



# Onondaga County Legislature

**DEBORAH L. MATURO**  
Clerk

**J. RYAN McMAHON, II**  
Chairman

**KATHERINE FRENCH**  
Deputy Clerk

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## **WAYS & MEANS COMMITTEE – 2014 BUDGET REVIEW OF WAYS & MEANS COMMITTEE DEPARTMENT September 20, 2013**

**MEMBERS PRESENT: Mr. May, Ms. Williams, Mr. Kilmartin, Mr. Jordan**

**MEMBERS ABSENT: Mr. Holmquist, Ms. Ervin**

**ALSO ATTENDING: Chairman McMahan, Mr. Ryan, Mrs. Rapp, see also attached list**

Chairman Knapp called the meeting to order at 9:20 a.m.

### **LAW DEPARTMENT, pg. 3-138 – Lori Tarolli, Chief Senior Deputy County Attorney**

Mrs. Tarolli stated the Mr. Cuffy regrets that he was unable to attend today. She read the prepared statement from Mr. Cuffy:

*We are presenting the Law Department budget this year at the same time that this Legislature is facing the restructure of County Human Services. The proposal, as you know, is to change how the Human Services departments will look and to revamp the manner in which they function. Under this Legislature, the proposed restructure would alter how government operates for decades to come.*

*The Law Department has been an integral part of restructuring County government. Our legal staff participated in the negotiations and drafted the contract documents for the sale of Van Duyn. The sale will enable the County to save the millions of dollars in the near future. The sale of Van Duyn was the start of the restructure that you have before you now in the proposed 2014 budget. In addition to negotiating the transfer of Van Duyn, we successfully litigated the legal challenges to that sale. We drafted legislation and contract documents for the reorganization of City and County Planning. And, the local law that is before this legislature providing for the Human Services reorganization also is the product of research and drafting by Law Department lawyers.*

*In this era of change, the Law Department also must reorganize. The duties of the Department will expand with the introduction of the DSS attorneys. Although, our duties and responsibilities will increase, the influx of the experienced attorneys will also strengthen the reserve of legal knowledge within the Department. For years, we have attempted to build our Environmental Unit. By absorbing the DSS attorneys, we will shift some responsibilities, and free up an attorney to assist in the critical areas of work performed by our environmental attorney. This is essential, as the potential for environmental liabilities can pose major costs for the County.*

*As the Legislature looks at restructure, so does the Law Department, both of us in an effort to better serve the people in Onondaga County.*

*Through forward thinking, we have had some major accomplishments this year.*

#### *Litigation Unit:*

- We reached a reasonable settlement in the Sawmill Wetzel litigation, a case that had gone on for many years, with potential exposure of some 12 – 18 million dollars. We were able to resolve this case with help and advice of this Legislature, particularly the help of the Chairman of this Legislature.*
- We won an appeal in the Middleton case, a claim that many legislators are aware was the cause of considerable distress in the county for a number of years.*

#### *Environmental Unit:*

- We continued to address claims for Natural Resource Damages, which are a part of many environmental lawsuits. We also provided continued legal support for meeting the ACJ requirements.*

*Family Court:*

- *Diversion is the goal set by the courts, and our goal continues to be reuniting families and keeping youth out of facilities. We work with Probation and DSS to that end, looking for solutions that do not involve increased costs to the County.*

*Municipal:*

- *We handled in-house the dissolution of the Oncenter Board of Directors, saving tens of thousands of dollars.*
- *We continue to provide legal support to the Land Bank.*

*As the County is marginalizing, consolidating and making changes, the Law Department has been both an instrument of those changes and is also making itself a part of those future changes.*

Chairman McMahon thanked Mrs. Tarolli and Ms. Berger for their assistance. It is important to note the work that Mrs. Tarolli has done, especially with Van Duyn transfer. Clearly, if it did not get it done, we would be looking at a \$10 million deficit instead of a balanced budget. He also thanked the law department for their work with settlements of lawsuits this year.

Chairman McMahon asked about the proposed upgrade from county deputy attorney 1 to a county deputy attorney 2. Mrs. Tarolli said that the position is being created to allow for a promotion of an attorney who has been in the office 22 years and has had one promotion in that time, which was 12 years ago.

Chairman McMahon asked if the decrease in professional services is because we have gotten a lot off our plate and don't see as much need for outside counsel. Mrs. Tarolli agreed that it is.

**Mr. May asked to be provided with any differences in the information that the Law Department submitted and the budget that was released by the County Executive.** Mrs. Tarolli said that she has been involved in the budget process for many years. It used to be that there was a defined requested budget. Then, without much communication from the Budget Department, departments received back a recommended budget, which was different from the proposed budget. The process now is very different – now it is a series of meetings back and forth with the Budget Department so that at the end there is one document. She does not know if those documents exist like they used to.

Chairman Knapp asked about travel and training. Mrs. Tarolli said that it is down \$1,000 from the BAM; it is for routine travel – they go to the Appellate Division, and on a rare occasion, there is a conference.

Chairman Knapp asked about the 410 account; Mrs. Tarolli said it is also down about \$1,000 – it is the guardian items, publications, special prosecutors and court filing.

Chairman Knapp asked about revenue, general support line 030, which has been reduced by half. Mrs. Tarolli explained that it is OCC revenue. In the past, OCC has had a lot of capital projects and the Law Department has done a lot of work for them. Projects are on hold right now, so projected revenues are down.

Chairman Knapp asked if the Welfare attorneys that are coming over from DSS will strictly work on Social Services cases, or will they be available for other things. Mrs. Tarolli said that if the budget is adopted as proposed, the next couple months will be spent working with them to see exactly what work they do. The idea is to expand some of those duties to try and free up someone to have time to assist in the environmental unit.

