software exports or other means.
3. Scoring. Applying the established evaluation criteria, as described above, the bids will be scored and a determination will be made as to the contract presenting the best value.

The best way to detail the point system model is with an evaluation example. A case study is set out in Exhibit A.

Will we spend more?

In creating the evaluation criteria, the County assigns values to various factors, setting out the relative worth of each such factor. Best value does not require the contract to be awarded to the lowest priced bid, and may result in a higher initial price. However, it should be noted that the low bid process encourages vendors to provide low quality goods which will need to be replaced frequently, does not account for the administrative time spent when a vendor does not provide the good or service properly, and does not distinguish between small vendors and out of area mega corporations. Best value will likely encourage vendors to provide higher quality products with lower whole life costs, provide excellent service or risk being scored lower in the future, and will help balance the process allowing small businesses to compete with larger companies. In each of these cases the potential higher initial costs are either offset by quality, offset by administrative savings while managing the contract, or a reinvestment in our shared priorities.

What are the limitations of the Best Value process.

Best value procurement:

- 1. Cannot guarantee the success of a project.
- 2. Should not be used as a vehicle for restricting competition or applying arbitrary or unreasonable discretion in the selection of contractors.
- 3. Will not resolve existing administration problems or remedy unclear specifications.
- 4. May take longer than a traditional low-bid process, depending on how much time is provided to prepare proposals.
- 5. May require additional agency effort for the preparation of bid documents and evaluation of proposals.
- 6. May increase the costs to the industry to prepare and submit bids for the project.
- 7. May increase the project cost if selection is based on higher quality or an increased effort by the contractor.

Summary

The Division of Purchase continues to review bids for commodities and services to identify best value bid opportunities. The process is an additional tool for buyers and specification writers to use to deliver service to our clients. It is meant to be used in conjunction with low bid public bids, requests for proposals, requests for information, state contracts, and the other procurement tools allowed by law, not as a replacement for any of them. As with any tool, it will require training for our staff on its proper use, periodic review of its effectiveness and proper care to become and remain effective. The Division is committed to providing these resources and to implementing these processes.

Exhibit A: Case Study & Scoring

In this case study price, disabled veteran ownership, delivery, warranty and Electronic Product Environmental Assessment Tool (EPEAT) score were selected as examples. The case study assumes that we are purchasing technology with grant money that requires service disabled veteran ownership with a narrow delivery schedule, and a desire to minimize costs of electronic recycling at the end of the products life.

PLEASE NOTE: THIS IS A FICTIONAL CASE STUDY AND NOT A DECLARATION OF CRITERIA FOR SPECIFIC BIDS.

For this example, the maximum points awarded for price is set at 70 out of a possible 100. The other 30 points will be allocated to non-cost criteria to be outlined in a matrix to follow.

For our example 3 vendors have submitted bids. The lowest price is awarded 70 pts. All other bids will be allocated points proportionate to the lowest bid.

Suppliers	Unit Price	Calculation: (Lowest Price/Other Price) x Available Pts	Points Awarded
Supplier A	\$8740	(8740/8740) x 70	70 Pts (1)
Supplier B	\$8980	(8740/8980) x 70	68 Pts (3)
Supplier C	\$8900	(8740/8900) x 70	69 Pts (2)

Scoring Non-Cost Considerations

An effective methodology for creating a matrix is based on mapping a range of performance measures for the non-cost criteria.

- Step 1: Select indicators that are related to and measure progress in the area which you intend to develop the index. Indexes will change based on product or service needs. Once appropriate indicators are selected, list them in the matrix
- Step 2: For each of the component indicators, determine the relative importance and the impact that it will have on the index. The weight (%) is based on relative importance.
- Step 3: Design a baseline value for each indicator.
- Step 4: Debug with stakeholder feedback.

Baseline Values/Non Cost Factors

EXAMPLE: Electronic Product Environmental Assessment Tool (EPEAT) is the gold standard for institutional purchasers. EPEAT looks at the following attributes when rating products as bronze, silver and gold, with gold being the highest rating. Attributes include:

- Reduced or no toxic parts
- Recycled content
- Designed for recycling
- Reduced materials use
- Energy efficient
- Extended product life, upgradeable
- Reduced packaging
- Recyclable packaging
- Environmentally sound take-back and recycling options

In addition, EPEAT also helps manufacturers to obtain market recognition for their design and manufacturing of more sustainable products. Vendors carrying an EPEAT rated product can market based on the EPEAT rating.

EPEAT Rating: Gold (best) = 1 = 10.00pts
 Silver = 2 = 6.67pt
 Bronze = 3 = 3.34pts

Service disabled Veteran Yes: 5 points = 1
 No: 0 points = 2

Warranty: Exceptional = 10pts=1
 Acceptable = 6 pts =2
 Marginal = 3 pts = 3
 Unacceptable = 0 = 4

Delivery: On time delivery 90% of the time – yes: 5pts = 1
 No: 0pts = 2

Bidders	Cost	Veteran	Delivery	Warranty	EPEAT
Supplier A	\$8740	NO	Yes	Acceptable	Silver
Supplier B	\$8980	YES	No	Exceptional	Bronze
Supplier C	\$8900	NO	Yes	Marginal	Gold

Evaluation of Supplier A:

Performance Indicator (PI)	Calculation		
	Level	Wt.	Score
Cost	1	70%	70.0
Veteran	2	5%	0
Delivery	1	5%	5.0
Warranty	2	10%	6
EPEAT rating	1	10%	6.67
Total			87.67

Evaluation of Supplier B:

Performance Indicator (PI)	Calculation		
	Level	Wt.	Score
Cost	3	70%	68.0
Disabled Veteran	1	5%	5
Delivery	2	5%	0.0
Warranty	1	10%	10.0
EPEAT rating	3	10%	3.33
Total			86.33

Evaluation of Supplier C:

Performance Indicator (PI)	Calculation		
	Level	Wt.	Score
Cost	2	60%	69.0
Veteran	2	5%	0
Delivery	1	5%	5.0
Warranty	3	10%	3
EPEAT rating	1	10%	10.0
Total			87

The award will be given to Supplier A.

Mr. May:

- Net increase \$100,138 standard salary and wage adjustments: \$16,868 increase in services other governments – is this a shoring up of costs which you started to incur in 2015

Mr. Carroll:

- In June 2015 we addressed the dollars required for the school district consolidation – budget for 2015 reflects half a year of those dollars in BAM
- Budget this year reflects all of those costs with offsetting revenue; includes the additional admin fees charged to the school district

Mr. May:

- Is the \$267k revenue just the school district transfer into your department

Mr. Carroll:

- Yes and have a proposal for fees services to come before Ways & Means Committee in 2016 as part of that number; believe \$7,500 is a low estimate
- If our research/analysis of the process works, and we can provide the service to another municipality without negatively impacting the whole operation, we would like to do that to continue to drive down local costs

Mr. May:

- Minority and women owned business – great efforts to create some parity in that area
- There are times when it is a mandate because of how a project is funded; there are times where it is a goal
- Is the distinction of being a goal or a mandate abundantly clear on any RFP's that go out

Mr. Carroll:

- All of the material that goes out has a MWBE target in it. From a mandate perspective, if a vendor was to do its due diligence and find that there were not an M or a W vendor in that market space, they would be able to reduce the dollar amount that they had to do compliance on
- In both cases it is actually a goal program, but has been tied to funding
- The language in all the documents is the same, but when the proposals come back in, we understand which programs are funded by the state or federal governments and which ones are funded locally.

Mr. May:

- Would there be a benefit of explaining that

Mr. Carroll:

- Always interested in feedback from vendors; willing to consider that
- A lot of education goes on between us and prime contractors, and us and MWBE contractors; we have not gotten a lot of feedback that there should be a differentiation
- The original theory was that sometimes it is locally funded, and there is an opportunity for grant money later. To leave those clauses or process on the table might limit our ability to capture some of those dollars down the road.

