

Budget and Capital Committee  
December 10, 2007

**Budget and Capital Committee  
December 10, 2007  
3:30 p.m.  
Scott Heyman Conference Room**

**Approved**

Present: M. Koplinka-Loehr, M. Hattery, N. Shinagawa

Excused: K. Herrera

Vacancy: 1 (Seat formerly held by R. Booth)

Staff: S. Whicher, N. Jayne, P. Younger, M. Lynch, County Administration; D. Squires, Finance Director; G. Potter, Director of Information Technology Services, J. Mattick, Director of Workforce Development; B. Grinnell-Crosby, Health Department; M. Pottorff, Chief Deputy Clerk of the Legislature

Guests: R. Carnrike, TCAT

**Call to Order**

Mr. Koplinka-Loehr called the meeting to order at 3:30 p.m.

**Changes to the Agenda**

It was MOVED by Mr. Hattery, seconded by Mr. Shinagawa, and unanimously adopted by voice vote by members present, to add the resolution to the agenda entitled Appropriation from Contingent Fund – Replacement Pay – Department of Probation and Community Justice.

**Approval of Minutes and Expanded Budget and Capital Committee Action Summaries**

It was MOVED by Mr. Shinagawa, seconded by Mr. Hattery, and unanimously adopted by voice vote by members present, to approve the minutes of the September 19, 2007 meeting and the action summaries of the Expanded Budget and Capital Committee meetings from September 17, 24, 25, and October 4, 9, 17, 24, 2007. MINUTES AND SUMMARIES APPROVED.

**RESOLUTION NO. - AUTHORIZING THE ADVANCE OF UP TO \$670,000 OF STATE TRANSIT OPERATING ASSISTANCE (STOA) TO TOMPKINS CONSOLIDATED AREA TRANSIT (TCAT)**

It was MOVED by Mr. Shinagawa, seconded by Mr. Hattery. Mr. Squires said he anticipates four STP payments but they do not come in one calendar year, and other than fare income and contributions from the partners, it is the largest accounting that comes through the books in a year. He expects STOA funds will be received in mid-January at the latest and noted the County charges TCAT interest that it would have earned on these funds (approximately 4 ½ percent). A voice vote resulted as follows: Ayes – 3, Noes – 0, Excused – 1 (Herrera). MOTION CARRIED.

WHEREAS, the Tompkins Consolidated Area Transit Inc. (TCAT), was originally formed under a partnership agreement among Tompkins County, Cornell University, and the City of Ithaca effective January 1, 1999, and

WHEREAS, each party makes an annual contribution of equal amounts to support TCAT, and

WHEREAS, the timing of State Aid payments severely impairs the financing of operations, and

WHEREAS, the 2007 County Budget provides for the pass thru of Four Quarterly (STOA) payments to TCAT, and

WHEREAS, the fourth quarter STOA payment is anticipated to be received in early January 2008, which creates a hardship in financing the 2007 transit operations, now therefore be it

RESOLVED, on recommendation of the Planning, Development, and Environmental Quality and the Budget and Capital Committees, That the Director of Finance is authorized to advance the anticipated Fourth Quarter STOA payments in an amount not to exceed \$670,000,

RESOLVED, further, That the County will recover the loss of investment income from the advance of STOA funds by billing TCAT for the actual lost earnings based upon the application of the average monthly investment applied against the average monthly balance of advanced STOA payments.

**SEQR ACTION:** TYPE II-20

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**Chair's Report**

Mr. Koplinka-Loehr did not have a report.

**Finance Director's Report**

Mr. Squires distributed a Contingent Fund report dated December 10, 2007 showing a balance of \$587,335. He stated there is enough in the Fund to cover all problem areas such as the Assigned Counsel Program, which is overdrawn by \$250,000 and community college tuition expenses in the amount of \$75,000. He stated the Contingent Fund will likely end the year within the budgeted amount. He spoke of the community college enrollment increases and said there should also be an increase in payments to TC3 from other counties as a result of the enrollment increase. It was noted the in-flow of cash is in the TC3 budget; however, the outflow is shown elsewhere.

