



# Onondaga County Legislature

**DEBORAH L. MATURO**  
Clerk

**J. RYAN McMAHON, II**  
Chairman

**KATHERINE FRENCH**  
Deputy Clerk

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## **WAYS & MEANS COMMITTEE 2018 BUDGET REVIEW OF WAYS & MEANS COMMITTEE DEPARTMENTS - MINUTES September 25, 2017 DAVID KNAPP, CHAIRMAN**

**MEMBERS PRESENT: Mr. Jordan, Mr. May, Mrs. Ervin, Ms. Williams, Mr. Shepard**

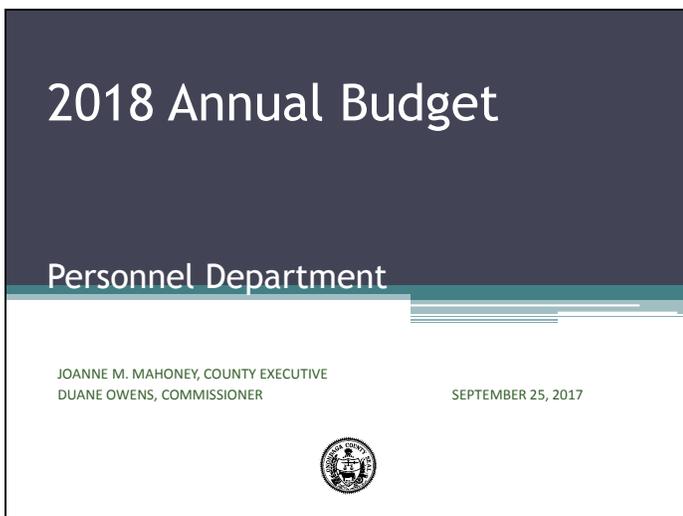
**MEMBERS ABSENT: Mr. Kilmartin**

**ALSO PRESENT: Chairman McMahon, Mrs. Tassone, Mr. Plochocki, Mr. Liedka, Dr. Chase, Mr. Ryan**

Chairman Knapp called the meeting to order at 12:12 p.m.

**PERSONNEL DEPT., Page 3-10: Commissioner Duane Owens, Carl Hummel, Deputy Commissioner; Lorraine Bissi Greenlese, Personnel Administrator; Dave Chaplin, Director of Employee Relations**

Mr. Owens read the department mission and department vision from the budget book (pg. 3-110) and presented the following:



Section 1	2017 Accomplishments
Section 2	2018 Budget Overview
Section 3	2018 Strategic Priorities
Section 4	2019 - 2020 Strategic Priorities

## Section 1

# 2017 Accomplishments

- Transitioned three unions (CSEA, BTC, and IUOE) on January 1, 2017 to the newer and more cost effective OnPoint25 health benefit plan. Effective January 1, 2018, NYSNA will also transaction to OnPoint 25 bringing all seven unions on to the plan.
- Continued participation in the Health Benefits Coalition including educating and informing labor representation in the development of the Premium Equivalent Rates, plan design initiatives and cost monitoring of the health benefit program.
- **Re-established the CSEA Grievance Triage Arbitration Procedure for grievances and disciplines which streamlines procedures and reduces both case hearing time length and arbitration costs.**

- Submitted Resolutions to NYS Civil Service Commission to amend our Rules Appendices jurisdictional classification.
- **Implemented the County Executive's Administrative Directive on Workforce Diversity (Interviews) to achieve greater workforce diversity, known as the "Rooney Rule".**

- Full engagement in the Genesys to PeopleSoft platform conversion for payroll and HCM.
- Continued the replacement of the present civil service HRIS system (ESP) with the egov system.
- **Reached an Agreement with the New York State Nurses Association (NYSNA) without mediation with a Public Employment Relations Board (PERB) mediator.**
- **Continued providing to County employees the Onondaga County Leadership Academy which, to date, has trained 95 county supervisors at all levels.**
- Will have conducted over 200 examinations and will process nearly 7500 exam applications by year end.
- Approximately 200 Police Physical Agility examinations have been held at the YMCA of Greater Syracuse. Expect another 250 tested in the Fall of 2017.

## Section 2

# 2018 Budget Overview

The 2018 Personnel Department budget request is \$2,534,275. This reflects a 11% or \$285,623 reduction compared to the 2017 modified budget.

A couple of key factors in the 2018 requested amount are:

- Net increase of \$44,757 in personnel funding due to contracted salary and wage agreements.
- Net decrease of \$15,915 in professional contracts such as software training, consultants and other miscellaneous services.
- Increase of \$16,480 under all other expenses. This is caused by a need to provide some large civil service exams in addition to the thousands we provide each year. For example, Caseworker series, Correction series, Dispatcher and Custodian I, II, III series.