Chairman McMahon:

- I have asked Law Dept. to look at how we can draft a policy on MWBE
- We could legally be challenged – understands that MWBE is a goal and agrees with that; thinks we could legally have a policy
- Thinks that people in the private sector manipulate the goal – look at increasing goals of MWBE participation ... i.e. I'm a business owner and I have a sister--I have my sister become an owner and then my company gets the business. I know that happens.
- I also see where good companies don't get credit for hiring minority and women owned executives in the process.
- The idea of giving more opportunity to minority and women businesses or individuals – the goal is to create more employment opportunity in target areas that have traditionally higher poverty and create job opportunities. That is what our goal should be.
- What's more effective – rewarding business to an engineering firm that has 5 executives that are people of minority or women executives, making very strong salaries to support their families, or just hiring that person who goes and pays people \$12/hour. We don't give any credits for that.

- If we have an African American CEO, we don't give any credits, but that person has a better economic impact
- I think we should have a policy – the policy should look at vendors too -- are they creating jobs or are we the only client of the MWBE vendors
- We should have companies that use us as a resume builder so they can go out and get more business, because that is how they're going to hire more people with the same backgrounds
- It might be a strong legal process to prove that you need MWBE legislation, legally have to be able to prove that it is needed to make policy.
- It's good we have these numbers; wants to see if these vendors are only doing business with us and no one else and how long they have qualified as MWBE – types of things to look at to see as the system changes and state changes its goals, more and more of these business pop up.

Mr. May:

- There is another dimension to that – a non-MWBE business that operates with high level integrity and positively refuses to gain the system because they will either get the business or they will not
- When it's a goal, it's different than when it's a mandate. I agree on taking a look at it
- What we are doing is excellent, but we need to continually look at how we do it.

Mrs. Ervin:

- This is a very important discussion
- Need to make certain that when driving around watching what is happening in our community, that people who look like me are doing these jobs
- If the situation that the Chairman described with a sister having a company and then qualifies, but doesn't hire anybody that looks like her or me, then I have a real problem with that
- We have to find a way to make sure we are hiring the right vendors – more/less making sure they do the right thing once hired

Mr. Carroll:

- There certainly is a need; there are businesses that have reflected this out into positive ramifications into the community
- We are very proud of the good program we run; would be very excited about running a great program

Chairman Knapp:

- What do you use other employee wages for

Mr. Carroll:

- Has one person who is a perennial 103; 20 hrs/wk - \$15,709
- Use in situations with salary savings, opportunity to not immediately replace an employee, use a summer intern or temporary staff person, where we don't have a forever need
- i.e. school dist. consolidation – first couple of months have an intense work load, which doesn't necessary reflect into needing a permanent employee
- Use temporary employees to fill a gap rather than a full-time employee at the same dollar amount

Chairman Knapp:

- Do you have retirees or others that you use on a recurring type basis

Mr. Carroll:

- When I started, a lot of the staff was aging at the same rate; there has been more turnover in the last few years than there has been in the 10 before that
- This provides an opportunity to bridge the gap and find the right person

Chairman Knapp:

- Supplies & materials increase – where are you for this year

Mr. Carroll:

- Will look and report back

Chairman Knapp:

- Professional services – some years budgeted, some years not – what do you use if for

Mr. Carroll:

- We had a sudden senior spec writer retire last year; we did not have a person on staff trained

- When the senior spec writer left, we used professional services money to bring her back to do that training
- It is not a service that is needed any more
- Only other time it was use was in a similar situation in order to continue training materials with previous department head

Chairman Knapp:

- Can 103 be used for that

Mr. Carroll:

- It was explained that they had to be treated as a vendor, not a returning 103

Chairman Knapp:

- Travel and training – big increase and doubled since 2014

Mr. Carroll:

- Going out to departments to be integrated into what they are doing - sending more staff out to more departments is part of that travel
- There is an increase in training because of the size of the staff – intend to keep them current – send them to outside training
- Will host some trainings for vendors, small business, to get more involved in active recruitment for vendors and vendor diversity

Chairman Knapp:

- Globally, are you looking to end the year on budget

Mr. Carroll:

- We have done a couple of transfers line to line, but overall expect to be on target with the budget

Chairman Knapp:

- Where are you on PeopleSoft

Mr. Carroll:

- Financial pieces used for procurement are running; functions to support city and city school district are running; the additional move for electronic bidding are pieces that will be part of discussion in committee
- We have done a lot design work, but haven't done the implementation work

Mr. May:

- About 10% of revenue comes from outside source – moving in city school district people; have moved city people in in the past, we serve other municipalities to the the extent we can – we realized financial success as a result

Mr. Carroll:

- Almost entirely through volume savings

Mr. May:

- Would like to see the incremental growth, bringing in all of the city folks
- Show in a simple table the expense/overhead taken on and the financial gain, a couple of examples of municipalities outside of county government that have benefited
- We have grown purchasing over time and it would be nice, in a concise way, to understand what those benefits are

Mr. Carroll:

- There is a chart in the packet provided – showing city, county, school dist., towns, villages savings – we have the narratives to go behind those numbers
- Have trending information and can provide it
- The chart shows the net expenses

LAW DEPARTMENT, pg. 3-100 – Robert Durr, Co. Attorney; Lori Tarolli, First Chief Deputy Co. Attorney

Mr. Durr presented the following:

As you are aware, the Law Department is involved in many aspects of County government, including defending the County in civil litigation, representing the County in Family Court matters, conducting administrative hearings, and representing the

County in environmental law, contract negotiations, real estate transactions, and legislative issues. The Office works hard to make sure that the County is well represented in this wide range of legal matters. Overall, the work can be demanding, and the Law Department is very active, working to attain the results that have come to be expected of this Office.

In 2016, we will continue to face a variety of complex legal issues. As many of you know, today is also the day that we lose Luis Mendez, a valued member of our legal team and our lead attorney on environmental issues. With the departure of this experienced environmental attorney, we will rely more upon the assistance of outside counsel, while also leveraging our in-house talent, to rebuild and reorganize within the Law Department. To that end, the Law Department is requesting additional funds in its Professional Services Account. A portion of those funds previously were found in a WEP Account, earmarked for counsel on ongoing environmental issues. We are asking that those funds be placed in the Law Department for 2016.

As we ramp up to address Superfund issues, continue to focus on Onondaga Lake, and confront ongoing Clean Water issues, outside counsel and experts are a resource that we will use to help build the strongest position for the County. These additional funds will enable us to tap into the legal and technical expertise of attorneys and experts, and allow us to develop the necessary strategies and defenses.

In sum, the Law Department will look to provide the ongoing level of service and support needed to protect the County and promote the County's interests. The Law Department is unique in that if we do our jobs well, you do not take notice of our involvement. Our responsibility and aim remains to assist the County, its elected officials, and other departments in the performance of their duties. We will continue to do so in 2016, as well as develop our expertise and increase efficiencies within our budget numbers.

Thank you for your continued support of this Office.