**BOARD OF ELECTIONS, pg. 3-112 – Helen Kiggins Walsh, Commissioner; Hank Vercillo, Elections Assistant 3; Dustin Czarny, Commissioner**

Mrs. Walsh provided the following:

*ScanFlow: NTS ScanFlow was installed in February of this year. 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 year. We will also need fewer temps next year than we normally require in a gubernatorial election year.*

*Absentee Ballots:* Dominion delivered our new Central Count absentee system earlier this year. Our staff has yet to be trained on this system. We anticipate using this next year. With the new system, we will not need to use ballots provided by a vendor. We will be able to utilize the print shop to print our absentee at a significant savings. In 2010, we paid nearly \$30,000 for absentee ballots.

*Pilot project for e poll books:* NTS has developed an electronic poll book and has asked us to be a pilot county in next year's election. Electronic poll books will allow us to review and process voter information during an election. Functions include voter lookup, verification, election district and ballot assignment, voter history update and other things like name change and directing voters to the correct polling place.

*Two primary elections:* The state legislature has failed to change our state and local primary date from September. The Federal Primary is still scheduled for June. We could possibly have two primaries next year. We budgeted for two full primaries. The budget department has reduced this to one. We feel that this won't be a problem, since we do not think there will be a primary for congress. However if we do have two primaries we will be back next year if we need additional monies.

*ImageCast Voting system:* The warranty on our original ImageCast voting machine is expiring this year. We will need to purchase and extended warranty for these machines. Our Federal HAVA money can be used for this warranty. There is still \$2 million in that account. It is estimated to be \$50,000/year pay for the warrantee. The county needs to pay the upfront costs and will be reimbursed by the state. We will be back later in the year to have more money added to our grant account.

Mr. Czarny:

- Reached an agreement with the Syracuse City Schools—they will be open for a half day on Election Day; it opens up many different polling places in the city
- Increasing visibility through Facebook and Twitter
- Participated in Syracuse.com webcasts to help promote voting and help public be aware of deadlines to register to vote and how they can find their polling places
- Working with villages to encourage them to move their election day to November

In answer to Chairman McMahon, Mrs. Walsh said that they are below 2013 budget. **He asked to be provided with an estimated number of how they will finish the year.**

Mr. May asked about 101 line being up a little and 103 line being down. Mrs. Walsh said that the 103 line is down because they bought ScanFlow, which has streamlined the process. The 101 line reflects step increases; there are no new employees.

Mr. May asked about 410 expenses being up. Chairman Knapp noted that postage went up. Mrs. Walsh said that 2013 is a local year and expenses are always down in a local law; there was only one primary. The volume increases tremendously in a gubernatorial, as the turn out will be at least double from this year – a lot of it is postage and printing.

Chairman Knapp asked what the BOE project fund is used for. Mrs. Walsh said that it is the HAVA money. They will be coming back to spend some of it on a warrantee, but it gets reimbursed to the county.

Mr. Ryan asked for further detail regarding using the city school as polling places. Mr. Czarny said that a lot of the polling places in the city were experiencing a lot of traffic. They met with Superintendent Contreras and an agreement was reached that the city schools would have a parent teacher conference on general election day. It opened up the cafeterias in many schools. With the new voting machines, they needed more space for privacy. The schools didn't want to give up gym space. With the parent teacher conferences on that day, they were able to get into the cafeterias. Also, different rooms were made available for primary day. He is hopeful that NYS will designate Election Day as a non-attendance day for all schools in NYS. Buffalo and NYC have already done that. If it works well, he will take the model to the suburban school districts. Mrs. Walsh said that the association has encouraged them to make it a holiday – not just because of the congestion, but there are a lot of concerns about voters entering the schools on Election Day. Moving the primary day to June would solve that problem, as usually the schools are closed the last Tuesday in June.

Chairman Knapp asked if school board elections have transitioned over to the new machines. Mrs. Walsh said that two school districts use the new machines. They don't have to use them; they have a pass until 2014.

The state legislature keeps extending it for schools and villages. If they are using lever machines, the schools own and maintain them. Those that use electronic machines are using county machines. The machines are loaned, they are charged for ballots and programming. They hire off a list of technicians provided by BOE-- they also hire trained inspectors from a BOE list.

Mr. May asked what the cost of second primary is. Mrs. Walsh said approximately \$145,000 – inspectors, ballots, and transportation of the machines. They always budget for a full primary-county wide. This year they did not have a full primary, so there will be extra money in their budget.

Mr. May asked if BOE had any intensions for the 2014 budget, that amounted to something different than the budget that was returned to the department from the County Executive's office. Mrs. Walsh said that just the cost of the primary was removed.

### COUNTY EXECUTIVE, pg. 3-30, William Fisher, Deputy County Executive

Mr. Fisher presented the following:

2014 BUDGET OVERVIEW

**POSITION ROSTER:**

- No change in Authorized Positions

**APPROPRIATIONS:**

- Total Salaries (A641010) to increase by \$33,108 due to salary step increases
  - The County Executive does not receive step increases. She has again chosen not to have her salary increased in 2014, leaving her salary at the same level as 2008.
- Employee Benefits (A691200) increased by slightly more than \$6,000.
- .All other Appropriations accounts are budgeted at same level as 2013 Modified budget.

**REVENUES:**

- Interdepartmental Revenues reduced from \$108,697 to \$0 due to the planned use of the indirect cost plan for allocation of administrative expenses.



OFFICE OF COUNTY EXECUTIVE – 2014 BUDGET

Under the leadership of County Executive Mahoney, the office has used the budget approved by the county legislature given by the County Executive.

#### Examples of Important Initiatives:

##### Human Services:

- Sale of Van Duyn
- Human Services Reorganization

##### Physical Services:

- Continuing cleanup of Onondaga Lake in an aggressive, but cost effective manner

##### Financial Services:

- Centralization of some of the financial and personnel administration functions from human services departments to Management and Budget and Personnel Departments

They have stayed within their 2013 budget and 2014 budget has changed very little.

In answer to Chairman McMahan, Mr. Fisher said that they plan to finish the year within their 2013 budget. Mr. Morgan said they will finish under budget.