Mr. Squires also reported on sales tax receipts and said if the sales tax continues to remain flat, the County will receive approximately \$28.53 million at year-end, which is within the amount budgeted \$28.3 million. He also said the County is now required to book the entire sales tax amount as revenue and show how much is paid to municipalities.

**County Administrator's Report**

Mr. Whicher asked for guidance from the Committee on which committee an issue should be considered. He said for the last few years there have been employees who have retired and returned to work and the employee may or may not have received terminal pay. He said if the employee continues they could also continue to collect new terminal pay. Mr. Koplinka-Loehr said this is a policy issue and should be presented to the Government Operations Committee.

**Public Information Officer's Report**

Ms. Lynch reported a focus group session is scheduled for Saturday for the public information campaign. She has also been working with TC3 students on informational videos concerning assessment and solid waste.

**RESOLUTION NO. - WORKER'S COMPENSATION BUDGET AND APPORTIONMENT -  
MUTUAL SELF-INSURANCE PLAN**

It was MOVED by Mr. Shinagawa, seconded by Mr. Hattery, and unanimously adopted by voice vote by members present, to approve the following resolution and submit to the full Legislature:

WHEREAS, the Budget and Capital Committee estimates that the sum of \$2,000 will be required during the year 2008 for the payment of compensation in old and pending cases on behalf of the County and participating municipalities under the Mutual Self-Insurance Plan and for the expenses of administering same, now therefore be it

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RESOLVED, on recommendation of the Budget and Capital Committee, That there be raised from the County and participating municipalities in 2008 the total sum of \$2,000, the same to be apportioned to the County and the participating municipalities in the proportion that their equalized valuation bears to the aggregate valuation of the County and all participating municipal corporations, as follows:

<u>Municipality</u>	<u>Taxable Full Value</u>	<u>Apportionment</u>
Caroline	146,416,224	\$28.09
Danby	187,524,354	\$35.97
Dryden	596,782,683	\$114.48
Enfield	133,794,159	\$25.67
Groton	136,167,851	\$26.12
Ithaca (Town)	721,228,827	\$138.35
Lansing (Town)	695,576,704	\$133.43
Newfield	195,460,490	\$37.80
Ulysses	263,984,352	\$50.64
Ithaca (City)	1,192,396,081	\$228.74
Dryden (Village)	85,075,995	\$16.85
Freeville (Village)	18,012,316	\$3.46
Trumansburg (Village)	87,824,782	\$16.32
Lansing (Village)	353,369,607	\$67.79
Groton (Village)	66,345,766	\$12.73
Cayuga Heights (Village)	332,939,999	\$63.87
County of Tompkins	<u>5,212,900,190</u>	<u>\$1,000.00</u>
Total	\$10,291,205,414	\$2,000.00

**SEQR ACTION:** TYPE II-20

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**RESOLUTION NO. - TOWN AND CITY BUDGETS AND PRINTING OF TAX RATES**

It was MOVED by Mr. Hattery, seconded by Mr. Shinagawa, and unanimously adopted by voice vote by members present, to approve the following resolution and submit to the full Legislature:

WHEREAS, annually Tompkins County must keep a record of the adopted City and Town budgets and must in accordance with the laws of New York State, levy and collect property taxes per those adopted budgets, now therefore be it

RESOLVED, on recommendation of the Budget and Capital Committee, That, in accordance with the laws of the State of New York and with budgets adopted by the several town boards of the County of Tompkins now on file with the Clerk of the Legislature, there be levied upon and collected from the taxable property of the several towns of the County and the City of Ithaca the sums contained in those budgets,

RESOLVED, further, That said summaries of the budgets of the several towns of the County and the City of Ithaca be printed in the 2007 Proceedings of the Tompkins County Legislature,

RESOLVED, further, That after the tax rates are ascertained for the various towns and the City of Ithaca, the Clerk shall print such rates in the 2007 Proceedings of the Legislature following budgets of the several towns and City.

