



Operational Vision for Cayuga County Government

Patrick V. Mahunik, Chair, County Legislature

J. Justin Woods, County Administrator

Wednesday, April 18, 2018

Hilton Garden Inn Event Center, 74 State Street

7:30AM - 9AM

Cayuga County Operating Framework



Operating Framework: Legislature Chair

Key Functions

- Lead Process to Set Policy
- Set Agenda/Priorities
- Legislative Spokesperson
- Legislative Conduit to Administrator
- Gov't Ops Admin Oversight
- Intervention when Legislators overstep boundaries

Boundaries

- Policy Changes Req Leg. Approval
- Chair works through Admin to address Legislature's input.
- Periodic/continuing review w/ Leg about boundaries/roles
- Legislators may not attend County Administrator or Dept. Head meetings unless requested by Administrator

Operating Framework: Committee Chairs

Key Functions

- Primary focus on running committees
- Develop policy for County
- Works w/ Administrator to support implementation of budget and goals
- Receive constituent feedback
- Act as working group on goal issues or problem resolution.

Boundaries

- Administrator has authority on day to day operations issues
- Policy Changes must be voted on by Legislature
- Support, Recommend, Advise
- Do not interface w/ Operations
- Communicate feedback with Administrator/Dept. Heads during committee

Operating Framework: County Administrator

Key Functions

- Leadership/Oversight of Day to Day Operations
- County as a Whole View
 - Strategy, planning, execution of policy and operations
- Procedural Issues RE Policy
- Evaluate Proposals
- Manage non-elected Dept Heads
- Primary Face of County

Boundaries

- Final Authority on Operations
 - Anything not law or policy
- Cannot Make or Change Policy
 - Can propose or advise on policy
- Administers/Monitors Budget
- Legislature retains approval for all policy & budget changes
- Collaborates w/ Chair, individual legislators, and Department Heads on announcements/public statements

Operating Framework: Department Heads

Key Functions

- Direct Services to Constituents
- Departmental Operations
- Develop/Administer Budgets
- Work w/ Admin. RE Goals/Objectives
- Evaluate Employees
- Attend Committees/Leg Meetings
- Subject Matter Experts for PR

Boundaries

- No authority to change policy or budget w/out approval of Admin & Legislature
- Report to Administrator
 - May not circumvent Administrator
 - May not go to Legislature w/out Administrator's Knowledge/Approval
- Communicates SME information to Administrator/Legislature



CGR
**Organizational Assessment of
Cayuga County Government**
Opportunities for Improvement

**County Administrator's
Recommendations to the Legislature**

CGR Recommendations

		Culture & Org	Efficiency & Enhance	Financial Savings
Administrator	Empower the County Administrator to serve the role of Chief Operating Officer	✓	✓	
	Further resource the Administrator's office through the addition of a deputy	✓	✓	
	Create a budget director position within the Administrator's office; alternatively, convert to a Finance Department model		✓	
	Clarify reporting lines among department heads, the Administrator and Legislators, particularly Legislative Committees	✓	✓	
	End the practice of using Committees as the County Budget's core organizing principle	✓	✓	

CGR Recommendations

		Culture & Org	Efficiency & Enhance	Financial Savings
Purchasing	Create a more centralized purchasing system across all departments		✓	✓
	Adopt a purchasing card (P-Card) program for small-dollar or high-volume purchases		✓	✓

CGR Recommendations

		Culture & Org	Efficiency & Enhance	Financial Savings
Communication	Enhance the County's external communication capacity through better coordination and regular outreach; consider adding a director of communications	✓	✓	

Administrator's Recommendations

Immediate/Short Term

- Move Budget Director 6th Floor
 - Oversee Purchasing (Admin Asst)
 - Implement P-Card (2018)
 - Add Purchasing Agent (2019)
 - Organize Budget based on Accts

Medium/Longer Term

- Establish Finance Department
 - Finance Department (Steuben) or
 - Office of Management & Budget (Sullivan)
 - Possibly through Charter?

Administrator's Recommendations

Immediate/Short Term

- Reorganize Monthly Report
- Management Fellow (2019)
 - Recent MPA Grad 1-2 yrs
- Budget for Internship Programs
 - \$15-20/hr Law/Grad Students
- Restructure Leg's Committees?