**COUNTY CLERK, pg. 3-22; Sandy Schepp, County Clerk, Jackie Norfolk, Principal Deputy County Clerk; Malcolm Merrill, Deputy County Clerk; Elizabeth Ducett, Fiscal Officer**

*Members of the Onondaga County Legislature, Department Heads and Guests. We thank you for the opportunity to speak before you today regarding our budget for the Onondaga County Clerk's Office.*

*The Clerk's office is mandated by New York State Constitution and Federal, State and Local Law to perform the duties of the Clerk of the State Supreme Court and the Combined Court System. The County Clerk is the Registrar of Judicial and Real Property Records. These records effect each and every citizen of Onondaga County.*

*Our primary goal at the Clerk's office is to continue to improve the role we play in County Government. To work together with other County, City, Town and Village departments to improve the process of filing and recording of documents in the clerk's office.*

*As a newly elected to the County Clerk's position, yet with 12 years of municipal experience, I realize the importance of quality customer service and fiscal responsibility. The staff in the Clerk's office saw many changes in 2012 and 2013. They are a dedicated staff that understands the importance of moving forward and performing on a level that reflects the Counties standards.*

*\*In 2012 we had over 240 thousand documents filed in our office and project 2013 to be on target if not slightly higher.*

*\*We collected and distributed over \$28.5 million dollars in 2012. 2012 marks the first time in many years that appropriations exceeded revenue in the Clerk's office. This is attributed to the unexpected increase billing from IT.*

*\*Our E-Filing system has progressed well and is on target to make additional documents mandatory as of January 1, 2014. When all forms of E-Filing are complete we will complete an analysis of the department to review employee positions and duties. This may allow for new or additional duties shifted to this department.*

*\*Many of our computers were upgraded this year and are awaiting a solution to our printer issue in order for the final upgrade for our deputies.*

*\*Our 2014 budget includes a minimal personnel funding increase of due to normal step increases.*

*\*Reinstated a bulk mail out procedure to ensure cost savings of postage.*

*I want to thank those of you who came to our office to observe our procedures and see first-hand our operation and also see our storage area in the basement. Unfortunately, due time and distance we were unable to see our storage area at Molloy Road.*

*Thank you for allowing us to come before you today and we ask that consideration be given to the many needs of our office.*

Mrs. Rapp said that during the Sheriff's presentation there was a robust discussion about filing of pistol permits. One suggestion was moving the function over to the County Clerk's office. She asked if it was something the Clerk could take on and what personnel would be needed. Mrs. Schepp said that it would depend on which function of it is being looked at. Across the line, there are different functions, and clerks across the state handle different functions of it. She would have to look at personnel; right now they are down due to some serious illnesses.

Mr. Jordan asked what the rationale is for one additional deputy clerk position. Mrs. Schepp said that position has always been there; it is not a new position; last year it was part of a cost savings. They are asking for it back this year, as they are missing several people in the office. Documents are increasing; they are behind in processing some of documents; a few days behind in the deed and mortgage department. .

Mr. Ryan said that a lot of the backlog of pistol permits is due to investigations, but anything the County Clerk can do to help, he would encourage it. Mrs. Schepp said that she will look into it and call Chief Balloni to see what can be done to assist. She needs to talk to the other county clerks to see what role they are playing.

Mr. Jordan asked about the increase in interdepartmental funds of \$1.5 million. Mrs. Schepp said that her department is not off of the mainframe yet and are one of the few departments still on it. They are trying to get off of it and exploring options. Mr. Morgan said that the cost of the mainframe is what it is at this point; it is being charged to whoever still has applications running on it. The majority of the costs are going to the County Clerk's budget. If it didn't, it would drop to the bottom line in IT budget and would still be local dollars. Mr.

Fisher said that in 2011 they presented a funding program to replace all of the applications that ran on the mainframe. Prior to that, they had been spending over \$1 million/year to IBM to lease hardware, lease operating systems, and lease the service. A decision was made to move away from that to things that we own and based on more standard commodity hardware items. They needed to bill departments in a way that the grant making organizations recognize it as a standard billing method. The county has always billed departments based on their use of the CPU cycles of the mainframe and use of databases. As departments moved their applications off of the mainframe, the departments that are still on it pay more and more proportionately of total cost. The total cost has come down a little. The last one left will pay 100% of costs. The big users are Sheriff's Dept. and County Clerk's office. Until their applications are pulled off, they will bear the brunt. By the end of the year CHAIRS, a Sheriff's application, is expected to come off and the Sheriff will not share the expense in 2014.

Mr. Jordan asked what the timetable is for the changeover. Mr. Fisher said he has been told by IT that the Co. Clerk's office may be off of the mainframe by the end of 4<sup>th</sup> quarter or no doubt by first quarter next year. The goal of the county, as a whole, is to have nothing running on the mainframe by midyear. In addition to these departmental initiatives, there are the remaining modules of PeopleSoft, i.e. HR and payroll system. That will need to be live by midyear in order to unplug the mainframe.

Mr. Jordan said \$1.5 million is budgeted, and if the Clerk is off by the end of the 1<sup>st</sup> quarter at the latest, then it seems that three-quarters of that cost should be eliminated. Mr. Fisher said that the cost will be spread somewhere else. It would be somewhere else in the budget. Interdepartmentals are not as much going forward as historical. It is a recognized way for us to claim grants.

Chairman McMahan asked Mr. Fisher if his expectation is that the mainframe will be shut down in 2014. Mr. Fisher said "without a doubt". Chairman McMahan asked what kind of savings potentially would we see as a county at that point. Mr. Fisher said that they are on target with the savings that were projected in 2011. They are replacing one system with another; they bonded for it. The projected savings are between \$300,000 - \$500,000 per year, after the savings were netted out with the investment needed for the new system. Mr. Jordan asked if we are looking at more of a cost of about \$1 million next year instead of \$1.5 million. Mr. Fisher said that the mainframe cost on an annual basis is about \$800,000; there is about half of it in IT budget. There are other interdepartmental costs in addition to the mainframe.

Mrs. Rapp asked if two different systems are being paid for simultaneously. Mr. Fisher said that they are and also agreed that one will eventually drop off. Bond payments are being made for the new system, hardware and databases.