**SEQR ACTION:** TYPE II-20

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**RESOLUTION NO. - AUTHORIZING PAYMENTS FOR COMMUNITY COLLEGE  
OPERATING BUDGET**

It was MOVED by Mr. Hattery, seconded by Mr. Shinagawa, and unanimously adopted by voice vote by members present, to approve the following resolution and submit to the full Legislature:

WHEREAS, this Legislature has heretofore and by resolution approved the 2007-2008 operating budget for the Tompkins Cortland Community College and appropriated the necessary funds to pay the Tompkins County proportionate share of the operating budget of said college, and

WHEREAS, to accommodate Tompkins Cortland Community College's fiscal year and cash-flow needs, it is important that Tompkins County's share be paid during the first half of the calendar year, now therefore be it

RESOLVED, on recommendation of the Budget and Capital Committee, That the County Administrator be and hereby is authorized and directed, pursuant to the provisions of the Education Law of the State of New York and within the authorization provided by this Legislature, to pay Tompkins Cortland Community College an amount up to but not to exceed the Tompkins County budgeted share of the operating costs of said college for the fiscal year 2007-2008 on the following dates in the following amounts:

January 1, 2008	\$599,976
March 1, 2008	\$599,976
May 1, 2008	\$599,976
July 1, 2008	\$599,976
Total:	\$2,399,905

**SEQR ACTION:** TYPE II-20

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**RESOLUTION NO. - AUTHORIZATION FOR DIRECTOR OF FINANCE TO MAKE  
YEAR-END TRANSFERS, APPROPRIATIONS, AND BUDGET  
ADJUSTMENTS AS REQUIRED**

It was MOVED by Mr. Shinagawa, seconded by Mr. Hattery, and unanimously adopted by voice vote by members present, to approve the following resolution and submit to the full Legislature:

WHEREAS, it is necessary, annually, to balance Tompkins County's financial books, now therefore be it

RESOLVED, on recommendation of the Budget and Capital Committee, That during 2008 the County Finance Director be and hereby is authorized and directed to make year-end transfers, appropriations, and budget adjustments required to clear credit balances from the books at year-end,

RESOLVED, further, That any such additional entries made by the County Finance Director shall be reported back to the Tompkins County Legislature.

**SEQR ACTION:** TYPE II-20

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**RESOLUTION NO. - AUTHORIZATION TO SIGN DRAFTS - COUNTY  
ADMINISTRATOR**

It was MOVED by Mr. Hattery, seconded by Mr. Shinagawa, and unanimously adopted by voice vote by members present, to approve the following resolution and submit to the full Legislature:

WHEREAS, it is necessary, annually, to authorize a Tompkins County official to sign all Tompkins County drafts, now therefore be it

RESOLVED, on recommendation of the Budget and Capital Committee, That during 2008 the County Administrator be and hereby is authorized to sign all drafts of the County of Tompkins and to delegate this authority.

**SEQR ACTION:** TYPE II-20

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**RESOLUTION NO. - DELEGATING TO THE FINANCE DIRECTOR OF THE COUNTY OF TOMPKINS, NEW YORK, THE POWER TO AUTHORIZE THE ISSUANCE OF AND TO SELL \$8,000,000 REVENUE ANTICIPATION NOTES OF SAID COUNTY IN ANTICIPATION OF RECEIPT OF STATE AID DURING THE FISCAL YEAR OF SAID COUNTY COMMENCING JANUARY 1, 2008**

It was MOVED by Mr. Hattery, seconded by Mr. Shinagawa, and unanimously adopted by voice vote by members present, to approve the following resolution and submit to the full Legislature:

WHEREAS, it is prudent to allow for the possible issuance of revenue anticipation notes should there be a cash-flow problem resulting from delays in State Aid during 2008, now therefore be it

RESOLVED, on recommendation of the Budget and Capital Committee, by the Legislature of the County of Tompkins, New York as follows:

Section 1. The power to authorize the issuance and to sell \$8,000,000 revenue anticipation notes of the County of Tompkins, New York, including renewals thereof, in anticipation of the receipt of State Aid due said County during the fiscal year of said County commencing January 1, 2008, is hereby delegated to the Finance Director, the chief fiscal officer of such County. Such notes shall be of such terms, form, and contents, and shall be sold in such manner as may be determined by the Finance Director, consistent with the provisions of the Local Finance Law.