Mr. Kilmartin:

- With transition and sale at Van Duyn, we are not incurring any new liability there, but can you give a sense of the number of cases left over from Van Duyn and an idea of exposure with those claims

Mr. Durr:

- There are a few cases still pending – some have significant value
- Majority of the cases have been settled, but there are between 5-10 cases of fairly good value that are still pending and have to be litigated
- Some of the cases are in the discovery portion of litigation; some haven't gotten there yet
- Those cases may not be settled for 2-3 more years; hope to get them off the books as soon as possible.
- There is possible other exposure – State looking back at certain things and having some assessments or fines in that area

Mr. Kilmartin:

- Have projections for reserving funds for potential liabilities been taken into account

Mr. Morgan:

- No; it wouldn't be done in the Van Duyn fund – it is something that would be done at the end of the year – book a long term liability and revenue to offset it
- We would have to deal with it as it comes along

Chairman Knapp:

- We have fund balance from Van Duyn

Mr. Morgan:

- We started the year with fund balance, and project to use some this year and next
- It will be coming to end soon and we will have to start budgeting those expenses in the general fund

Chairman Knapp:

- There are legacy costs also

Mr. Morgan:

- Retiree health and workers comp are the big two, and the any costs that arise out of these cases

Chairman Knapp:

- Is there any statute of limitations on a notice of claim

Mr. Durr:

- After a notice of claim is filed, the individual has one year from the date of the filing to file lawsuit

Mr. Kilmartin:

- Do you see any trends in the caseload within the office – type or volume

Mr. Durr:

- There is a lot of environmental left, a lot still to go; there are a couple of things that haven't been brought to suit yet or that we are still working on
- There is the ongoing oversight of Onondaga Lake
- In the near future, there will be a high volume of environment, which was budgeted accordingly
- Family Court – has pretty much leveled out; it may rise a little bit
- The nature of family court is much more complex now because of different agencies and interactions. A case that took “X” amount of time, now takes “X + Y” amount of time

Chairman McMahon:

- Regarding reorganization with shifting some personnel to outside counsel – contract for WEP, a \$75k - is all this money going into environmental or does it give flexibility when dealing with litigation to be able to bring someone else in.

Mr. Durr:

- It gives some flexibility; the majority of it is anticipated going over to environmental
- It's not just attorney's fees, it is expert fees and consultant fees
- Environmental is on a bell curve; we were fortunate to have Mr. Mendez with a lot of experience – you can't replace a guy like him. We are replacing him by choosing our spots with these experts and outside counsel, and hopefully having some access to Mr. Mendez

Chairman Knapp:

- Environmental package – are you looking at doing an RFP to handle all of it, or picking and choosing case by case

Mr. Durr:

- It will be based upon the nature of the case; all cases have different nuances and want to get the best person/expert qualified for that particular case.
- These cases all have high expenses, the more vigilant we are at watching these cases, the better information we have on them, thinks it will ultimately save the county money with the final decision/arbitration on these cases.
- Important to have the best experts and the best information possible; we are not the only party in a lot of these cases--want to make sure we aren't paying more than we should—hopefully less than we should.

Chairman Knapp stated for the record, that we welcome Mr. Durr and thanked him for his presentation. He thanked Mrs. Tarolli and the entire team for their work in the interim between Mr. Cuffy and Mr. Durr. They really kept the shop going and never missed a beat; they did a wonderful job. Mr. Durr said that he had certain expectations when he came here, and he knew the people were competent here. He did not know the level of competency; there is a very high competency level and expertise level in the Law Department. He said that we are lucky to have these people; it has nothing to do with him, but everybody prior to him.

HUMAN RIGHTS COMMISSION – Pg. 4–53, Barrie Gewanter, Exec. Dir., Administrator Jail Oversight Committee; Bridget Owens, Human Rights Spec.; Christie Smiley, Fiscal Officer; Patrice Guile, Budget Analyst 3

Ms. Gewanter presented the following and reviewed the highlights.

2015 Timeline for New Department

Jan. 6	- Legislation passed to “renew and strengthen” the Human Rights Commission - Legislation passed to establish Justice Center Oversight Committee (JCOC) and to Designated Human Rights staff for administrative & investigative support – Effective Aug. 5
Aug. 4	- Appointment of new Executive Director confirmed at August Legislature Session
Aug 24	- Office of Human Rights Commission established with Director & 1 Human Rights Specialist
Coming Months	- Nominations of 24 Human Rights Commissioners and 9 members of JCOC to be confirmed by legislature. per legislation nominations from County Executive, Mayor, Legislature)

Work of Human Rights Commission

Mission: To demonstrate and act on Onondaga's County's commitment to Human Rights.

Goals: *Promote understanding and acceptance of diversity, facilitate intergroup communication, identify and address sources of intergroup tension and conflict, reduce conditions which can lead to discrimination and restrict opportunity, and to provide related education, information and referral*

We pursue those goals internally in collaboration with and support of other county departments. We pursue those goals externally throughout Onondaga County.

Current Objectives:

- *providing general diversity training to all county employees and to a few non-profit human services agencies*
- *offering targeted awareness trainings upon requests from county departments;*
- *responding to requests for information and other forms of assistance to community members who contact us by phone, email, or in person. This includes free calls to our office from the Justice Center and now also from Jamesville Penitentiary;*
- *investigating serious allegations of discrimination that come to our attention;*
- *outreach to the public to provide information about our mission and services;*
- *attempting through processes of conference, conciliation, persuasion and education to alleviate or resolve situations of intergroup conflict and/or alleged discrimination;*
- *reaching out to community leaders, advocates and groups that represent the broad diversity in this county, and participating in selected community events as a county representative;*
- *maintaining a website and producing materials to provide the public with information about the Commission and its work, producing an annual report about our activities and programs*

Note: *The previous Human Rights Commission articulated a focus on discrimination on the basis of race, color, creed, sex, age, religion, nationality/national origin, disability, marital status, & sexual orientation.*

Ms. Gewanter added:

- Website was never taken down during 5 years that we were not functional; community members had access to the number and calls were received in Personnel
- Community has limited awareness that we are back up and running and have a Justice Center Oversight Committee
- Assumes the volume of calls will increase significantly as we pursue outreach activities
- Enhancing website – will begin in earnest after Human Rights Commission and Jail Oversight Committee are populated
- Resolving intergroup conflicts – a process based on incoming cases
- Begun informal outreach to community leaders, advocates, groups, that represent broad diversity in the county
- Working with IT to create website for Justice Center Oversight Committee and enhance website for Human Rights Commission

Work of Justice Center Oversight Committee (JCOC)

Mission: *Provide the Sheriff's Department with recommendations that will help it to prevent harm to inmates and staff within the Justice Center, and to share these recommendations with the Legislature and County Executive to assist them in directing resources to support this goal.*

Goals: *Receive and review serious complaints and to review serious incidents that occur in the Justice Center, to present the results of investigation into those complaints and incidents to the appointed committee, and to support their process of deciding on and communicating recommendations to the Sheriff's Dept, County Executive and members of the Legislature.*

We will pursue those goals in relation to serious complaints and serious incidents as defined in section 3 of the enabling legislation (see attached excerpt from this legislation).

Developing Objectives:

- *receiving and screening complaints from Justice Center inmates, family members and advocates;*
- *receiving notice of serious incidents from custody administrators;*
- *providing custody administrators with timely notice and summaries of serious complaints and the investigative steps we desire to pursue (custody administrators will consult with Law Department about related requests for review of records and recordings);*

- *working with custody administrators, the law department, and the health department to ensure that timing and pursuit of individual investigations is appropriate in light of other related investigations, privacy concerns, applicable law, and the internal and security operations of the Justice Center;*
- *reviewing existing custody policies and procedures as related to individual investigations and emerging concerns, and at request of Sheriff's Dept. for input on potential enhancement;*
- *documenting and reviewing the results of each investigation for presentation to the Committee;*
- *assisting the committee in understanding these results and considering related recommendations for Justice Center policy, procedure and training. This shall include arranging for related training for members of the Committee;*
- *documenting and communicating the decisions of the Oversight Committee*
- *reaching out to community leaders, advocates and groups that represent the diversity of inmates held in the Justice Center;*
- *maintaining a website and producing materials to provide the public with information about the JCOC and its work.*

Significant Highlights

Phone Inquiries & Complaints - *The Commission staff began receiving, screening and responding to phone and email inquiries immediately. Members of the community also come into our office in person unannounced and by appointment. In your budget book I estimated, based on my colleagues past experience, that we would receive a rough monthly average of 50-80 inquiries from the jail and 40-60 from the community. Persons held at the Justice Center, and now also at Jamesville, can make a phone call to our office without a fee.*

In the 1st four weeks our new office received 55 phone inquiries, ranging from 10 to 20 inquires per week. 47% of these inquiries came from persons incarcerated at the jail whose complaints did not fall within the JCOC's jurisdiction. We received 6 additional complaints that fell within the JCOC's jurisdiction. See attached description of call categories so far. I expect the volume of incoming calls to increase with enhanced public awareness of our presence, especially as we create brochures and initiate outreach activities with the assistance of new appointed Human Rights Commissioners.