Medium/Longer Term

- Communications Director
 - Possibly Combined w/ Exec. Asst.
- Deputy Administrator
 - Compliance Officer (Tompkins)

CGR Recommendations

		Culture & Org	Efficiency & Enhance	Financial Savings
Human Resources	Centralize onboarding, benefits administration and recruitment	✓	✓	
	Complete a comprehensive salary study of County positions	✓	✓	

Administrator's Recommendations

Immediate/Short Term

- Centralized Orientation (underway)
- Salary Survey – RFP
 - Funded by Phase II \$\$

Medium/Longer Term

- Succession Planning
- Expand HR/Labor Management Capacity
 - Labor Management Specialist or
 - Additional in-house counsel
- Training/Development Programs
 - Training Coordinator

CGR Recommendations

		Culture & Org	Efficiency & Enhance	Financial Savings
Information Technology	Complete a comprehensive technology needs assessment including gap analysis and evaluation of training opportunities	✓	✓	✓
	Establish an information technology task force to support the needs assessment and enhance organization-wide buy-in	✓	✓	✓
	Enhance County website, with specific focus on increasing online transaction capabilities		✓	✓
Payroll	Explore options to streamline and improve the efficiency of the current payroll system, as well as strengthen internal controls around payroll processing.		✓	✓

Administrator's Recommendations

Short Term

- County Website
- Form IT Task Force to oversee Gap Analysis
- Strategic Business Plan (2019)
 - (All Departments w/ Budget)

Automate Payroll

- Evaluating Options
 - Assessing Potential Savings

Medium Term

- Training Programs (in conjunction w/ HR)

Future Considerations

- Where to locate Payroll/Benefits
- Finance Department or HR?

CGR Recommendations

		Culture & Org	Efficiency & Enhance	Financial Savings
Capital Planning	Establish and adhere to a rigorous, consistent and comprehensive annual capital planning process	✓	✓	✓
Public Works	Create a single department spanning highway, parks & trails, buildings & grounds and weights & measures	✓	✓	✓

Administrator's Recommendations

Short Term

- Legislative Consent on DPW
 - Create DPW Director position
 - Recruit/Hire
- Build Formal CIP (2019 Budget)
 - Planning, Budget, Treasurer
 - w/ Department Heads
- Fleet Management
 - Enterprise Solution

Medium Term

- Need Civil Engineer
 - Possibly from reimagining or redesigning other positions
- Fully integrate various public works crews into flexible workforce
- Deputy Planning Director

Long Term

- Commitment to CIP Plan
 - Funding Infrastructure & Equipment

CGR Recommendations

		Culture & Org	Efficiency & Enhance	Financial Savings
Assigned Counsel	Align positions and funding such that costs better reflect the amount of work required to successfully manage the office		✓	
	Evaluate performance of the model and consider whether an in-house public defender model may be more cost effective		✓	✓
Youth Bureau and STOP-DWI	Consider moving both functions into the County Health Department; alternatively, group with Aging, Veterans and Health in an HHS office		✓	

CGR Recommendations

		Culture & Org	Efficiency & Enhance	Financial Savings
Criminal Justice	Explore alternative to incarceration (ATI) strategies to reduce corrections costs		✓	✓
	Provide support to the Probation Department through additional staffing		✓	✓
	Adopt a modern case management software system for Probation		✓	✓

Administrator's Recommendations

Short Term

- Assigned Counsel ILS Plan
 - FT Assigned Counsel Director
 - Plan Transition to Legal Aid
- Stop DWI – Health Dept.
- Youth Bureau, OFA, Veterans
 - Dept. of Human Services or DSS
- Probation
 - Hire 2 F/T Probation Officers
 - Case Management Software (2019)
 - Parole Office Space?

Medium/Long Term

- Establish Cayuga Defenders Legal Aid Society
- Probation
 - 2 more Probation Officers

CGR Recommendations

		Culture & Org	Efficiency & Enhance	Financial Savings
Legal	Consolidate the County's legal resources into a more integrated structure		✓	

Administrator's Recommendations

Short Term

- Exploring Opportunities for better Co Atty/DSS integration
 - Child Support/Medicaid
 - Broaden Bench/Training/Development
 - Legal Ethics/Supervision

Medium/Long Term

- Raise the Age may require additional attorney in Co Atty Office
- Contracts Administrator
 - Attorney (preferable) or Paralegal
- Real Property/Labor
 - Significant Expenditures for outside counsel. Worth exploring potential savings by brining in house

CGR Recommendations

		Culture & Org	Efficiency & Enhance	Financial Savings
Social Services	Implement the Northwoods Software package in the Child and Family Services area		✓	
	Reorganize and renovate DSS workspace to match peak workflow efficiency		✓	
	Evaluate fleet utilization to reduce trips by Social Service workers to the motor pool		✓	
	Consider flexible hours to assist in improving customer / resident access and satisfaction		✓	

CGR Recommendations

		Culture & Org	Efficiency & Enhance	Financial Savings
Facilities	<p>The current County Office Building does have a negative impact on efficiency and productivity, something which improved or new space would be able to address. CGR makes <u>no</u> recommendation as to whether the County should renovate or build a new County Office Building, but we encourage the County to consider opportunities to co-locate departments, vacate spaces used by small departments, split larger ones into functional units where it can create capital efficiencies, leverage reimbursement opportunities and create "satellite" service flexibility.</p>	✓	✓	✓

Administrator's Recommendations

Short Term

- Reorganize/Renovate Workspace
 - Partially Underway
- Explore Options for Expanding hours
- Northwoods Software
 - End 2018 or 2019 Budget

Medium

- Motor Pool/Highway Garage
 - Location?
- County Office Building
 - Renovate, New or Combination?

Questions?