Section 2. This resolution shall take effect immediately.

**SEQR ACTION:** TYPE II-20

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**RESOLUTION NO. - APPROVING COMPLETED TAX ROLLS AND DIRECTING THE EXECUTING AND DELIVERY OF WARRANTS**

It was MOVED by Mr. Shinagawa, seconded by Mr. Hattery, and unanimously adopted by voice vote by members present, to approve the following resolution and submit to the full Legislature:

WHEREAS, it is necessary annually to provide for property tax collection in Tompkins County to meet expenses and the cost of county governments in Tompkins County, and to direct that upon the tax rolls of the several towns and City, the several taxes will be extended, now therefore be it

RESOLVED, on recommendation of the Budget and Capital Committee, That the tax rolls be approved as completed and that there shall be extended and carried out upon the roll the amount to be levied against each parcel of real property shown thereon,

RESOLVED, further, That there be annexed to each of said rolls a tax warrant prepared by the Director of Assessment as provided for in Section 4.00(b) of the Tompkins County Charter, that such warrants shall be the respective amounts theretofore authorized to be levied upon each of said rolls, that the several warrants be signed by the Chair and the Clerk of the Legislature under seal of the Legislature and by the Director of Assessment, and that said rolls with said warrants annexed are to be forthwith delivered to the respective collectors of the several districts of the County.

**SEQR ACTION:** TYPE II-20

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**RESOLUTION NO. - IMPLEMENTATION OF THE 2008 BUDGET - DEPARTMENTAL FEES**

It was MOVED by Mr. Hattery, seconded by Mr. Shinagawa, and unanimously adopted by voice vote by members present, to approve the following resolution and submit to the full Legislature: *It was requested that full list of fees be provided to the full Legislature prior to action.*

WHEREAS, various departments are authorized to charge assorted fees for various services, now therefore be it

RESOLVED, on recommendation of the appropriate program committees, That all changes and increases in fees and changes in methods of charging fees specifically identified in the departmental budget requests, recommended by the Budget and Capital Committee for 2008, and included in the 2008 budget adopted by the Tompkins County Legislature, are hereby authorized and approved.

**SEQR ACTION:** TYPE II-20

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**RESOLUTION NO. - IMPLEMENTATION OF 2008 TOMPKINS COUNTY BUDGET - MEMBERSHIPS**

It was MOVED by Mr. Hattery, seconded by Mr. Shinagawa, and unanimously adopted by voice vote by members present, to approve the following resolution and submit to the full Legislature:

WHEREAS, it is in the best interest of the County to have County personnel be members of a variety of organizations, now therefore be it

RESOLVED, on recommendation of the appropriate program committees, That memberships in all municipal and professional organizations specifically listed in 2008 budget requests, approved by the appropriate program committee, and included in the 2008 budget adopted by the Tompkins County Legislature, are hereby authorized and approved.

**SEQR ACTION:** TYPE II-20

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**RESOLUTION NO. - AUTHORIZATION TO DISBURSE FUNDS - COUNTY ADMINISTRATION**

It was MOVED by Mr. Shinagawa, seconded by Mr. Hattery, and unanimously adopted by voice vote by members present, to approve the following resolution and submit to the full Legislature:

WHEREAS, it is necessary to specify annually the manner of disbursement of appropriated funds, now therefore be it

RESOLVED, on recommendation of the Budget and Capital Committee, That the County Administrator be and hereby is authorized and directed to disburse all appropriated funds up to the amount of the appropriation included in the 2008 budget, provided that whenever a contract is required funds will be disbursed in accordance with the terms of said agreement.