Mr. Maturo explained that it is basically money that goes from one pocket to the other. If the costs don't get allocated to the County Clerk, then they would be allocated to other departments.

Mr. Fisher also added that the Vital Statistics office has piloted the use of scanners and a new software system. It is slated to be piloted in the County Clerk's system also. It will save the County Clerk additional dollars over time.

Ms. Williams referred to the 700 pistol permits that the County Clerk processed, and asked what that entailed. Mrs. Schepp explained that the permits that are filed eventually end up in her office.

**Mr. May asked to be supplied with any difference between the budget requested and that of the executive budget.**

Mr. May thanked Mrs. Schepp for a tour she gave of her department; it is interesting and a lot of paper. He asked about details on how to preserve the records in a more efficient way. Mrs. Schepp said that there is a program that they are working on to do some more scanning and get rid of the hard copies of the papers. Some papers can never be disposed of – if it ends in the year "0"; it is an infinite piece of paper. Some documents can be destroyed and some can't; they need to go through and weed them out to start with. The program that Mr. Fisher referred to is a scanning program and getting the records on a disc or some sort and getting rid of the hard copy. She is also looking at other companies. Other counties have had companies

come in to scan the documents, and within a week the documents are on disc or other media. They also destroy the documents.

Mr. May asked if it is envisioned as a major capital expense for the county. Mrs. Schepp said that it isn't and will be looking at grants through State Archives.

Chairman Knapp asked if there are some document that can't be scanned or hired out to be scanned because of privacy issues. Mrs. Schepp said "no" there is a clause in the contract that speaks to the confidentiality of it. A lot of it is redacted.

Mr. Ryan asked if a dollar figure has been put on the scanning systems used in other counties. Mrs. Schepp said in working with different counties, one of the difficult things is the population difference. Onondaga County is at about 460,000; and the other counties that have been doing this are on the low range – between 50,000 – 100,000. She visited Rockland County, who is comparable and has a great system. They will be sending Onondaga County some numbers on what they spend. She will be meeting with the company that Rockland County uses and will be putting together some numbers.

Chairman Knapp noted that the 103 line is up significantly from 2012. Mrs. Schepp said that last year there was a lot of cost savings; they are looking to fund the Clerk 1. Ms. Ducett explained that also there was an employee who went from the 103 to the 101 payroll during the year, which resulted in a savings in the 103.

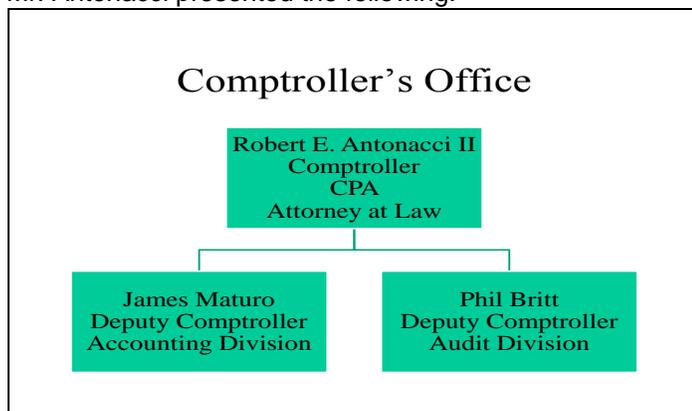
Chairman Knapp referred to the 413 line, which went up almost 50% from 2012. Mrs. Schepp said that \$10,000 was added for electreivers. One went down last year, and it took a while to get it replaced. This will allow them to be constantly maintained so they don't have to be replaced on a regular basis, as it is very costly to do so.

Chairman Knapp asked if there is any further opportunity for revenue. Mrs. Schepp said that they will be doing some more field, satellite offices, some small things that bring in some additional revenues. Some towns don't do passports, so they will go out to the towns and process them. There is talk about going online with documents, but they have to outweigh other loss of revenue as a result of putting the images on line.

Chairman Knapp asked about grant opportunities that might help. Mrs. Schepp said that that State Archives Department has grants and they are looking into them. She has a staff member constantly searching for any grants that they can get to offset any of costs of their systems.

**COMPTROLLER, pg. 3-8, 3-14 – Bob Antonacci, Comptroller; James Maturo, Deputy Comptroller-Accounting; Philip Britt, Deputy County Attorney-Auditing; Jennifer Fricano, Auditor**

Mr. Antonacci presented the following:



- 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
- Implemented PeopleSoft Financials

- Pre-audit claims – looked at for legality and budget metrics
- Part of internal control – make sure proper sign offs
- Financial Statement issued earlier than any other upstate county – used when county goes for bonding in NYC

## Services & Projects

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

- Continue to work on PeopleSoft – it is a very big project for the office
- Consolidation Shared Services Integration (CSI) of County, Town and Village governments
- Current CSI project – Baldwinsville/Lysander Fire Dept. merger
- OCRRA Audit – named to the Board by the Co. Exec. – important to be on the board at this time. Important audit – with contract with Covanta coming to end, the future of trash disposal and that resource is important to all

Mr. Antonacci continued:

- Budget overall is down – not many changes
- Feels they do a good job at administering the County accounting function, working with outside auditors and internally keeping department heads accountable

Mr. Jordan asked where we are with PeopleSoft; feels it has been struggling along for quite some time. He is hoping that we are nearing the end and will have full implementation in the very near future. Mr. Antonacci said that we are not nearing the end of PeopleSoft. They have been working extensively with Deputy County Executive Bill Fisher; have had several meetings with the County Executive as well. The Comptroller's office is on it, watching it and working through it. It has been an arduous task, but it is moving along. Payroll is being implemented at this time.