Accountability - *We are tracking intake on a new database designed to allow assessment of complaint categories, demographics, tasks, actions and outcomes for both the Commission & JCOC.*

Diversity Trainings - *Our Human Rights Specialist organizes and leads approximately 12 diversity trainings for county employees each year (20-25 employees per training). She utilizes the National Coalition Building Institute's (NCBI) Prejudice Reduction Models. She also works collaboratively with Access CNY and Onondaga Case Management to deliver similar training for their employees. We hope to expand this training resource, first to human service agencies and then to new partners in the private sector. Community members can contact the YWCA to participate in any of these trainings*

Jail Oversight Logistics - *Our initial discussions with the undersheriff and administrators at the jail and with the law department about logistics and operations of the new Jail Oversight Committee have been decidedly collaborative and positive. All involved have expressed that the work of this new entity should be helpful and useful, and will provide new opportunities for improvement. The community members and leaders I have talked to about this new entity truly welcome its creation, and this new mechanism for addressing concerns about community members that may be held in the jail. This is a brave thing we are doing, but we are doing it together for the benefit of our community.*

Ms. Gewanter:

- Objectives are developing through collaborative discussions with Sheriff's Dept., Law Dept., Co. Exec., and rep from Health Dept.
- Receive and screen complaints from inmates, families and Justice Center advocates
- Have power to investigate serious complaints and incidents – not all complaints rise to that level
- Determination as to whether a case might fall under Justice Center Oversight Committee or Human Rights Commission is guided by the enabling local law, section 3
- Established with Sheriff's Dept., as soon as we get a case that falls under that jurisdiction, we provide custody administrators with timely notice, summaries of serious complaints, and notify them of the investigatory steps desired
- Working with departments to establish how to receive requested records, recordings, statements & other documents in ways that do not interfere with criminal investigations and inmates' privacy rights under HIPA
- Providing recommendations on existing custody policies/procedures related to individual investigations and concerns; asked by Sheriff's Dept. to review policies, absent complaints, and to make suggestions on improvement

- Will be communicating the decisions/recommendations on policy, procedures & training, not discipline, of the Jail Oversight Committee

Our Basic Operating Needs

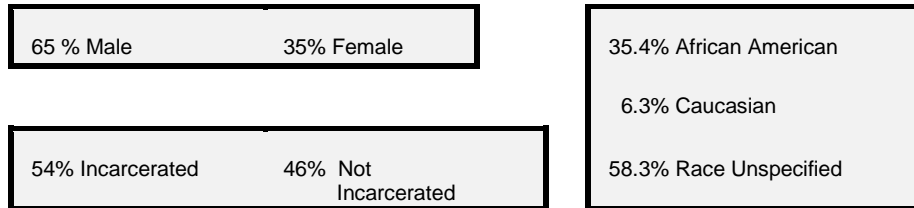
- Supplies & Materials** – Projected cost of essential office and paper supplies
- Maint., Util., Rents** – Lease for a copier/scanner/fax unit & Director cell service on county plan
- Professional Serv.** – Software IT says is necessary for us to directly submit and alter content on 2 websites for our 2 entities. (I will be working with IT to make structure and content of Human Rights & JCOC websites linked and parallel.)
- Travel & Training** - Staff travel to professional conferences such as NCBI, NACOLE, or the International & NY Associations of Human Rights Agencies (IAOHRA & ALHRC)
- All other Expenses** - National Coalition Building Institute (NCBI) affiliate membership fee

Conclusion

There is a lot of work to do to stand up two new entities at once. We are doing this while continuously fielding phone intake from inmates and community members and planning for diversity training. We begin with only two staff for an agency that once had 4-6. However we are making progress, and the feedback we are getting in the community is VERY positive. I appreciate your support in enacting this legislation and providing us with the resources to pursue our joint mission in the first year.

DESCRIPTIVE SNAPSHOT OF INTAKE – 8/24/15 to 9/25/15

Complainants:



Complaint Categories:

Type	Issue/Concern	#	% of Total	Combined % of Total	
Related to Jail	Medical Care	7	14 %	26 %	66 %
	Conditions of Confinement	2	4 %		
	Grievance/Treatment	4	8 %		
Other Concerns Related to (Non-School) Government Interface	Assigned Attorney	5	10 %	40 %	
	Other Criminal Justice System Issue/Concern	4	8 %		
	Police Misconduct	3	6 %		
	Public Benefits (Temporary Assistance, SNAP, Medicaid)	3	6 %		
	Family Court	2	4 %		
	Probation	1	2 %		
	Public Employment	1	2 %		
	Vital Records	1	2 %		
Private Sector Issue / Concern	Landlord/Tenant	7	14 %	34 %	
	Employment Discrimination	4	8 %		
	Unemployment	1	2 %		
	Education	1	2 %		
	Homeless Issue	1	2 %		
	Consumer Issue	1	2 %		
	Homeowner	1	2 %		
	Public Accommodation	1	2 %		
Totals		50	100 %	100 %	

Responses to Complaints:

Requested Action	#	%	Actions Taken	%	Notes
Contact Jail Medical Administration	7	13 %	7	11 %	
Tenants' Rights Info	7	13 %	6	10 %	
Initiate Advocacy	8	15 %	5	8 %	3 Employment, 1 DSS, 1 VR
Contact Outside Agency/Entity	6	11 %	1	2 %	
Referral	6	11 %	14	23 %	
Other	6	11 %	3	5 %	Listen or Call Family
Send Notice of Claim or Complaint Form from Government Agency	4	7 %	5	8 %	
Info About Due Process Rights	4	7 %	2	3 %	
Employment Rights	4	7 %	4	7 %	
Contact Assigned Attorney	3	5 %	3	5 %	
Create Written Summary of Facts	n/a		3	5 %	
Nothing / None			2	3%	
Unknown or Unfinished			6	10 %	
Totals	55	100 %	61	100 %	

Referrals Made:

Agency	#	% of Total
NYS Human Rights	4	20 %
Attorneys	3	15 %
Judge Over Case	2	10 %
NYS Attorney General	2	10 %
Fair Housing Council	2	10 %
Complainant's Union	1	5 %
NYS Office of ILS	1	5 %
Codes Enforcement	1	5 %
Local Legislator	1	5 %
Pro-Bono Public Interest Law Firm	1	5 %
Workers Advocate	1	5 %
Civil Rights Organization	1	5 %
Totals	20	100 %

Current Status of Complaints:

Disposition	#	% of Total
No Further Action	30	63 %
Open & Active	7	15 %
Open but on Hold	7	15 %
Waiting for Action	1	1 %
Not Indicated	3	6 %
Totals	48	100 %

Ms. Gewanter:

- In first 4 weeks we have received 55 inquires – 10-20/week; 47% came from persons at the jail, but complaints did not rise to the level of jurisdiction of Jail Oversight Committee
- Established database assessing complaint categories, demographics, what we have been requested to do, what we have actually done
- Majority of the things we do are referrals – 23% of actions taken – people don't know where to go
- Clarify the status of complaints-*no further action* - 63% - means that we have responded and resolved their inquiry on the spot – no further action needed after the phone call is concluded
- Resolve 63% of calls the come in
- Hoping to expand diversity training resources to human services agencies and new partners in private sector; currently training 2-3 nonprofit agencies
- Have had 2 very in depth conversations with Sheriff, Law, Co. Exec. departments – everybody at the table sees the Jail Oversight Committee as a method for quality improvement and a way to learn about complaints that may have not gotten up through the command structure