**SEQR ACTION:** TYPE II-20

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**RESOLUTION NO. - DELEGATION OF AUTHORITY TO AUTHORIZE CERTAIN TAX AND SOLID WASTE FEE REFUNDS UNDER \$500**

It was MOVED by Mr. Hattery, seconded by Mr. Shinagawa, and unanimously adopted by voice vote by members present, to approve the following resolution and submit to the full Legislature:

WHEREAS, Section 556 of the Real Property Tax Law authorizes a tax-levying body to delegate the payment of tax refunds due to a clerical error or an unlawful entry (an unlawful entry is any information on the tax roll that violates the Real Property Tax Law), and

WHEREAS, Solid Waste Fee refunds are authorized under Resolution No. 181 of 1996, and

WHEREAS, it is the opinion of the Budget and Capital Committee, that such delegation would be more efficient in processing said refunds and therefore beneficial to the taxpayer, now therefore be it

RESOLVED, on recommendation of the Budget and Capital Committee, That the County Director of Assessment shall transmit refund recommendations to the County Administrator,

RESOLVED, further, That the County Administrator is hereby authorized to make payments of any refunds of less than \$500 as if the Tompkins County Legislature had performed this audit in compliance with Paragraph 1-7 of Section 566 of the Real Property Tax Law,

RESOLVED, further, That any refund of \$500 or more must be approved by the Tompkins County Legislature pursuant to Paragraph 8(b) of Section 556 of the Real Property Tax Law,

RESOLVED, further, That the County Administrator shall transmit on or before the 15th day of each month a report to the Tompkins County Legislature of all the refunds processed,

RESOLVED, further, That this resolution shall only be in effect during the calendar year 2008.

**SEQR ACTION: TYPE II-20**

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**RESOLUTION NO. - AUTHORIZING CHANGES IN CHARGE STRUCTURE - TOMPKINS COUNTY HOME HEALTH CARE - HEALTH DEPARTMENT**

It was MOVED by Mr. Shinagawa, seconded by Mr. Hattery, and unanimously adopted by voice vote by members present, to approve the following resolution and submit to the full Legislature:

WHEREAS, Tompkins County's accounting consultant, Michael McCarthy, CPA, of McCarthy & Conlon, LLP, has recommended changes in the Certified Home Health Agency fee structure to maximize Medicaid and Medicare revenues, and

WHEREAS, New York State currently promulgates rates on the day the County Legislature approves them and it is therefore, desirable for Tompkins County to adopt the 2008 rates in December 2007, for implementation on January 1, 2008, and

WHEREAS, all changes proposed were made to align charges with actual costs per unit of service as determined during Mr. McCarthy's most recent review of our financial and statistical data, now therefore be it

RESOLVED, on recommendation of the Health and Human Services and Budget and Capital Committee, That the Tompkins County Health Department implements the charge structure below, as recommended by Michael McCarthy, CPA, in order to maximize Medicaid, Medicare and other third party revenues:

**2008 Tompkins County Home Health Care Fee Schedule**

	<u>2004/2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Skilled Nursing	\$140.00	\$150.00	\$165.00	\$175.00
High Tech Nursing	\$165.00	\$185.00	\$190.00	\$200.00
Physical Therapy	\$105.00	\$110.00	\$112.00	\$115.00
Speech Therapy	\$105.00	\$105.00	\$105.00	\$120.00
Occupational Therapy	\$105.00	\$105.00	\$105.00	\$115.00
Medical Social Work	\$105.00	\$105.00	\$105.00	
Home Health Aide	\$ 45.00/hr	\$ 45.00/hr	\$ 45.00/hr	\$ 45.00/hr
	\$ 90.00/visit	\$ 90.00/visit	\$ 90.00/visit	\$ 90.00/visit

**SEQR ACTION: TYPE II - 20**

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**RESOLUTION NO. – APPROPRIATION FROM CONTINGENT FUND FOR REPLACEMENT  
PAY AND TERMINAL PAY – HEALTH DEPARTMENT**