Mr. Maturo said that PeopleSoft is an extremely complicated and convoluted software package. The implementation has been really tough. There have been issues with the consultants that were hired to help us put it in – does not believe that we had the best consultants possible. They did not provide the resources that were needed to implement, which has severely delayed the project. The financial system has been live for about a year. The progress made for the financial and purchasing pieces has been minimal. The project moves at a snail's pace. They are working as best they can with the consultants to get the system up and running, but it has been a tough process. Chairman Knapp asked if we are at the beginning of the end or the end of the beginning. Mr. Maturo said, that in his opinion, we will be dealing with PeopleSoft for years to come. In answer to Chairman Knapp, Mr. Maturo said hopefully not implementation wise, but the system is extremely complex. It is going to take a lot of training of County employees to run it.

Mr. Fisher agreed with a comment Mr. Antonacci made that Mr. Maturo is the “*MVP of this project*”; he said that the runner up would be Sean Carroll. He does not dispute anything that Mr. Maturo has said about what has happened to date. He differs a little going forward about what our prospects are for reaping the benefits of the corrective action that they have been taking this year. He noted that Mr. Maturo was very forthright in meetings and letters. They have taken very significant corrective action as far as holding the vendor to task, for bringing more people, better people, for taking the people that weren't doing the job and getting them out of here. He does not dispute anything that Mr. Maturo said about the failures in the past. He thinks we will be modifying the way our business processes work for years to come. He thinks they will finish the implementation of PeopleSoft by midyear and will be able to disconnect the mainframe, which go hand in hand. There will be significant changes in the way departments function, the way IT functions. We have been very slow in the IT Dept. to adapt to the needs of an IT organization that is capable of supporting a system like this. He referenced an example of changing the data base from IBM DB2 system to Oracle – it is a very complex piece of software. Until a couple of months ago, we did not have a database administrator that was certified and trained in Oracle. We brought in a resource, as our own consultants told us we were crazy to be going any further without an Oracle DBA, and especially crazy if we didn't have one when we went live with the payroll system. If there is a little glitch in the financial system, Mr. Maturo can figure out how to get us by when a budget check fails. However, if we can't produce payroll, it is bigger, front page kind of story. There was already authorization and funding from the legislature to hire a DBA, but they just hadn't done it. When the system's performance is really slow, sometimes it is the database in the way it has been tuned. We didn't have anyone that knew how to tune Oracle databases until recently. They need to put in performance

monitors and other things so that we can notice the problems, tune and fix them ahead of time. Mr. Jordan asked if that will make us operate on all cylinders. He knows with these broad, all-encompassing software programs, there is an awful lot of time involved with tweaking things and getting it to fire on all cylinders.

Mr. Antonacci said that there was no question, that when he came on board something had to be done. New software was absolutely needed. Mr. Fisher is highly regarded in that industry and the right man for this job—he is working hard to get us going. It is an arduous process at best. Perhaps the wrong implement was selected, CMA may have not been the right group for the County, but we are working through it. Their contract ends in April. He referenced a conversation he had with a man who is working in Washington on a PeopleSoft project and he couldn't speak enough about how good it is for government; he thinks PeopleSoft will get us what we need, and is a very good software. Going backwards was not an option.

Mr. Maturo said that Onondaga County is certainly not the only installation with a nightmare story with PeopleSoft, he knows of several others. It is one of the main systems. The issue is that it was designed for the private sector, and they have made modifications to bring it to the public sector, which overly complicated the system. It was not designed for municipalities. At least 50% of the problem was that the wrong consultants were hired to help put this in. The consulting firm is like an employment agency – they win a contract and then go out and advertise for consultants. Those are the people that they hire and put on our job. The County is at the mercy of whatever knowledge they buy. The problem that he has had is that there really hasn't been anybody who has knowledge of how this system is supposed to work. As people come in and off this project, you get different ideas—you get specialties in one area and not in the other. It is the problem that they have had and have been struggling with for the last two and half years.

Mr. Jordan asked if PeopleSoft provides vendor support. Mr. Maturo said that Mr. Fisher brought in Oracle, who owns PeopleSoft. Mr. Antonacci said that there have been meetings with the County Executive, Mr. Fisher, Mr. Maturo, and himself. In the last 90 days big leaps have been made.

Chairman Knapp asked if there will be rebid in April for the consultant. Mr. Fisher said that there are different schools of thought. The Comptroller's office has been very open; they thought we should have changed horses. The County Executive's office chose not to. The County Executive's decision was that "there was a pile of rocks here and it needs to be moved over there" – there is a fixed price contract with this team – "get them to get the right people to pick up the rocks and move them over there and let's get on with it." He said that after April, we won't have the services of this organization and will be prepared to go forward without them after that. It could have been a different decision – to fire them and bring someone else in; it would have been a delay and an additional expense. There were discussions about whether to come back to the legislature and say that they fired the consultant and ask for more money for a new one, and the County Executives' office made a decision to go forward with the current project and see it through.

Chairman Knapp asked if the anticipation is that after April we will be on our own. Mr. Maturo said that the fixed price contract ends in April, but he doesn't believe that CMA's responsibility under the agreement is going to be reached by April. He questions what will happen on May 1<sup>st</sup>—will CMA continue to come in with the same level of support that exists now to finish this project.

Mr. May said that this is a massive undertaking; it sounds like we are at that stage where bringing it to life is where the growing pains are. This conversation is very enlightening and helpful. He feels we should be having these conversations on more than a semi-annual basis. **He suggested that there be discussions to Ways & Means or Co. Facilities Committee on a semi-frequent basis, possibly quarterly.**

Mr. May asked about an area that has been successful so far and why, and an area that we are struggling with. Mr. Fisher said that they were very successful in adopting the budgeting portion of PeopleSoft. This year's budget was built last year – it was presented to the legislature in a budget book that was produced out of the new system. The implementation was led more by the department than by the consultants. Mr. Rowley and Ms. Venditti did a lot of planning to implement Hyperion. In the case of the financial package, we were told "leave it to us"; "we know what we are doing". There were design decisions that the consultant made about some technical aspects. He referenced an example about commitment control. When Mr. Maturo saw it, it was a mess. Mr. Maturo had to take over the design from them. The consultant who did the design went to

India and never came back. They learned that we can't really depend on the consultants to deliver a turnkey system.