- Personnel has gone through a transformation – now has benefits, PeopleSoft will be in place shortly – it has outgrown the name of "Personnel Dept." -- for 2018 will come to the legislature to change the name to "Human Resources Dept."

## Section 3 2018 Strategic Priorities

- Define and develop the HR function at OCPL
- Manage collective bargaining negotiations for successor agreements for Onondaga County Sheriff's Captain's Assoc. and Onondaga County Sheriff Police Assoc. (OCSPA) that expires December 31, 2017.
- PeopleSoft Platform
  - Conclude participation in the configuration and installation of HR/Payroll module
  - Start participation in the configuration an installation of the HR/Benefit module
- Invest in staff development and training by assessing the individual needs and by providing them the proper training.
- Develop and implement a Civil Service management trainee program for the County to address the rapid loss of talent and knowledge due to attrition.
- Change the Department name from the Personnel Department to the Onondaga County Human Resource Department.

- PeopleSoft HR/Payroll - looking to wrap up in early 2018/end of 2017
- Have dedicated quite a few of our staff to make sure we are working on configuration/installation of payroll piece
- Have instituted a "war room" type effort – working very well
- Will start PeopleSoft HR/Benefits in 2018
- Seeing turnover in departments; workforce is aging – training is a very important factor for the county

## Section 4

# 2019 – 2020 Strategic Priorities

- Determine human resource management strategies and administration opportunities, leveraged by People Soft HRM, with respect to business processes, staffing and information.
- Continue to advance the Personnel Department into a full service county wide Human Resource entity leveraged by PeopleSoft HCM to, perform and manage HR functions of all departments.
- Continue to work on Diversifying our workforce and retaining our talented youth, that typically must move away in order to find adequate employment, by developing and implementing new recruiting means and methods, within the guidelines of Civil Service Law.

Mr. Owens:

- Resolution in front of you for consideration – have signed an agreement with NYSNA

Chair Knapp:

- Have already had Ways & Means this month; contract has been in negotiations for several years – wanted to take the opportunity now to have it in front of us and consider it, so that it can go to Oct. 3<sup>rd</sup> session.

Chair McMahon:

- NYSNA contract – total is worth \$650k for retro and future years – are we going to be asked for a specific resolution to pay for the retro, or are we absorbing that in various budget lines

Ms. Venditti:

- Retro will get paid from 2016 – will get paid this year
- Provision for salary and wages in 2018 budget is to account for the bump up that we didn't know what it would look like until this point

Chair McMahon:

- We have one resolution before us, is there going to be another resolution asking to appropriate any funds?

Ms. Venditti:

- Not for 2016 that I know of

Chair Knapp:

- Expired since 2013 – for 2014, 2015, 2016 and 2107 – were their increases built into it that we are going to back

Mr. Hummel:

- Yes, there is a retro going back

Ms. Venditti:

- It's part of the \$5.6 million sitting in 2017 provision for salaries & wage – CSEA went into that and some of the others – will try to absorb NYSNA as well
- No plan to come over unless we feel there is not enough money in the salary accounts

Mr. Fisher:

- It's 40 represented employees

Mr. May:

- Absent a committee meeting, where we get to talk about the results, could we get a top level breakdown of how this contract will differ?

Mr. Hummel:

- The actual tentative agreement was sent over last week – it will have everything that is changing from the old contract to the new
- Would be happy to put together a summary

Mr. Fisher:

- It will look familiar – looks like CSEA in a lot or respects – retro is a little different, but it's 2%, 2%, 2%
- Coming into OnPoint insurance with same contributions as CSEA
- When started out, they wanted to do things very differently and didn't want to look at our insurance plan

Chair Knapp:

- How many retirees did you have last year with the incentive program?

Ms. Venditti:

- 5

Chair Knapp:

- Did you fill any of those?

Mr. Owens:

- Retained the 5 on the 103 line, but for 2018 they will not be back on the 103 line

Chair McMahon:

- Of the 5 positions, how many were filled, and how many were cut.

Mr. Owens:

- We retained 4 positions; one was completely cut.

Chair McMahon:

- As part of the practice to absorb the cuts, we used a lot of the expertise of folks that took advantage of the early retirement in the 103 line; it was a common practice in 2017.

- Are we getting away from that in 2018?

Mr. Fisher:

- Yes...the direction that came out from the CFO was that any use of 103's from the voluntary retired list would have to be justified; we did very little approving of any of that.
- The message was that if you are voluntarily retiring, you are expected to be off by the end of 2017.