Chairman Knapp

- Congratulations on the budget – it is frugal and aggressive

Ms. Gewanter:

- I inherited this budget and will see what I am able to work out with the County Executive in coming years

Chairman Knapp:

- Does Jail Oversight include Jamesville

Ms. Gewanter:

- It does not – at this point it only includes the Justice Center
- Have had a collaborative discussion with Commissioner Cowin because from time to time will need to access inmates at Jamesville
- One win already – now have free phone calls from our office to Jamesville
- I am open to expanding it to Jamesville if you and the county executive see fit, but might need additional resources to do that

Chairman Knapp:

- How do you get the word out to the inmates that you exist

Ms. Gewanter:

- Just finished a draft complaint form; the jail administration is willing to have the complaint form on every pod
- I am talking to IT and Sheriff about putting an electronic version of it on the kiosk so that inmates can go to it where they order commissary and make a complaint there as well
- Once the complaint form is complete with a flyer exemplifying who we are, we will go to every pod in the jail and give a brief presentation about who we are, what we do, what we don't do, and how they can access us
- Have talked to custody division about doing presentations during roll call on every shift so that custody staff in the jail is familiar with the same sort of presentation
- We are a free phone call from the jail
- Once Jail Oversight Committee is populated, I will ask custody staff to add to the sign by the phones that when you call Human Rights, you are also calling the Oversight Committee
- Word is getting around the jail
- Will be having meetings with advocates for the diverse groups in community so that they are more aware

Chairman Knapp:

- Population turns over; are you looking to do a monthly presentation to pods

Ms. Gewanter:

- Not necessarily monthly, but definitely periodically; there is a certain population that cycles in and out of the jail
- There will be materials in the jail that explain what we do; will eventually put this into the inmate handbook – will be working on a brochure and will ask custody dept. to provide it at intake

BOARD OF ELECTIONS, pg. 3-85 - Helen Walsh, Commissioner; Justin Czarny, Commissioner; Julie Cook, Secretary, Eileen Long, Elections Assistant 3; Matthew Campbell, Budget Analyst

Mrs. Walsh and Mr. Czarny presented the following:

Mrs. Walsh:

2016 is a Presidential Election Year. The State Legislature has failed to combine the federal and local primaries. As a result we could have 3 primaries next year. The presidential in April, the Federal in June and a local primary in September.

Everything is multiplied in a Presidential Year. A few examples of this are: 50,000 vs 20,000 registration forms processed, 16,000 vs 5,000 absentee applications and ballots processed and 5,000 vs 300 affidavit ballots processed. Additionally, our turnout will go from around 26% this year to 73% next year.

ScanFlow: We are on our third year with NTS ScanFlow. ScanFlow has streamlined our registration process and we no longer need to handle paper applications multiple times. This product has proved so efficient that we will not be hiring temporary employees this fall. With our increased activity next year we will need temps. We are asking for \$86,000.

Absentee Ballots: We are in the second year with the Dominion Central Count absentee system. With the new system we will no longer need to use ballots provided by a vendor. The print shop now prints absentee at a significant savings. Many thanks to the IT department.

Electronic Poll Books: The hardware used in the electronic poll book pilot last year is being repurposed. In our 8 largest poll sites we will have an electronic gate keeper. We will be able to look up a voter at these sites, determine if they are at the correct poll site and send them to the appropriate table. If they are in the wrong polling place, they will be given a receipt directing them to the proper polling place

School districts and villages will no longer be able to use lever machines beginning in 2016. We anticipate increased usage of our voting systems.

Mr. Czarny:

Inspector Training: We revamped our machine training classes last year. Each Inspector is now required to perform a series of processes on the ImageCast to receive a passing grade. We found that some of our inspectors relied on others to do things with the machine. This has been a great success. Our inspectors are much more confident performing their duties at the polls.

We continue to try to find uses for our HAVA monies. We recently purchased a fork lift to allow us to use the vertical space in our warehouse. We are also looking at purchasing ramps to allow us to load machines and voting supplies more efficiently for delivery to the polls.

Outreach: Over the last couple of years we have continued to try and educate the public in a variety of ways. We have had several electronic chats on Syracuse.com which allowed the public to ask questions and give information to voters near election time. We have also participated in outreach programs with the League of Women Voters, Southwest Community Center and Syracuse University Maxwell School. We have also assisted to train and guide several voter registration drives to assure compliance with election law. This year we took on a new program at area high schools. One of the Commissioners visited several area high school to talk about the importance of not only registering to vote but participating in the process. Over 400 students were registered to vote through this program and we will be looking to expand it next year.

Mr. May:

- Do supplies go up as well in a presidential year

Mrs. Walsh:

- Yes, everything goes up – more ballots, more paper, etc.

Chairman Knapp:

- Does printing of the ballots come under supplies & materials

Mrs. Walsh:

- No, it's interdepartmental. We do buy the paper.

Mr. Czarny:

- Printing (in house) is a huge savings
- If we ever see the primary move, other counties may contract with Onondaga County to print ballots, which could be a source of revenue

Chairman Knapp:

- Gate keeper – will it be electronic or a human being

Mrs. Walsh:

- Electronic – a laptop and printer – same as the electronic poll book
- Will look upon the name, verify with date of birth; make sure you are in the right place
- There will be person there – human gatekeepers are used in any site that has 3 or more districts now – it eliminates people getting in the wrong line

Mr. Czarny:

- This is just equipping the gatekeepers with the laptop and printer
- It really becomes effective if people are at the wrong polling place, it gives them a slip with the right polling place and eliminates the need for them to call the office
-

Chairman Knapp:

- Election inspectors – difficulty getting them – are other communities seeing the same thing; has anyone come up with a different process, way to recruit or way of paying them

Mr. Czarny:

- We have experimented with split shifts, but inspectors didn't seem to want that – they want to get paid for the whole day
- Also, it is a nightmare for us logistically – we then need more people, and at the beginning or middle of election day inspectors are calling in and then people are stuck at polling places

Mrs. Walsh:

- Or they just leave, and leave us way understaffed

Mr. Czarny:

- Tried to branch out on social media; did a Craig's List ad that generated a lot of inspectors
- Working with various town and ward chairs to try to increase efforts

Mrs. Walsh:

- It's not unique to our county; no one has come up with anything – maybe if they were paid a lot more money it would work

Mr. Czarny:

- It's a topic at every conference – next year looking to talk about getting county and city employees to help on election day

Mrs. Walsh:

- We lost a bunch of poll workers when the county changed the holiday; we used to get a lot of county workers because they had the day off

Mr. Czarny:

- The same thing happened in the city as well

Chairman Knapp:

- Regarding the presidential primary; is there still a window to change that

Mrs. Walsh:

- No, the calendar is set for next year

Chairman Knapp:

- Other employee wages – a significant increase

Mrs. Walsh:

- That is the 103's - temporaries needed next year – will probably only see it every 4th year now

Chairman Knapp

- All other expenses is up significantly; what is in there

Mrs. Walsh:

- A lot of it is postage – going from 5,000 absentees to 15,000; have to notify 50,000 voters, rather than 20,000

Chairman Knapp:

- How do you like the new location

Mrs. Walsh:

- We love it

Mr. Czarny:

- Off street parking is very beneficial to the voters
- Right now there is a polling place in there for the presidential election – looking for a better location for it – all of the court orders happen in our space
- It is very convenient for the voters, but takes up a lot of space

Mrs. Walsh:

- On the last presidential election day, there were police there directing traffic because it was so crazy; people were parked up and down Erie Blvd.