It was MOVED by Mr. Shinagawa, seconded by Mr. Hattery, and unanimously adopted by voice vote by members present, to approve the following resolution and submit to the full Legislature:

WHEREAS, the Health Department had an Account Clerk Typist resign his employment effective October 12, 2007, and

WHEREAS, the Health Department had a Community Health Nurse retire effective September 29, 2007, and

WHEREAS, a Community Health Nurse in the Division for Community Health has been absent from work for longer than two months, and

WHEREAS, the cost of unbudgeted replacement pay in the amount of \$6,717 plus fringes (\$2,620) for the period of September 6, 2007, through November 13, 2007, has been incurred by the Department, and

WHEREAS, the Fiscal Policy of Tompkins County allows for reimbursement of terminal pay and replacement pay through the Contingent Fund, now therefore be it

RESOLVED, on recommendation of the Health and Human Services and the Budget and Capital Committees, That the Director of Finance is hereby authorized and directed to make the following budget appropriation:

FROM:	A1990.54440	Contingent Fund	\$13,277
TO:	A4016.51000513	Salary – Account Clerk Typist	\$ 204
	A4016.51000580	Salary – Community Health Nurse	\$ 9,348
	A4016.58800	Fringes	\$ 3,725

**SEQR ACTION:** TYPE II-20

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**Briefing-to-Committee: Progress Report on Subcommittee on Core Performance**

Paula Younger, Deputy County Administrator, on behalf of the Subcommittee, made the provided the Committee with the following progress report on the Subcommittee on Core Performance. She gave a general statement on the purpose/goal of the Subcommittee, emphasizing its function as a “design team.” *Our Design Goal: To develop a QA (quality assurance) process that operationalizes the understanding of “effective performance” in a way that is practical and meaningful for everyone.*

Committee membership (11 total):

Eckstrom, Barbara	Potter, Greg
Franklin, Jay	Shinagawa, Nathan
Hattery, Mike	Shurtleff, Lee
Holmes, Lisa	Whicher, Steve
Luz Herrera, Kathy	Younger, Paula
Mattick, Julia	

Meetings to date: July 30 (kick off); August 23; September 26; November 8 (marathon); and December 10

The key focus over the course of these five meetings was to assess the charge and then to begin setting the stage for the design task. As we began our discussions, we found ourselves trying to balance:

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- \* Purpose (the Charge)
- \* Strategy (how do we work together in this somewhat unfamiliar design team model)
- \* Organizational culture and norms
- \* Current structure and processes
- \* Activities and actions that encourage organizational effectiveness.

Sample meeting agenda items have included:

Reviewing the Charge

Becoming comfortable with the Core Performance Dimension and relating them to day-to-experience

Determining the Scope of Work

Subcommittee member responsibilities

Communicating our progress, and . . . *lots of homework!*

Key concern: The Charge (with a heavy emphasis on “fiscal stability”) vs. the expressed need and anticipated outcome (i.e., a process for examining the stability of programs, services and operations, and for encouraging knowledge sharing and learning in a way that builds the capacity of the entire County organization—based on the five core performance dimensions.) Subcommittee members and DHs both expressed concern that the Charge placed more weight on the “resource” dimension of the Framework rather recognizing the need to balance all dimensions—whenever possible—which is the intent of the Framework concept.

After much reflection and discussion, the team feels that the following revision to the charge is clearer, more positive, and more responsive to the CPF:

*The Subcommittee is Charged with developing a process that encourages knowledge sharing and learning in a way that builds the capacity of the entire County organization and which will routinely identify and explore cost-saving strategies, efficiency measures, and revenue options that promote long-term stability for Tompkins County.*

Other Challenges that remain on the radar screen:

- \* The amount of time required to demonstrate true progress (this is more than a 5-month effort).
- \* The amount of time each design team member is able to dedicate in order to be a real “contributor.”
- \* The availability of resources (human capital and dollars) to make the process relevant.
- \* The “leadership” as we know it is changing, i.e., Co. Administrator, Chair of the Legislature, and reconfiguration of Standing Committees for the 2008 operating year—how will this effect the work of this Subcommittee?
- \* The need to have the Chair or Vice-chair of the B&C and GO Committees as part of this Subcommittee/design team.