Mrs. Ervin:

- The commissioner did a good job with the budget; is doing a good job with diversifying staff, and I appreciate that and look forward to the future

**EMPLOYEE BENEFITS/INSURANCE FUND, pg. 3-87 –Tara Venditti, Deputy Director, Mngt. & Budget**

Ms. Venditti presented the following:

- Insurance fund budget administered out of Personnel Office HR – day to day, but the figures reside in Finance
- Workers Comp is administered out of the Finance office

INSURANCE FUND BUDGET				
	2016 Actual	2017 Modified	2017 Projected	2018 Executive
<b>Benefits: Health, Dental, WC, Unemployment, LTD</b>	87,246,515	95,074,922	91,582,258	90,265,556
<b>Fees For Services</b>	2,185,051	2,591,852	2,346,937	2,347,592
<b>Insurance</b>	1,197,555	1,371,840	1,169,059	1,215,822
<b>Judgment &amp; Claims</b>	-2,347,809	225,000	225,000	225,000
<b>Interdepartmental</b>	1,863,883	1,361,901	1,368,649	1,552,412
<b>Self Insurance</b>	0	25,000	25,000	25,000
<b>All Other Expenses</b>	5,556	23,700	17,590	23,700
<b>Total Appropriations</b>	<b>90,150,751</b>	<b>100,674,215</b>	<b>96,734,493</b>	<b>95,655,082</b>

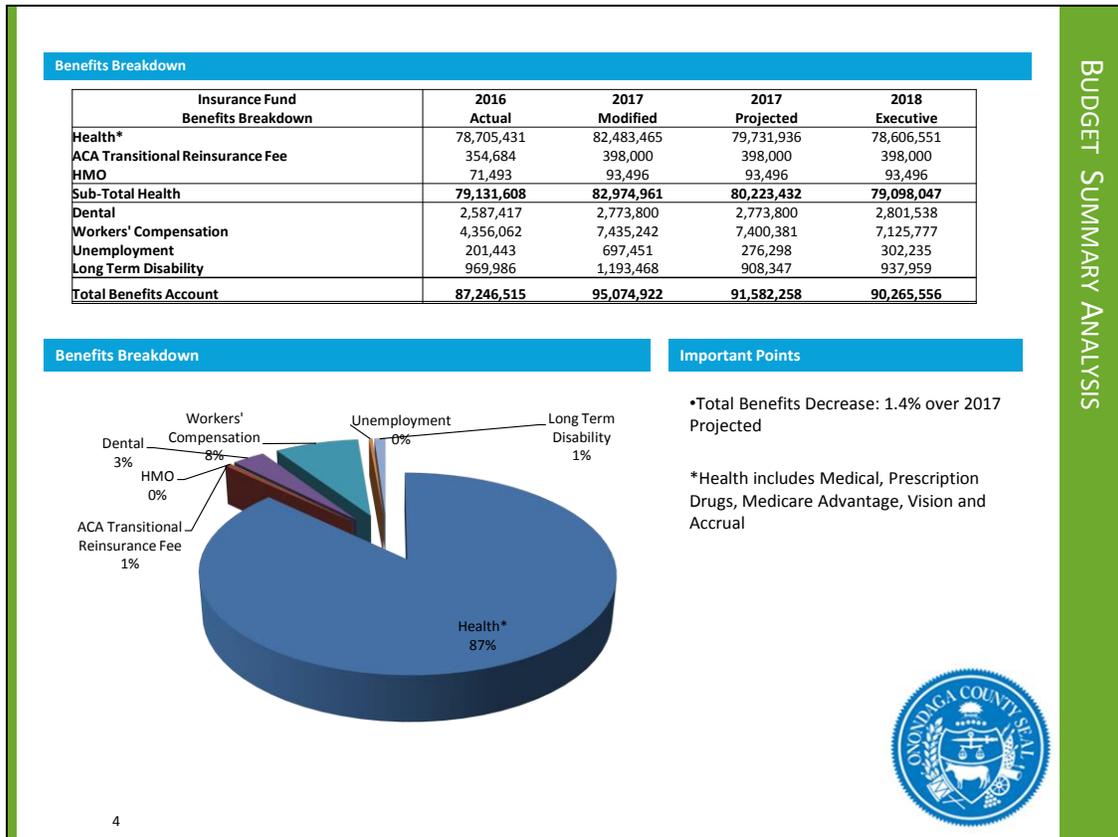
**Total Appropriations**

**Summary**

- Overall Insurance Fund Budget
- Benefits line makes up about 94% of total
- Benefits comprised of
  - Health
  - Dental
  - Workers' Compensation
  - Unemployment
  - Long Term Disability

- Fees for Svcs – administrative expenses for third party vendors for health, dental, workers comp benefits, etc., and benefit consultant expenses
- Insurance – expenses for polices for property and liability insurance