Mr. Maturo said that Hyperion, the budget system is up and running, but it is not integrated with the PeopleSoft system. The budget gets loaded by an upload and information flows back to Hyperion by a download, which is the same way the systems operated prior to PeopleSoft.

Mr. Maturo said that the other problem they are having is that there are certain responsibilities at year end with outstanding contracts and purchase orders that need to be converted into the next year along with the piece of budget. Last year they did that on the fly because PeopleSoft doesn't have a process in place that does that. Oracle has come up with a patch; it has been tested and they are getting closer. Hopefully, before year-end those types of accounting processes will be automated instead of going in and having the consultants come in with a work around to make it happen.

Mr. Antonacci said that more money will be needed for PeopleSoft; at some point there will be a request to this legislature for more money.

Mrs. Rapp said that it seems that there must be some experts in the municipal application or training. Maybe we need to get those consultants here – those that have success before. Possibly some leadership given to this contractor to say that these are the people we want in here and this is what we need done during the time we are on the fixed price contract.

Mr. Antonacci said that Mr. Fisher's judgments are fine; it was a coin toss. However on May 1<sup>st</sup> when this consultant hasn't fully delivered on everything that was promised, do we spend additional money to get that consultant in or do we sue that consultant and say that it is time for them to deliver. Mrs. Rapp said that the third option is going to the consultants and getting the right people in the right jobs. Mr. Fisher said that we have been doing that – the team they have now is better than the team they had 6 months ago. Only time will tell on whether that team performs. We have asked specific people within Oracle; they have an expert in the public sector industry, Bob Sabo. Mr. Sabo has been giving numerous hours of his time; Oracle's time doesn't cost us. Mr. Sabo is also part of a team, the Oracle Insight Process. They were on sight for 3 days several weeks ago and are now working on a report, which they will soon be presenting to the County regarding their recommendation about changes and areas to address. They have offered to connect us with other public sector customers in New York State who use PeopleSoft. Rockland, Nassau Counties, NYS Comptroller, and a number of authorities use it. Also, two other firms have been hired to do some things that maybe the IT Dept. would do if they were further along in their own development. They have been doing some training and report development. These are things that the Comptroller's office needs, but can do without further assistance. There is now a contract with a firm that will assist the Comptroller's office and also handover the expertise to build those reports themselves in the future. Mr. Fisher said that he thinks they will be able to complete it without running out of money in the project that is left.

Mr. Jordan said that he hopes the contractor has not been paid in full if they haven't performed. Mr. Fisher said that they are paid on a monthly basis. If necessary, we will retain the last 5%. There is no intention of paying them the full amount if they haven't completed their statement of work.

**Mrs. Rapp said that she would like a report given at Planning Committee at least every other month between now and April.**

Mr. Jordan asked if the proposed Human Services reorganization further complicates the implementation or usage of PeopleSoft. Mr. Maturo said that they have taken the new organization and actually set it up in PeopleSoft. He has received a file from DMB, which will be loaded to a test environment to first make sure what they have set up is correct and are able to control the budgets where they need to. He is not sure if there will be much of a difference regarding the processing end of things. There will be bigger budgets with more departments underneath the budgets. If it is set up right and it works right, it shouldn't be an issue.

Mr. Ryan referred to CSI Onondaga and asked about other projects going forward regarding shared services and cooperation. Mr. Antonacci said that they are working with the City Auditors office on an audit of the City-

wide abstract. With regard to CSI, they are open for business. Right now there are no open requests that haven't been fulfilled to a large part. The last request was from the Village of Solvay and Town of Geddes to look at their court system and possible elimination of justice. They were provided with a report in the last 5 or 6 months and have not heard back from them. The Baldwinsville/Lysander Fire District is down the road – the towns have already voted on it; it is almost done.

Mr. Antonacci said that it is a tough business; he does not think that the taxpayers trust us. His office has submitted documents where taxpayers have said that they believe the documents, believe the savings are true, but it is not enough. With the Village of East Syracuse Police Department, he received a bunch of "at a boys" from taxpayers, but they felt it was only \$250 and wanted their own police. Fundamentally, the taxpayer sometimes just doesn't believe that the savings is going to be there or that they won't get that money back. It is a constant dialogue and building of that trust; at some point we will run out of choices and sometimes when you run out of money, it makes the choices a lot easier. Mr. Ryan said that at some point down the road there will be municipalities coming forth and saying they need help. Getting a little bit ahead of the curve might be helpful. There are a ton of things that can be done, but doesn't know how to get there. Mr. Antonacci said that the hope is that if all of the municipalities get speaking the same language, i.e. buying all the tires in the same tire account -- really delve into where to save money, then that would be a good thing. With police, fire and school districts are different animals. Mr. Ryan said people are very territorial about that. To get a lot of little projects done would help. Maybe then, it will get to the point where there is a discussion about police or fire in the next couple of years. Mr. Antonacci referenced the part-time auditor that the legislature gave him, and noted that the auditor is helping with the OCRRA audit. The part-time auditor is hired on a project-by-project basis.

Mr. Kilmartin complimented the Comptroller's Department, noting that it is a great team and are always a tremendously helpful to the legislature and the County Executive's office.