Next step: To continue completion of the Scope of Work, making refinements as needed. The SOW elements include:

Purpose Statement—why are we doing this?

Scope Statement—what will the final design do/not do?

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Products  
Goals/objectives  
Schedule  
Stakeholders  
Assumptions  
Anticipated Risks – document all  
Design Team Responsibilities (and role of others)  
Communication Plan

We have tentative meeting dates for January and February. Next meeting is schedule for Friday, January 25, 2008. A presentation will take place on February 9<sup>th</sup> from 9 to 11 a.m.

Mr. Koplinka-Loehr asked if the subcommittee is anticipating there will be multiple pressures put on a lot of the County stakeholders, managers, and leaders. Ms. Mattick said this has been part of the committee's conversations and they are looking to address concerns along the way. He said he would have all subcommittee members share future presentations.

Mr. Hattery said it is important that everyone is engaged and that there are persons at the table to represent the entire organization. Mr. Whicher said core performance discussions are one of the subjects he is discussing during his exit interviews with department heads.

### **Review of Committee Goals**

The Committee reviewed 2007 goals and identified where progress had been made as well as areas that need additional work.

Mr. Whicher spoke of the expected 2009 budget and encouraged the Committee to place a financial buffer in the budget to the greatest extent possible. He said although the State has taken a lot of pressure off after passing costs on to counties he thinks counties will begin to see costs appear in a secondary manner.

There was a brief discussion of conducting a survey of the 2008 budget process. It was agreed that a survey should be done, however, it should be limited to four or five questions, including whether there is interest in re-examination of a program committee review.

Mr. Koplinka-Loehr announced the December 24 meeting is canceled.

### **Adjournment**

The meeting adjourned at 5:05 p.m.