- Judgments & claims – budget \$220k every year; claims are charged through the insurance fund and then there is an exercise to charge to the departments appropriate at year end
- Interdepartmental – mainly it is the indirect cost plan – overhead departments



- Health expenses are lower than 2017 projected
- 2017 & 2017 realized that the expenses for claims were extremely high; effort this year to contain those costs

Mr. Fisher:

- Spend a lot of money on the medical side, but also a fair amount on dental and prescription drugs – and we don't put out long-term contracts
- 3 years ago awarded a 1-year agreement with Pomco – 3<sup>rd</sup> party administrator for medical – one year with 2 one-year options – stayed with Pomco for years 2 and 3
- Continue to look at it as it is such a dynamic market
- RFP Committee made a recommendation to the Co. Exec., which she accepted, to switch to Excellus – will be a one year contract with option to renew for second and third years
- Outside advisers carefully audit all of the data – 4 years ago we looked at one quarter's worth of data and compared the different vendors who submitted RFPs
- Numbers came back that it would very close between Excellus and Pomco; customer services strength and other factors gave us good reason to switch to a different vendor
- Saw a spike in 2016 of what we spent – more hospital utilization – can't be controlled by 3<sup>rd</sup> party admin.
- Saw spike in high dollar claims
- We don't know what contracts they have with hospitals – can guess and advisors give us some insight – might be a difference between 3<sup>rd</sup> party administrators
- They also have contracts with clinics, doctors, drug companies
- Was not a casual discussion to switch – very disruptive for employees
- Vendor guaranteed their 3<sup>rd</sup> party administrator fee - will hold the 2018 claims at the 2017 level
- Used to medical inflation being higher than CPI inflation – sometimes seeing a 5%-6% inflation increase
- This is a guarantee that in 2018 we will pay no more than we did in 2017 with the current vendor
- This time – we looked at a full year of audit data in 4 or 5 different vendors – feel this was the right move to make – will reconsider in a year and do it again in 2 years

Chair Knapp:

- Health and dental?

Ms. Venditti:

- That is just for health; dental is staying with Pomco

**Overview of County Health, HMO and Dental Expenses**

INSURANCE FUND	2016	2017	2017	2018
HEALTH BENEFITS BREAKDOWN	Actual	Modified	Projected	Executive
Medical (Onpoint/indemnity)	52,661,320	55,675,775	52,924,246	52,924,246
Medicare Advantage (United Healthcare)	8,270,337	9,000,000	9,000,000	9,000,000
Prescription Drugs (ProAct)	14,876,573	16,451,047	16,451,047	15,251,047
Vision (Davis)	511,188	532,063	532,063	561,326
Net Accrual	2,386,013	824,580	824,580	869,932
<b>Sub-Total Health Plan</b>	<b>78,705,431</b>	<b>82,483,465</b>	<b>79,731,936</b>	<b>78,606,551</b>
ACA Transitional Reinsurance Fee	354,684	398,000	398,000	398,000
HMO (MVP)	71,493	93,496	93,496	93,496
<b>Sub-Total HMO and Health</b>	<b>79,131,608</b>	<b>82,974,961</b>	<b>80,223,432</b>	<b>79,098,047</b>
<b>DENTAL</b>	<b>2,587,417</b>	<b>2,773,800</b>	<b>2,773,800</b>	<b>2,801,538</b>
<b>TOTAL</b>	<b>81,719,025</b>	<b>85,748,761</b>	<b>82,997,232</b>	<b>81,899,585</b>

BUDGET SUMMARY ANALYSIS

**Health Breakdown**

**Major Drivers**

**Expenditures**

- Medical: 0% increase over 2017 Projected
- Prescription Drugs: 7.3% decrease over 2017 Projected
- Medicare Advantage: 0% increase over 2017 Projected
- Health Total: 1.4% decrease over 2017 Projected
- Dental: 1% increase over 2017 Projected

*Prescription drug: 0% increase over 2017 projected, then \$1,200,000 deduction per new contract  
 Medicare advantage 0% increase is conservative, might be lower than that, but that could make up for the potential risk of the large claimants over \$250k under OnPoint which is not covered by the new contract guarantee*

Ms. Venditti:

- Medicare Advantage – about 2,500 members, but without a consolidated procurement of service, we would have been looking at \$9.5 million for 2018

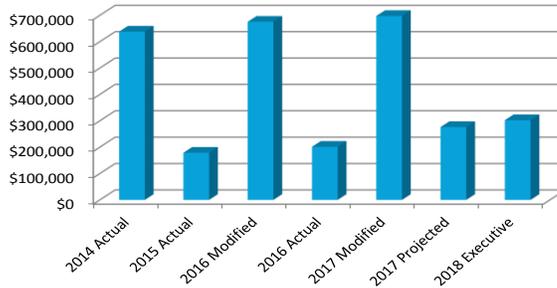
Mr. Fisher:

- Medicare Advantage – provide county retirees with health benefits--until they are Medicare eligible, they are in the OnPoint program
- When Medicare eligible we provide additional benefits; couple years ago we moved that to an insured product – had one more year with United Health Care, but decided to go out jointly with the city and city school district – it was almost triple the number that we put out with ourselves
- Aetna came back with an extremely aggressive offer for years – between city, school dist., and county there will be savings of up to \$4.4 million/year
- Our savings less than \$1 million – salary had a better rate than they did
- Eligible for a match from NYS – savings will be achieved in 2018 under Shared Services Plan; savings distributed according to the number of covered lives, which is larger than the city’s number
- \$1.7 million benefit – coming in 2019
- Will be disruption for retirees – will submit claims to Aetna instead of United Health Care
- Had to conform plan design – had to drop above Medicare payments for acupuncture – other than that, no change

**Unemployment Expenses**

CLAIM YEAR	TOTAL CLAIMS FILED	BENEFITS PAID	BENEFITS/CLAIM
2014 Actual	215	\$638,131	\$3,190.66
2015 Actual	100	\$178,792	\$1,787.92
2016 Modified	200	\$675,432	\$3,377.16
2016 Actual	103	\$201,443	\$1,955.76
2017 Modified	200	\$697,451	\$3,487.26
2017 Projected	129	\$276,298	\$2,139.35
2018 Executive	129	\$302,235	\$2,340.18

**Unemployment Expenses** | **Important Notes**



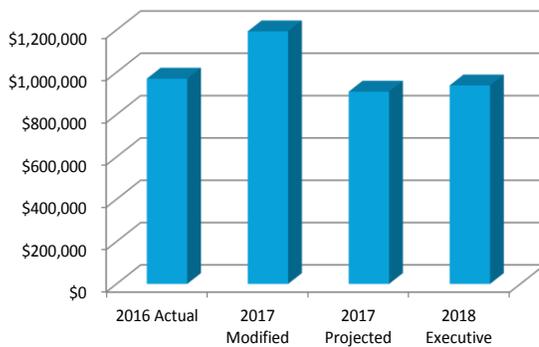
- Increase of 9% over 2017 Projected based on the increase of benefit cost per claimant
- Number of claims estimated to remain the same



**Long Term Disability Expense**

YEAR	PARTICIPANTS COUNTS	TOTAL COST	COST PER PARTICIPANT
2016 Actual	2891	\$969,986	\$335.52
2017 Modified	3198	\$1,193,468	\$373.19
2017 Projected	2761	\$908,347	\$328.99
2018 Executive	2761	\$937,959	\$339.72

**Long Term Disability Expense** | **Important Points**



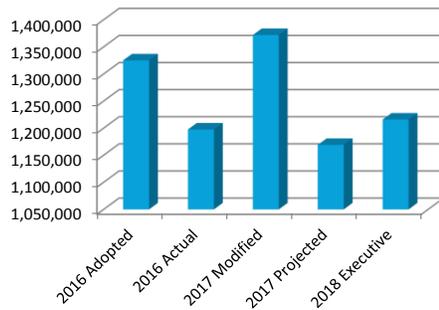
- Number of plan participants expected to remain flat as 2017 Projected
- Cost per participant: increase of 3% over 2017 Projected.



County Insurance Policies

LIABILITY INSURANCE POLICIES	2016 Adopted	2016 Actual	2017 Modified	2017 Projected	2018 Executive
PROPERTY	638,800	630,194	664,352	584,714	608,103
INLAND MARINE	3,000	0	3,000	0	0
AVIATION LIABILITY	60,000	49,343	60,000	40,450	42,068
EXCESS LIABILITY	570,000	500,000	592,800	532,900	554,216
Crime Bonds	12,200	11,346	12,688	10,995	11,435
Others	41,000	6,672	39,000	0	0
<b>TOTAL</b>	<b>1,325,000</b>	<b>1,197,555</b>	<b>1,371,840</b>	<b>1,169,059</b>	<b>1,215,822</b>

County Insurance Policy Costs



Important Points

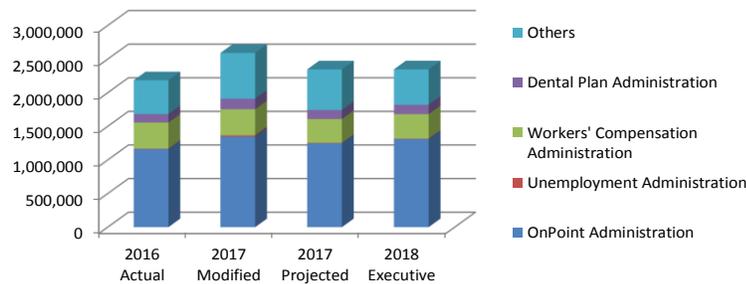
• Decrease of 11% over 2017 Adopted. Increase of 4% over 2017 Projected