Mr. Kilmartin wants to analyze some issues with departments that go over budget. There has been talk in the past with the Sheriff's office, and general reference to the Wildridge case. He has always thought that when an office or department goes over budget, the question is what else can be done other than pay it. He does not know if there is a legal justification, an accounting justification for it, an attorney general's opinion, or rules, regulations, or statutory authority for it. The other way to look at it, maybe concurrently, is what authorizes a department or office to go over budget. Through the years, because it is one office, the Sheriff's office, and because it is public safety related, we have fallen into "what else can we do but pay it." He questioned what if all of the elected offices came in over budget by \$1 million and 5 other departments came in over budget – 10 departments came in over and busted the budget by millions of dollars. Mr. Antonacci said that one of the main functions of the Comptroller's office is to monitor the budget that is approved by the legislature. He sees the Comptroller's office as an extension of the legislature. It is different in terms processing with PeopleSoft, but in the old days they would do 250-300 straight claims per week. The Comptrollers' office is the legislature's eyes and ears on the budget. They have opinions on spending, but in some situations their opinions could shut down county government. They have to have some respect for the budget that it passed and the executive function. Where they don't like something they audit, let the legislature know about it, or Tweet about it. They look at the actual account that the expenditure is being charged to. If that account is over budget, they stop the press. In working with Management and Budget, they make sure that money doesn't come out of an account where there isn't an appropriation. The accounts for bullets and paperclips are not going over budget. The main offender is payroll. The Wildridge case was specific to payroll and vacancy review requests. The case said that the DA had a pile of money in his budget at the time, the budget director at that time wanted to hold hiring in that DA's office. The case said basically that the budget was that of the District Attorney and when it comes to payroll, if he has enough money left in that budget, the vacancy requests have to be approved. As an elected official, he would like to think that the legislature would hopefully approve his budget as presented; there will be \$2.5 million to use as the department sees fit. Within that budget line, he would have some discretion subject to controls. If he needs to move \$7,500 into an account, he will run it by Mr. Morgan and work through his office on whether or not he can move the money. The big problem is personnel. When it comes to personnel, they have been told by the Law Department, that they have to make payroll.

Mr. Antonacci said that the non-emergency items could be put into contingency and hold the Sheriff or any elected officials' feet to the fire. The Legislature could tell the elected official that they are coming back in in September, see where they are with the payroll account, and not give them some of the non-emergency items until it is known that personnel line is on track. There is power of the pulpit – take the elected official to task in an abet piece or letter to the County Executive. Short of controlling that budget with a contingency account, he is not sure how to prevent that practice on an ongoing basis.

Mr. Fisher said from an administrative standpoint, there are very different circumstances with departments. When you serve at the pleasure of the County Executive and you oversee a budget, and she tells you not to fill a position, and you fill it anyway—you can expect to be fired. When you are an elected official, and you oversee your budget, there isn't that same relationship from an administrative standpoint. Elected officials are treated differently because they don't work for the County Executive; they work for the people directly. The Law Department has said in the past that the County Legislature may constrain the budget with the numbers and with the roster. If the legislature adopts a budget with fewer roster positions and there is no way to hire into that, then there is nobody on the payroll and they can't come over and ask to get paid. In the past the legislature has given more positions, which allows more flexibility. With that flexibility they can take the money they have and hire into those positions.

Mr. Kilmartin asked if a request is made to the Comptroller's office to pay from a supply line, and the line has already been maxed out for the year, one of the stop gaps is that the Comptroller won't pay that bill. The roster control is a means to control the 101 line. If a department or office has 10 positions and they try to fill 20, then there is a stop gap. Mr. Antonacci said that they monitor that; if an employment form comes in and there is no roster position to put that person in, then they stop it. Occasionally, positions are double filled....i.e. a person of 30 years is leaving county government and the replacement is coming in – for a month they are both in the title. Mr. Kilmartin said that if there aren't enough roster positions, one way a department can exceed its budget is to allocate personnel to overtime. Then staff is allocated to overtime duties, not really related to a roster position. The bill for the overtime work comes to the Comptroller's office, and if they are under the 102 line, then the Comptroller will pay for that service. It reaches a point in the year where the overtime line is busted. It is not roster related, it is not supply line related, but it similar to a supply line. For example \$1 million is allocated and it is breached on October 1<sup>st</sup>; they want to go to \$1.1 million and the Comptroller will be on top of it. He questioned how to prevent that spending. Mr. Antonacci said there is no way to stop the overtime. He recently released an audit on Sheriff's overtime in the Custody Division. He said that if the Sheriff's roster is compressed, and the Sheriff determines that he needs for public safety purposes to pay the existing roster overtime, he does not know how to stop it.

Mr. Kilmartin said that the vicious circle is that if the legislature tries to compress line items, it might do the exact opposite of what we want. Instead of reducing overtime, it might encourage it. The same thing with 101 positions; if the number of positions are reduced, it might encourage more overtime spending.

Chairman McMahon said that there is one department, one elected official who is hiding behind a decision from 1990. His way of getting around the decision now is to use the overtime line. He is piercing it at the name of public safety. The decision also clearly says that the legislature dictates the budget.

Mr. McMahon said that the legislature gets reports on a monthly basis showing that the Sheriff has already pierced his overtime budget of \$1 million plus. We know that in correctional health, it could be another \$1 million. For two years in a row it is \$2 million – all the work that was done for the budget can be thrown out the window because of this reckless spending with very little accountability. If it is known that in a budgetary line that the Sheriff is anticipating going \$2 million over, why spending isn't stopped on every other line to make up for that \$2 million difference. For example, if it is known that the Sheriff is going up on personnel lines, why don't we stop writing checks in supply lines. If they are out of bullets, they need to come in and explain why. The emphasis is on them. Mr. Antonacci said that would be a fine way to do it. Maybe it is a matter of saying here is your \$80 million – manage it anyway you see fit, but you aren't getting a dime more -- once they reach \$80 million, he would stop spending in the Sheriff's Department and report back to the legislature.

Mr. Kilmartin said that Mr. Antonacci has indicated in words and substance that the Law Department has told them in the past that they have to pay the bill for staff that have undertaken work. He asked if that is a policy,

regulation, a state law, or an equitable concept. He asked what authorizes the Sheriff's office to spend outside of their budget. Mrs. Tarolli said that she did not recollect having that conversation with the Comptroller's office. The lawyers in the room would recognize that once you get to court, specifically with respect to employees who have performed work, and you have accepted the benefit of that work, it will be a tough court case. She said the limit on expenditure is limited by appropriations, but it is not as clean cut as it might sound. With respect to the authority to spend in excess of the budget, he does not believe there is that authority. She said that there are separately elected officials, each with separate duties. The Sheriff does have a set of duties that he is required to perform and fulfill. It is balanced against the legislature's authority to set a budget and dictate that budget. There are competing powers of duties amongst the different elected officials. Mr. Kilmartin agreed that it would be difficult to stand before a Supreme Court judge and argue that we shouldn't pay officers that have worked for the past 2 weeks. If an elected official decided to put an officer on every street corner and bust the budget by \$20 million, or the DA decided to put a DA on every corner, or an accountant working 24 hours a day -- there has to be some recourse. Otherwise, the entire budget process, the entire county is totally at the whim of an official or two's discretion, and the budget process is a complete farce.