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<p><b>Goal 1—Develop a 2008 Budget that supports community needs while improving the fiscal health of the County.</b></p>	<p><b>Problem/Need:</b> To provide quality public service to residents, for the common good, in the most cost-effective manner possible.</p>
<p><b>Strategic objective(s):</b></p> <p>1.a. By March 12, 2007, work with the Department of County Administration to design, schedule, and conduct a meeting with all Department Heads and Legislators to discuss areas of the budget process in need of improvement based on the feedback received via the budget survey. Information gleaned from this meeting will be used to inform the development of the 2008 budget as well as the proposed 3-year financial plan (see goal 2).</p> <p>1.b. By April 9, 2007, assemble a work team to include the County Administrator, 2 Legislators, and up to 4 Department Heads to develop an effective process for routinely exploring revenue options and cost saving strategies for promoting long-range fiscal viability (see details under strategic objective 3.d).</p> <p>1.c. By May 14, 2007, convene Budget Community Advisory Panel (CAP) to review implementation of its' recommendations (see details under strategic objective 2.c).</p>	<p>1.d. By May 1, 2007, work with the County Administrator to establish financial goals, guidelines, and parameters for the entire County organization in support of 2008 budget development.</p> <p>1.e. By April 2, 2007, work with the County Public Information Officer and the Public Information Advisory Board to design, schedule, and conduct up to 3 community budget forums (see strategic objective 2.d). Key objectives of these forums include: (i) improving public understanding of and confidence in current budget development/management processes, and (ii) gathering citizen feedback regarding the performance of county government functions in the most cost-effective manner possible.</p> <p><b>*Note: Legislative Budget Retreat tentatively scheduled for April 26, 2007.</b></p>
<p><b>Goal 2—Initiate the development of a 3-year financial plan that includes both fiscal parameters and spending priorities, and that is driven by inflation-based expectations.</b></p>	<p><b>Problem/Need:</b> To gather organizational consensus regarding a plan for the medium-term fiscal health of the organization that sets a foundation for long-term community affordability of government services for the common good.</p>
<p><b>Strategic objective(s):</b></p> <p>2.a. By March 12, confirm with the County Administrator a tenable process for Capital Program reviews that occurs in advance of the annual budget development process and that incorporates key milestones established in the existing 20-year Capital Plan. In preparation for this meeting the County Administrator will have completed a review of the financing assumptions in the Plan.</p> <p>2.b. By April 30, 2007, hold a meeting with the County Administrator, the Finance Director, and other select Department Heads and their designated budget specialists to discuss a "best approach" to developing a 3-year financial plan that serves as a planning tool for the entire County organization and that takes into account the following:</p> <ul style="list-style-type: none"> <li>▪ Preeminent, most practical recommendations from key stakeholders and customers.</li> <li>▪ Critical needs identified across all departments and divisions.</li> <li>▪ Fiscal parameters and spending priorities.</li> <li>▪ Reduction of the fringe by 2% over the next two years.</li> <li>▪ Inflation-based expectations.</li> </ul> <p>Work toward a plan development and adoption date of no later than December 1, 2007 and an implementation date of January 31, 2008.</p>	<p>2.c. By May 14, 2007, review the 2004 report prepared by the Budget Community Advisory Panel (CAP), and then engage this group in a process of prioritizing those recommendations that best complement the 3-year financial plan initiative (see strategic objective 2.b).</p> <p>2.d. By April 2, 2007, work with the County Public Information Officer and the Public Information Advisory Board to design, schedule, and conduct up to 3 community forums on current budget challenges and concerns related to service/program availability and delivery. The forum design will support the following objectives: (i) to improve public understanding of and confidence in current budget development/management processes, and (ii) to gather citizen feedback regarding the performance of county government functions in the most cost-effective manner possible. Information gleaned from these meetings will be used to inform the development of the proposed 3-year financial plan as well as the development of the 2008 budget (see goal 1).</p>
<p><b>Goal 3—Ensure efficiency of current resource allocation and management systems.</b></p>	<p><b>Problem/Need:</b> To maintain and improve resource management practices that support the provision of quality public service to residents, for the common good, in the most cost-effective manner possible.</p>
<p><b>Strategic objective(s):</b></p> <p>3.a. By April 23, 2007 complete review and updates to the following sections of the current fiscal policy:</p> <ul style="list-style-type: none"> <li>▪ Section 5.06 Re-appropriation (Carryover or Rollover) of Unspent Funds from Previous Years</li> <li>▪ Section 5.04 Maintaining Target Fund Balances</li> <li>▪ Section 2.02 Target Fund Balances</li> <li>▪ Section 3.05 Over-target requests</li> </ul> <p><b>*Note: Sections 5.04 and 2.02 will need to be reviewed together as both focus on the same topic. In addition, policy review prioritization should correspond with the current budget process and the sequencing of related events and tasks to ensure continuity.</b></p> <p>3.b. By February 12, 2007, confirm with the Finance Director appropriate protocol for coordination between the Finance Department and the newly established Audit Subcommittee as determined by the pending Federal mandate.</p>	<p>3.c. By March 12, 2007 confirm with Committee members, the County Administrator, and the Finance Director a useful and informative process for monitoring changes in the NY State and Federal budgets and their potential impact on the County's fiscal health.</p> <p>3.d. By April 9, 2007, assemble a work team to include the County Administrator, 2 Legislators, and up to 4 Department Heads to develop an effective process for routinely exploring revenue options and cost saving strategies for promoting long-range fiscal viability. The process should ensure constructive feedback from all Department Heads and Legislators and should complement current fiscal policy and budget development processes.</p> <p>3.e. By April 30, 2007 complete a plan for training Legislators on the current budget process and associated decision-making tools. The plan should also include a method for ongoing information sharing by all Legislators to enable their ability to review fiscal policy questions throughout the year. The Committee will work directly with the Department of County Administration in developing the training plan with an expected implementation date of June 15, 2007.</p>