Insurance Fund Professional Services

PROFESSIONAL SERVICES - INSURANCE FUND	2016 Actual	2017 Modified	2017 Projected	2018 Executive
OnPoint Administration	1,162,826	1,348,200	1,248,000	1,310,400
Unemployment Administration	5,500	17,895	6,500	6,695
Workers' Compensation Administration	388,506	389,000	354,000	364,620
Dental Plan Administration	125,213	156,290	134,946	138,994
Others	503,006	680,467	603,491	526,883
<b>TOTAL</b>	<b>2,185,051</b>	<b>2,591,852</b>	<b>2,346,937</b>	<b>2,347,592</b>

Professional Services Breakdown



Others include retiree HL/billing and flex spending admin fees, employee assistance program (supervisor training), benefits consultant, claims/benefit audit, independent medical exams, safety & loss prevention training, elevator inspection services, and all the other one-time contracts.

**Workers' Compensation**

WORKERS' COMPENSATION	2016 Actual	2017 Modified	2017 Projected	2018 Executive
<b>TOTAL EXPENSE</b>	6,568,666	7,435,242	7,435,242	7,125,777

**Workers' Comp (**

**Important Points**

- Large increase in approved settlements since 2012--long term cost savings
- Decrease of 4.2% over 2017 Projected based on relatively stable claim experience and increased refunds/reimbursements estimate for 2018



BUDGET SUMMARY ANALYSIS

10

Chair McMahon:

- Where are the fund balances for health insurance funds?

Ms. Venditti:

- Referred to pg. 2-5; end of 2016 ended with about \$3.5 million in insurance fund
- Related to the insurance to the workers comp portion of the insurance fund
- Use that funding for 2018 to further reduce the fringe expenses allocated to depts.

Mr. May:

- Referred to slide 5 of the presentation – are any of these not self-insured?

Ms. Venditti

- No – we are completely self-insured

Mr. May:

- Net accrual – is that a premium?

Ms. Venditti:

- Really just an accounting figure; it is the set aside for the expenses incurred in that year, but not paid

Mr. May:

- Existence of the HMO – is that a bargaining situation, or a grandfathered coverage

Mr. Hummel:

- The HMO is a health benefit plan that has been dwindling in usage – believes there is one member left
- Can't simply eliminate it, would have to negotiate it away
- It used to have a mix of benefits that the OnPoint plan didn't -- certain employees wanting certain types of services – it was available to them even though it cost more.

- Over time, the OnPoint plan has been enhanced to the point that it covers pretty much everything in the MVP plan.

Mr. May:

- It's a lot of money on the books.

Ms. Venditti:

- \$93k for one person

Mr. May:

- If the service is covered on the other side, sometimes it's worthwhile to offer an incentive.

Mr. Hummel:

- It is something that we are going to be taking a look at.

Chair Knapp:

- Is there something through NYS that we have to offer an HMO option?

Mr. Hummel:

- Not that I'm aware of.

Mr. May:

- It is a collectively bargained option; at that time it was bargained, this option offered features and benefits that were different than that which was offered to all of our folks.
- In that scenario, it's tough to take it away without bargaining for it.

Chair Knapp:

- Legislator May participated in the committee looking at the various options for a provider for next year and added quite a bit to the conversation – appreciates it.

Mr. May:

- It was good to have a legislator in the room; thank you for the opportunity.

Chair Knapp:

- How are we doing so far this year?

Ms. Venditti:

- Looking good – tracking just under budget, which allowed us to contain the cost in 2018
- That was the guarantee that we would be no worse off than we are this year.

Chair Knapp:

- We are still under the Pomco plan this year.

Ms. Venditti:

- That is correct.

Chair Knapp:

- General insurance – is that everything – does DOT have its own insurance policy for the trucks.

Mr. Stanczyk:

- We are self-insured on that.

Chair McMahon:

- What is our excess liability coverage?

Ms. Venditti:

- I can provide a breakdown of that.

Mr. Fisher:

- It starts at \$2 million and covers up to \$20 million.

Mr. Stanczyk:

- We self-insure up to the first \$2 million and then have excess coverage from \$2 - \$20 million.

Mr. Jordan:

- That is why we have pressure from our excess liability coverage insurer to settle everything for less than \$2 million.

Mr. Stanczyk:

- Absolutely. We also have their expertise and their information to get it contained. It works both ways.