Chairman Knapp

- Revenues – service other governments – is that the village elections

Mrs. Walsh:

- Yes – if we run their elections, they don't get charged for programming; if they need us to program ballots and they do their own election, they get charged for programming; we charge them for ballots

Mr. Czarny:

- With sun setting of leaver machines, we anticipate a lot more villages using our machines because they have to or they have to go to paper ballots

Mrs. Walsh:

- Also school districts

Mr. Czarny

- Villages have the option of moving their elections to November- has met with Solvay and East Syracuse, who are seriously considering it – hope to talk to more villages about it
- It saves their election costs, and we will have a higher demand for our machines around March, April, May
- School districts can't move their elections

Mrs. Walsh:

- Camillus is the only village with its election in November, and it has worked out great

Chairman Knapp:

- A few years ago we authorized money for you to buy some software

Mrs. Walsh:

- Scan Flow – it has eliminated the need for temps for the last 3 years – it has worked out wonderfully

Mr. Czarny:

- It is a much more efficient system; don't have the lag and people are getting processed faster and on the rolls a lot faster

COUNTY CLERK – PG 3-14; Jackie Norfolk, Principal Deputy County Clerk; Elizabeth Ducett, Account Clerk 3

Ms. Norfolk read the following:

Good morning. Thank you for the opportunity to come before you for our 2016 budget.

As you know, our office is mandated by Federal, State and Local Law. It is our mission to record, maintain, preserve and make available for public inspection all public records filed in our office. The budget we are asking for maintains the needs of our office.

We are responsible for the collection of taxes and fees related to these recorded documents and to distribute the funds to Federal, State and County government subdivisions. Over 222 thousand records were filed in 2014.

Our efilings are steadily growing for court records. We filed 3,900 cases this year so far, but unfortunately our cases prior to efilings are still growing. Last year we transferred 2,000 boxes from the Courthouse vaults to the Marcellus Highway Dept. We are planning on transferring 1,000 more before the end of the year. However, we are hearing rumors that Molloy Road will be closing down and we have more than 1,800 square feet of storage there that will have to go elsewhere.

Our proposed 2016 budget has little or no increase from last year. Thank you for your time.

Chairman Knapp thanked Ms. Norfolk for stepping in to present the budget.

Chairman McMahan:

- Question to Mr. Morgan - How are the interdepartmental charges going up \$500,000; interdepartmentals in the Sheriff's Dept. went up a lot; it seems like it is looking for dumping ground; how do you justify the Clerk's office

Mr. Morgan:

- You can see the 2014 actual – the 2016 executive budget is below the 2014 actual

Chairman McMahan:

- I don't believe the 2014 actual; it has been an ongoing issue in the County Clerk's office

Mr. Morgan:

- The vast majority of that charge is from IT – they are one of the only applications left on the mainframe
- There is work going on to get them off of it

Chairman McMahan:

- When that happens, where does all of the IT work go – we can get rid of positions

Mr. Morgan:

- The charge for mainframe itself will be gone, which is a big portion of the costs, as well as in Sheriff's Dept.

- It is charged based on specific uses of the mainframe – we try to direct charge as much as we can, otherwise it is allocated based on trends of past charges

Mr. Fisher:

- It doesn't lead to any budgetary restraints – we don't say you can't buy this because your interdepartmentals are so high
- The spending budget on direct appropriations wouldn't change a nickel even if charged less or more in interdepartmentals

Chairman McMahon:

- I don't know if this is the most transparent way.
- The Clerk's office needs to get off the mainframe – it needs to go away
- Looking at this budget, it looks massive, but the reality is that it is not
- If I was the elected County Clerk, I would be very disturbed by the way this interdepartmental has been handled and would want it gone

Mr. Morgan:

- The whole interdepartmental program is in place for one reason – to try and charge departments that have the ability to pull down reimbursement
- When I first came into this position, we did an analysis of the program vs. the cost – it still is by far worth the work that we put into running an interdepartmental program because we are able to charge departments that can pull down federal and state revenue.
- This particular issue for this department is specific to the mainframe; there is work going on to address it

Chairman Knapp:

- It has been an ongoing concern; we hear from IT on Monday, so this will be a piece of that discussion

Chairman Knapp:

- Which line is the revenue line for copies of deeds, etc.

Ms. Ducett:

- A590030 – County Services Revenue – General

Chairman Knapp:

- There is work going on to automate some of that – putting things on line – is that part of the mainframe discussion – do we need to get off the mainframe first or can it be done in parallel

Ms. Norfolk:

- We need to get off of the mainframe first

Chairman Knapp

- New software required for it

Ms. Norfolk:

- Yes

Chairman Knapp:

- The Clerk's office stepped up and helped with pistol permit processing – are you still doing that

Ms. Norfolk:

- No – that stopped in March or April – the Sheriff was caught up

Chairman Knapp thanked the department for stepping up to help with it.

COUNTY EXECUTIVE, PG. 3-21 - William Fisher, Deputy County Executive

2016 BUDGET OVERVIEW	
POSITION ROSTER:	
• No change in Budgeted Positions.	
APPROPRIATIONS:	
• Total Salaries (A641010) to increase by \$43,206 (over 2015 Adopted) due to standard salary and wage adjustments. Employee Benefits (A691200) to increase by \$9,481.	
• All other Direct Appropriations are budgeted at 2015 levels.	
• The budget for Interdepartmental charges has decreased by \$30,904.	
• Total Appropriations to increase by \$21,783 over 2015 Adopted.	

Mr. Fisher

- County executive has a number of duties and relatively small staff to assist her

Mr. Fisher read from the Administrative Code re: County Executive responsibilities (summarized):

- Appoints all dept. heads and appointed executive officers, supervisors, and directs internal structure, organization, administration of every dept.
- Appoints, supervises, and terminates people on committees, boards, commissions
- Approves/disapproves proposed local laws and resolutions
- Chief budget officer of county
- Approves uniform system for procurement of goods and services and responsible for overseeing the implementation of that system
- Purchase/sale of materials, supplies, equipment
- Making/signing/implementing contracts
- Assigning officers/employees of executive branch such other power and duties not otherwise prescribed by the Charter/Code
- Reports to Legislature regarding activities of executive units of county government
- Declares emergencies affecting the life, health, safety of inhabitants of the county

Mr. Fisher continued:

- Everyone does a great job in the office – a 24/7 demand on the county executive and she knows she can depend on us to respond to her needs for assistance
- Living with the 2015 budget; expect to come in within that budget

Chairman Knapp:

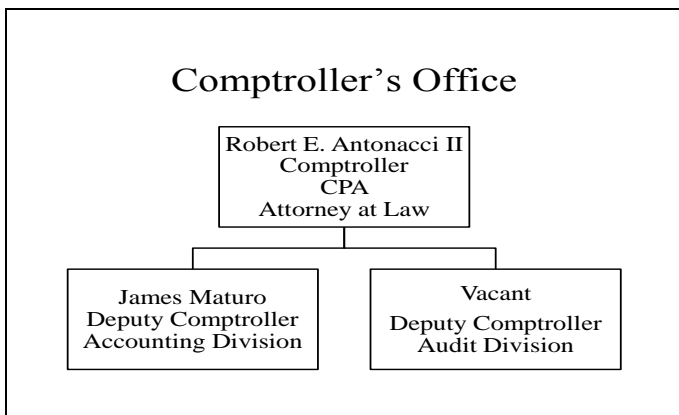
- Maint., utilities, & rents – what is in it

Mr. Morgan:

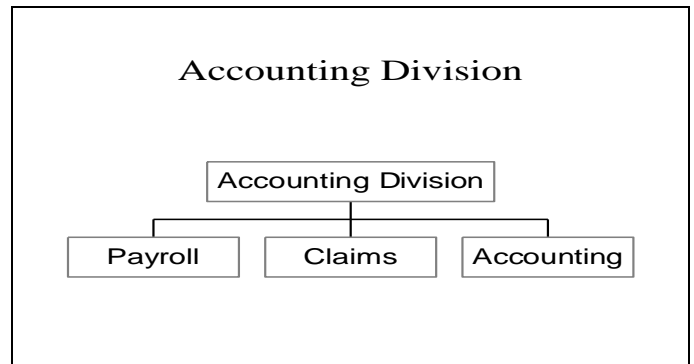
- Charge for the space that the executive occupies – charge by Facilities Management Dept. in maintenance in lieu of rent, within that line