Mr. Fisher said that the Wildridge case goes to a specific process having to do with roster positions. There used to be a Vacancy Review Board and the decision says that there can't be one. Vacancies are reviewed but not by that board; it is done more for the departments (non-elected) than for the elected. He is not aware of a process for reviewing overtime. If the legislature wanted to put a process in place to review overtime, there ought to be a process that can be designed to review another elected official on a periodic basis. If that process was used to further dole out chunks of overtime, he would guess it would be outside of the Wildridge case enough that someone would have to sue over it.

Mr. Kilmartin said that the legislature could pass policies all day long, but questioned there being no recourse. Mr. Antonacci said that with the Sheriff, there is an election every 4 years; it could be potentially a campaign issue if he is not managing affairs properly.

Chairman McMahon said that the Sheriff is telling us that he is going \$2.2 million over his current budget. Right now it is known that their 2013 budget is pierced. He is asking that checks not be cut in every other line in their budget until it balances out. Mr. Antonacci said that the contingency account would be one way to keep an elected official accountable. It doesn't mean there won't be a release from contingency in the name of public safety, but it keeps them more accountable than once a year. He believes that their hands are tied when it comes to personnel.

Mr. Jordan asked if there is a provision in general municipal law that dictates the responsibility of the Sheriff within the appropriation of the legislature. Mrs. Tarolli will look into it.

Mr. Antonacci said that overtime is a choice; it is not a bad thing if planned. Rather than hiring more people, there is a choice to use overtime. He believes the roster could be reduced down a point where the Sheriff can't physically exceed his budget.

Mr. Morgan said that the 2 week budget review process is not useless. The discussion is centering around one department. The majority of departments live with their budgets from year to year. DSS has a similar situation with program benefits that are required to be paid -- from time to time, they go over budget. Regarding this specific issue, the legislature is forced to put into contingency the accounts that it can control. He does not know what that means for operating that department, but it has to be kept in mind.

Mr. Plochocki said that once overtime is worked, it has to be paid. He asked to what extent the legislature can proactively set overtime policies. For example, can we define what an emergency is and allow overtime for that and nothing else. Mr. Antonacci said that the audit is a good start at understanding the processes that occur in the jail. The road patrol does a pretty good job with overtime. Any type of communication is welcome, any review of how they operate, including their schedule would be welcome. The contractual issue regarding using part time employees in the jail, is a huge saver, but it comes with negotiations.

Mr. Ryan agreed that road patrol does a good job; part of their overtime goes to the fact that they are understaffed. The bulk of the overtime issue is at the jail. He has been very surprised to see how many

people are sheriff's deputies doing other jobs than jail work. They do a shift in IT and come back and work jail overtime. It was alarming to see. Regarding correctional health, we have to find a way to do it, as everything that was saved is now gone. Regarding non-emergency items, he questioned where the baseline point is for that. He does not like the fact that Air One continues to fly to other counties that we don't get reimbursed for. The question is: where to do we go; we can never control overtime if the paycheck comes and we have to pay it, but what can be taken out to reduce it. Those are tough choices, but thinks the legislature has to take it on if the budget has to be trimmed.

**Mr. Antonacci said that his office will provide an over/under on each line item in the Sheriff's budget.** He said that he would put travel and possibly memberships in contingency. Administration and take home cars should also be considered. Mr. Ryan agreed with looking at take home cars; Sheriff's department is top heavy on administration.

Mr. Antonacci noted for the record that the Sheriff was fully cooperative with the audit. He is sure that the Sheriff or Chief Balloni would have give and take with some of these things. He wants to make sure the Sheriff has the right to respond to anything that the Comptroller's office provides to the legislature.

**Mr. May asked the Comptroller's office for an update on what has been spent so far on the Sheriff's mental health unit and evidence facility.**

Chairman Knapp noted that there is a request to fund an auditor 3, and asked if there will be any unfunded or abolished positions to balance it out. Mr. Antonacci said that the position was an effort to accommodate the early retirement, there have been salary saving from it for several years. That position is valuable. Mr. Maturo said that it was never their intention to not fill the auditor 3; they had to leave it funding part time for a 2 year period due to the early retirement regulations. That savings has past, and they are looking to fill it. There is an accountant on the accounting side where there is a person in there part time, but it is not his intention to let it go part time forever. They may be back next year looking to bring it back to a full-time position.

**LEGISLATURE, pg. 3-65; Deborah Maturo, Clerk of the Legislature; Jamie McNamara, Assistant Clerk/Fiscal Officer**

**Note: Katherine French, Deputy Clerk, stepped into take minutes, while Mrs. Maturo presented her budget.**

Mrs. Maturo:

- Recommended total budget is approximately \$2.3 million
- Approximately \$2,000 above the 2013 budget as modified
- 73% of the budget is comprised of personnel and employee benefits
- 25% allocated to interdepartmentals
- 2% remaining direct appropriations
- Majority of accounts are flat; increase of \$1,000 in 408 acct for court reporting services
- 101 – funded neutral positions – unfunding a secretary and funding the legislative counsel position

Mr. May asked if there are any changes from what was submitted compared to what was received in the executive budget. Mrs. Maturo replied that the accounting lines remained the same. There was one exception in the roster, wherein she recommended abolishing a secretary, and the County Executive added the position back into the roster, unfunded.

In answer to Chairman Knapp, Mrs. Maturo said that her department will come in under budget for 2013.

The meeting was adjourned at 11:45 a.m.

Respectfully submitted,

DEBORAH L. MATURO, Clerk  
Onondaga County Legislature