Chair Knapp:

- Where are we with the ProAct contract?

Mr. Fisher:

- There was an RFP; the committee recommended and Co. Executive agreed to award to ProAct.

**PURCHASE – 3-124; Andrew Trombley, Director; Dan Hammer, Deputy Director; Kristi Smiley, Admin, Officer**

Mr. Trombley read the following:

*Mr. Chairman and members of the Legislature, I am pleased to come before you today and present the 2018 Division of Purchase Budget.*

*Under the Direction of County Executive Mahoney, the Division of Purchase has championed a model of shared services and consolidated procurement that is second to none in New York State. Taxpayers have benefitted from cost savings and administrative efficiencies, across a growing number of Town, Village, County and Municipal customers. In 2017, we crossed the threshold of 500 million dollars in total spend, a number that will continue to rise next year.*

*We are pleased to report the addition of two new customers, The County of Oswego and the City of Oswego, with no additions to our headcount. You have been provided with copies of the Inter-Municipal Agreements that have been authorized by these government bodies for your consideration today. We are requesting an expedited review and consideration, as our services with Oswego County are scheduled to commence October 2<sup>nd</sup>, to coincide with Oswego's new software implementation.*

*Building on the successful partnership between Onondaga and Otsego County, and leveraging our work this past year to modernize and streamline our processes in PeopleSoft, we are ready to take on this new challenge and bring over \$100,000 in additional revenue to our County.*

*We currently have over 50 municipalities participating in our program in Onondaga County, including the Villages of Liverpool, East Syracuse, North Syracuse, and Camillus, as well as the Towns of Cicero, Clay, Manlius, and Salina, the North Onondaga Library, and the Airport Authority. Recently, we partnered with over 35 towns, villages, and school districts to procure salt. As a result of these efforts, our pricing was significantly lower than state contract pricing. Simply put, working together saves taxpayers money, and we need to take advantage of these opportunities more often.*

*Onondaga County's consolidated Purchasing success has attracted the attention of municipalities across New York State. These governments are piggy-backing on our contracts to procure goods and services, making our vendors more aggressive in their pricing, increasing our opportunities for savings, and benefiting local vendors and taxpayers.*

*As an example, our discount on office supplies, a contract used by all our customers and many other municipalities throughout the state, has seen our discount rate rise from 60% in 2008, to 63% in 2011, to 68% in 2014, to the current contract rate of 75.6%. Consolidated purchasing works.*

*We offer the towns and villages you represent the same services for free. As I do every year, I urge every legislator to advocate for this program in each of your communities. We stand ready to present our shared services model, which retains local decision making, to any interested municipality. We intend to be an active part of the Greater Syracuse Shared Services Council.*

*We are fortunate to have such a dedicated and professional staff, with the right combination of experience and creativity. I would like to thank CIO Kevin Sexton and the PeopleSoft team in the IT Department, for their hard work in support of our program.*

*I will briefly review Slides 8 and 9, covering our 2017 accomplishments and our 2018 goals.*

*Over all, the Division of Purchase remains one of the most cost effective departments. We are responsible for procuring approximately \$320 million dollars of goods and services for the County alone, and more than half a Billion dollars overall, using less than 1% of the County's personnel and budget.*

*In 2018, we will continue to improve our processes, provide even better customer service, and promote the County Executive's shared services model.*

*Thank you and I look forward to answering your questions.*

**2018 ANNUAL BUDGET**  
 Ways & Means Committee Report  
 JOANNE M. MAHONEY, COUNTY EXECUTIVE  
 ANDREW TROMBLEY, DIRECTOR



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

**STAFF RECOGNITION**

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

Administration	Buyers	Bid Unit	Materials Management	Supplier Diversity
Latasha Hills Renée VanCleaf Tracee Jennings Trudy Yemima Maya High	Stephanie Cunningham Beverly Chapman James Jackson Julie McCarthy Tierra Sovocool	Valerie Gould Elizabeth Firsirot Corey Larrabee Jodi Reith Bernard Mahoney	Terry Woodfork James Corbett Alycia Guy	James Swam, Jr. Brian Chairmonte Herman Howard Tajuana Cerutti