COMPTROLLER, pg. 3-7 - Robert Antonacci, II, Comptroller; James Maturo, Deputy Comptroller

Mr. Antonacci presented the following:



- Soon to name a Deputy Comptroller/Auditing
- Had a gentlemen, retired from NYS Comptroller's office, until mid-July due to moving Mr. Britt to Chief Governmental Accountant
- Deputy Comptroller Accounting Division is so crucial to proper preparation of CAFR



- Headed by Mr. Maturo – division is responsible for payroll, claims, and all of the accounting of county government
- When legislature passes a resolution; an entry is booked to account for that policy decision and spending is monitored

- Payroll-process payments over \$225 million
- Claims-process over 100,000 vendor claims, we pre-audit per charter
- Accounting-processed over 100,000 adjusting entries, critical to our total financial presentation, risk/financial integrity-bond rating, State & Federal aid
- Continued implementation of PeopleSoft Modules

Services & Projects

- Green auditor
- PeopleSoft software implementation including Payroll
- CSI-Onondaga

- Audit entire county government every year through issuance of financial statement
- Audit all federal & state programs through the single audit
- All documents prepared internally; Bonadio Group is the outside auditor
- Each claim, as it is processed, is audited by the Comptroller's office
- Continue to work on the PeopleSoft modules – next part that will be a big lift will be payroll

- Green Auditor - Lake is getting cleaner and cleaner - monitor Save the Rain fund in real time – will issue a full report on it – documents are maintained and recorded in real time
- CSI Onondaga – Consolidation initiative – go out and help municipalities with their needs
- Consolidation is not going away, i.e. received a call for a potential project to help a town who had not had a formal audit in several years; county auditors would go in and give preliminary guidance and help to get them ready for an outside audit

Mr. Maturo:

- 2016 budget is similar to what happened last year with the Sheriff's Dept., the Comptroller's office has consolidated the Auditing budget and accounting budget into one

Mr. Antonacci:

- Very few changes to the budget – a few anomalies based on timing of the audit and how we pay certain audit functions
- Staff numbers are holding steady, are down 6-8 positions since I took office in 2008
- Payroll has gone up due to step increases

Chairman Knapp:

- Non-real property tax items – it is the same every year – what is it

Mr. Maturo:

- It is room occupancy tax dollars allocated to Comptroller's office for the ROT audits that we do in the hotels

Mr. Morgan:

- ROT funding is allocated to Comptroller, Finance, Law
- Estimate what ROT will be for the year and then clip off the top some administrative costs
- Finance Dept. maintains the collections, postings, and sends out delinquent notices and files liens
- Comptroller's office is the audit arm

Chairman Knapp:

- Professional services – it has been up and down – what is it used for

Mr. Maturo:

- The post-employment retirement benefit audit that has to be done
- Every other year a full evaluation has to be done – all information has to be given and they come up with another report – in those years the fee is around \$15,000
- In the off year it is just an update

Mr. Antonacci followed up on the ROT question.

- Have to audit the room occupancy tax and try to hit every hotel every year. The hotels are doing a pretty good job; real discrepancies aren't seen.

- Some of that has to do with their billing system; some are national chains and have to answer to more than just us – so far so good with ROT in terms of compliance

Chairman Knapp:

- I serve on the Soil and Water Conservation Board, an authorized agency of the county - they were paying a steep amount for accounting
- They approached Comptroller, who stepped up nicely and are providing those services for a dramatically less amount of money – thank you.
- Are we equipped to be able to do that for other authorized agencies; have any other ones approached you

Mr. Antonacci:

- There is going to be a point where we would have marginal utilities – don't have enough resources to service everybody
- Soil & Water Conservation Board worked out a little differently because of the type of statement they needed, why they needed it, and their real close proximity to Onondaga County Government
- Thought it was an easy lift and saved them a pile of money
- Going forward, i.e. OCRRA is too big and with the bonding needs and relationships they have, it would be something that they couldn't do.
- Would be happy to review any of the smaller agencies as to why they need an audited financial statement and can we get away from it if the Comptroller can prepare those services
- Soil and Water is now down to under 100 hours of professional time – it's a significant commitment to some degree, but not a lot of time from a professional service standpoint

Chairman McMahon:

- Referred to the amphitheater grant line – there has been discussion and questions about your opinion on this
- Has heard from Mr. Morgan, and thinks from Mr. Maturo, that it is not probably beneficial now to go to an enterprise fund – what is your opinion on the set up right now

Mr. Antonacci:

- Would first like to define what exactly is going to be the model going forward
- One day I hear we are not in the concert business; the next day I hear that we may at least be sharing revenue with SMG – we need to have a definitive statement from the legislature on exactly what you want the amphitheater to contract for and operate as
- If it's a park that is simply a rental house – no way would it be an enterprise fund in my opinion
- If we are going to be in the concert business where we will be ascertaining profitability and business risk, which could be the biggest thing, then it would lend itself to an enterprise fund
- Willing to let it run/walk with whatever this body wants it do to, but need to make a decision on whatever the best spot is to make it a successful place

Chairman McMahon:

- A couple of those variables will get ironed out over the next month or two
- Under the guidance of what it looks like it will be now – a park with an amphitheater – you would have a formula/proforma where receiving rental income for the facility; will be receiving a revenue split on concessions and/or parking
- With those facts, I would like your assessment on what's the right way to account for it
- There is still a promoter contract that needs to get ironed out in the next few weeks, and then a management contract. There might even be a food vending piece of it on its own merit out there too

Mr. Antonacci:

- Based on those facts – looking at some revenue sharing – would be happy to give you our opinion in writing

Chairman Knapp:

- What is the definition of an enterprise fund

Mr. Maturo:

- Account for operations that are similar to a business where they are designed to break even or make a profit

- One thing to keep in mind with the amphitheater is if moved to an enterprise fund, all of the debt gets recorded in that fund, not in the insurance fund, not in the long term debt
- All of the revenue from the agreement with the Oneidas will also be a revenue stream to that project
- You would have to depreciate the amphitheater over the life
- Mr. Morgan and I talked about this leading up to the budget--because we don't know what form the operation of the amphitheater is going to take at this point in time, it would be difficult to say right off the bat that this is an enterprise fund
- Until you get some sort of track record, it is pretty difficult to determine whether it is designed to break even or make a profit
- The accounting for it in a grants fund is a really good alternative because it will be pretty much in its own area – will be easy to tell what the operations are of the amphitheater a year from now – will have expenses running through the grants and revenue coming into the grant
- At that point in time, we will have a pretty good idea of how this is supposed to operate; might even have that once we get a contract

Mr. Antonacci:

- There is more transparency with the grant fund at this point in time with the amphitheater
- If the legislature wants to deem that the revenue from the Turning Stone agreements is going to be earmarked or identified as revenue towards the amphitheater, that is well and good, but that's not an official dedication to that fund. That's a choice that this legislature makes, but from a bonding standpoint, it's not revenue that is solely tied to amphitheater revenues. It is still a general obligation of the County of Onondaga.

Mr. Kilmartin:

- Traditionally is an enterprise fund typically for a large subdivision of the county, i.e. Van Duyn

Mr. Maturo:

- Van Duyn was an enterprise fund for years – the idea behind Van Duyn was that it was supposed to break even – cover costs with its own revenues
- It was really apparent in the late 1990's that Van Duyn was not going to be able to cover its costs through the fees that it charged. They were then moved back into a special revenue fund – did the opposite of what we would probably be looking at here.

