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/Obectives
• 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

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

<table>
<thead>
<tr>
<th>Purchasing</th>
<th>Culture &amp; Org</th>
<th>Efficiency &amp; Enhance</th>
<th>Financial Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a more centralized purchasing system across all departments</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Adopt a purchasing card (P-Card) program for small-dollar or high-volume purchases</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
CGR Recommendations

<table>
<thead>
<tr>
<th>Communication</th>
<th>Culture &amp; Org</th>
<th>Efficiency &amp; Enhance</th>
<th>Financial Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the County's external communication capacity through better coordination and regular outreach; consider adding a director of communications</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Human Resources</th>
<th>Culture &amp; Org</th>
<th>Efficiency &amp; Enhance</th>
<th>Financial Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centralize onboarding, benefits administration and recruitment</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Complete a comprehensive salary study of County positions</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>
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

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

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<tr>
<td><strong>Capital Planning</strong></td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Establish and adhere to a rigorous, consistent and comprehensive annual capital planning process</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Public Works</strong></td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Create a single department spanning highway, parks &amp; trails, buildings &amp; grounds and weights &amp; measures</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
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

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

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<tr>
<td>Criminal Justice</td>
<td>Explore alternative to incarceration (ATI) strategies to reduce corrections costs</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Provide support to the Probation Department through additional staffing</td>
<td>✓</td>
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<tr>
<td></td>
<td>Adopt a modern case management software system for Probation</td>
<td>✓</td>
</tr>
</tbody>
</table>
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

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<tr>
<th>Legal</th>
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<tr>
<td></td>
<td></td>
<td></td>
<td>✓</td>
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- 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 bringing in house
## CGR Recommendations

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<tr>
<td>Implement the Northwoods Software package in the Child and Family Services area</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Reorganize and renovate DSS workspace to match peak workflow efficiency</td>
<td></td>
<td>✓</td>
<td></td>
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<tr>
<td>Evaluate fleet utilization to reduce trips by Social Service workers to the motor pool</td>
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<td>✓</td>
<td></td>
</tr>
<tr>
<td>Consider flexible hours to assist in improving customer / resident access and satisfaction</td>
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<td>✓</td>
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<td>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 no 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.</td>
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<tr>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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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?