Mr. Kilmartin:

- Are there any other subdivisions in the county, present or past, that have also been called an enterprise fund

Mr. Maturo:

- A proprietary type fund – the internal service fund is similar to an enterprise fund because it is supposed to cover all of its costs. It incurs the expenses initially and then charged back.
- Have talked a little bit about the enterprise fund with how it works with judgments and claims and health; at one point, years ago, home care was an enterprise fund

Mr. Kilmartin:

- They are pretty rare

Mr. Maturo:

- In this day and age, in having to record OPEB liabilities, the long term retirement liabilities that we don't fund, it is difficult for any operation of the county to be deemed an enterprise fund
- You will never recover those costs. Instead of fund balance, you report net assets and they will just continue to drop
- I'm not sure that's a useful figure for anybody in the county

Mr. Fisher:

- Learned from Dave Moynihan that a characteristic of an enterprise funds is often a user that pays a fee of some sort – learned that in the work he did on the Syracuse Regional Airport Authority
- When the fund that was in the City moved to the Airport Authority, it became an enterprise fund
- The use and lease agreement that the airlines had with the airport was what really set it apart and made it appropriate to be an enterprise fund
- Looking at the way we are anticipating at least the concert part of it, we do expect promoters to pay rent under some sort of lease or license agreement, perhaps with a venue manager

- What is complicated is that we don't know the other revenue streams – how much do we share of food/beverage; naming opportunities
- It seems like there are a number of different revenue streams where you would want to just give it all away to the promoter
- As we work through that and try to figure out the best model, will learn a lot more
- It wouldn't surprise me if a in a year from now an enterprise fund is the right way to go

Chairman Knapp:

- It seems that the way we are doing now, through the grant fund, is the right way to go; conservative and safe until we answer some of these questions

Mr. Maturo:

- The benefit of the way it is set up is that you are going to quantify all of the costs
- We should still be charging all the costs that are in the county departments, like Facilities, Parks & Rec – the portion that goes to support the amphitheater should be charged to that grant
- The only difference in accounting for it as a governmental operation as opposed to a proprietary operation is the fixed assets and debt stays in the other funds
- Our expectation is that the grant project will account for all expenses that the county has to support the operation of the amphitheater and all the revenue streams that come in

Mr. Antonacci:

- Will do a proforma of what an enterprise fund would look like – allocation of things like debt and depreciation
- Materiality is in important – if we are just looking at rentals, he doesn't know if it will be worth the time and effort to move it over to an enterprise fund
- Assuming some concession stands and naming rights, we would give you a proforma of what it would look like
- Huge fan of naming rights – the amphitheater is a great asset for a naming right – should at some point revisit my audit – there are still some other assets out there, i.e. Crouse Hinds Theater, that we aren't getting any money for, also the Wegman's Good Dog Park
- Encourage legislature to keep an eye on naming rights over all

Mr. Kilmartin:

- Current structure as proposed in allocating these items in and through this grant fund, are any other entities or enterprises within and related to the county allocated similarly – i.e. buildings, parks
- We have changed the way we allocate some costs, expenses and revenue into more detailed, and more segregated accounts, i.e. to see what Beaver Lake is looking like unto itself, the zoo, and other entities
- Is the current structure similar to how we are looking at other parks; is it similar to anything else – i.e. Oncenter or other subdivisions of county government

Mr. Maturo:

- Parks has the special events account – it is also in the grant projects area where they put on Lights on the Lake, Golden Harvest Fest, Balloon Fest. They charge a fee and the fee comes into the park, and they make the expenditures out against that.
- The key with that is that the appropriations don't increase unless the cash is already in the door
- I can't think of any arrangement similar to the amphitheater.

Mr. Morgan:

- Have started to do program budgeting – don't see it in the budget book by every department – Parks is the only one currently
- Regarding an asset, a facility and accounting for it -- there is not anything, aside from what Mr. Maturo mentioned in the special events fund. This will operate similar to it in the sense that you will have to expend some money first and then the revenue will come on the back end to offset those expenses

Mr. Maturo:

- In getting back to the funding piece of it, and where I would like to draw the distinction with the amphitheater – usually when something is set up in a grant it is funded with state or federal dollars or it is funded with transfers from a fund – i.e. general fund, WEP

- With the amphitheater, you are approving appropriations based on revenues that may or may not come in
- Usually with a grant, when you make the expenditure, there is a guarantee that it is covered by local dollars, or you have state or federal aid that we get reimbursed based on a percentage
- With this project, the way it is proposed, we are going to make expenditures based on the plan to get revenues back in from the concerts, and that is anticipated revenues
- That would be the concern that the Comptroller's office has – want to make sure that the money comes back

Chairman McMahon:

- Wouldn't you say at the same time there are anticipated expenditures also
- Agrees with the analysis that there is probably more risk on the expenditure side because you have to at least do it once
- In this case, you are expecting the revenues to come in, but are also making the assumption with the expenditures – you don't spend all of the money upfront

Mr. Antonacci:

- It would go back to seeing the game plan and getting an idea of what the projected revenues and expenditures are per concert
- Agrees – won't spend all of the money on 20 concerts on February 1st, but there are going to be deposits needed to be paid, and commitments that will need to be made. Some of the devil is in the details; but there will be some management to that fund
- Have had special projects and grant funds go into the negative, i.e. the signage revenue at the Alliance Bank Stadium – still in the negative

Mr. Maturo:

- It was a decision up front to use the county's cash flow to fund the project, knowing that we were going to get these payments annually going out into the future.

Mr. Fisher:

- In a lot of cases our grants are already locked in and we know what is coming, but there are a significant number of cases where we know that's not true – i.e. Community Development – their grant cycle happens in October
- They now they always get something from the Home Grant and the Block Grant, so we budget it. If it doesn't materialize, they don't spend the money, because we are watching it.
- As Mr. Maturo said, all that money has to flow through that budget, when you appropriate money in a specific budget, you can only spend it there
- You can't put it in this budget and spend it somewhere where no one can see it
- Comptroller will see that budget and it is controlled by the comptroller approving the requisitions -- we can all see how the money is going through – can see where the expenses and revenues are in the grant project in May, June July
- Don't have to wait until the end of the year to see how it is going – won't see much happening until May, because concerts won't start – won't be spending any money in any significant way and there won't be any revenue because there are no concerts until May
- The bigger picture – the way the budget gets adopted is by department or grant project – can't move something from Parks operating to a grants project even though it is the same department – we can't move it between different buckets

Mr. Antonacci:

- Once you approve the \$1.9 million; that \$1.9 million can be spent

Mr. Morgan:

- That is the case with any grant

COUNTY LEGISLATURE, PG 3-47 – Deborah Maturo, Clerk

Mrs. Maturo:

- Budget is straight forward – near 53% is interdepartmentals including the 120 line for employee benefits

- Over 44% is salaries – all M/C in the office – the line includes structured M/C step increases
- Remaining approx. 3% budgeted for functional needs – supplies, materials, contracts, etc.
- Overall budget is down \$229,000 from 2015 BAM, as there is no contingency included, and there is a projected salary savings of approximately \$40,000.

Chairman Knapp:

- What is the contractual expenses, non-government from 2014

Mrs. Maturo:

- The \$361,000 was money the legislature moved into the budget for various public infrastructure projects in villages and towns

The meeting was adjourned at 12:18 p.m.

Respectfully submitted,

Deborah L. Maturo

DEBORAH L. MATURO, Clerk
Onondaga County Legislature

ATTENDANCE

COMMITTEE: *Ways : Means Review of Ways and Means Depts.*

DATE: *9/25/15*

NAME	DEPARTMENT/AGENCY
PLEASE PRINT	
<i>William Citarosta</i>	<i>Personnel</i>
<i>Beth Martas</i>	<i>Personnel</i>
<i>Karen Taubling</i>	<i>Personnel</i>
<i>Taffey Popka</i>	<i>Personnel</i>
<i>Sandra O'Connor</i>	<i>Personnel</i>
<i>Dawn Nolan</i>	<i>Personnel</i>
<i>Taffey Popka</i>	<i>Personnel</i>