Deputy Director: Daniel Hammer

**Shared Services Participants**

Onondaga County Volume Savings, Purchasing and Contracting Administration or Both	Onondaga County Volume Savings, Purchasing and Contracting Administration or Both
Baldwinsville CSD	Amherst Central Schools
Belgium Cold Springs Fire Department	Broome County
Bridgeport Fire Department	City of Albany DPW
City of Syracuse	City of Lockport
Clay Fire Department	County of Cayuga
Fairmount Fire Department	County of Erie
Fayetteville Fire Department	County of Genesee
Fayetteville Manlius Central Schools	County of Ontario
North Onondaga Public Library	County of Orleans
Jamesville Dewitt Central Schools	County of St. Lawrence
Jordan-Elbridge Schools	Genesee County BOCES
Kirkville Fire Department	Lockport City Schools
Liverpool Central Schools	Madison County
Liverpool Fire Department	Monroe #1 BOCES
Onondaga Hill Fire Department	Monroe 2-Orleans BOCES
Phoenix Fire Department	North Syracuse CSD
Plainville Fire Department	OCM BOCES
Seneca River Fire Department	SMG- Oncenter
Skaneateles Fire Department	Town of Amherst
Syracuse City School District	Town of Berne
Taunton Fire Department	Town of Clay
Seneca River Fire Department	Town of East Greenbush
Skaneateles Fire Department	Town of Greece
Town of Camillus	Town of Hannibal
Town of Cicero	Town of Hunter
Town of Clay	Town of Kent
North Onondaga Library System	Town of Lewiston
	Town of Livonia
	Town of Newfane
	Town of Schodack
	Village of Genesee
	Village of Groton
	Village of Johnson
	Webster Central Schools
	Wheatland-Chili CSD

**General Purchasing – Surplus**

Month	Amount
January	\$125,176
February	\$62,313
March	\$57,122
April	\$99,021
May	\$78,044
June	\$123,706
July	\$221,699
August	\$207,780
<b>YTD TOTAL SALES</b>	<b>\$974,861</b>

Baldwinsville Central School District	OCRA	Town of Dewitt Police
City of Syracuse	Onondaga County Surplus	Town of Manlius Highway
City of Syracuse Water Department	Onondaga CSD	Town of Manlius Police
City of Syracuse DPW	Syracuse City School District	Town of Marcellus Highway
City of Syracuse Police Department	Skaneateles Schools	Town of Spafford Highway
East Syracuse Minoa CSD	South Bay Fire	Town of Tully
Fayetteville-Manlius CSD	Syracuse Fire Dept.	Town Onondaga
Jamesville-DeWitt CSD	Syracuse Housing Authority	Town Onondaga Parks
Liverpool Fire Department	Town of Cicero Highway	Town Spafford
Liverpool CSD	Town of Elbridge	Village of E. Syracuse
Marcellus CSD	Town of Marcellus	Village of Fayetteville
North Syracuse Police	Town of Clay Fire Department	Village of Marcellus
North Syracuse CSD	Town of Clay Highway	Village of Minoa
Onondaga Community College	Town of Dewitt	Village of Solway
OCM Boces	Town of Dewitt Highway	West Genesee School
		Westhill Schools

**Buyer Unit**

The Buyer Program is the primary point of contact for departmental users and outside vendors.

This program of interrelated activities is designed to strategically procure all materials, supplies and equipment using uniform and standardized methods in the most timely and cost-effective manner possible.

Business Unit	Total Requisitions	Total Spend
Onondaga County	7,450	\$252,208,815
Syracuse City Schools	8,116	\$197,690,492
City of Syracuse	3,610	\$53,579,152
Otsego County	1,184	\$11,939,550
Airport Authority	257	\$529,050

Period: 9/1/2016 to 9/1/2017 Source: Peoplesoft

Saving local municipalities time and money through shared contracts and leveraging volume savings to benefit Onondaga County's taxpayers.

**2017 Accomplishments**

**The Division of Purchase accomplished the following initiatives 2017:**

**Shared Services:**

- In Quarter 4 of 2016, Onondaga and Otsego began using a shared Purchasing platform, leveraging Onondaga County's PeopleSoft system to provide procurement services to Otsego County. A new \$30,000 revenue stream was generated for Onondaga County at no additional cost.
- In Quarter 4 of 2017, Onondaga and Oswego County will begin using a shared Purchasing platform, and in Quarter 1 of 2018, Onondaga and the City of Oswego will begin leveraging Onondaga County's PeopleSoft system to provide procurement services. A new \$80,000 revenue stream was generated for Onondaga County with no increase in authorized headcount.

**Supplier Diversity:**

- Our team successfully implemented LCP Tracker and B2G Now software. Vendors can upload information more efficiently, directly into the system, saving valuable time and eliminating extra data entry work.

**Strategic Sourcing:**

- Strategic Sourcing was implemented in 2017. This Internet-based sourcing solution allows the electronic processing of the bidding process, including vendor/supplier online registration and bidding.

**Supplier Contract Management:**

- Supplier Contract Management enables Onondaga County to better align our contract processes, reduce time-to-contract, and drive contract compliance. Electronic workflow expedites contract processing and creates a centralized contract and document repository and the ability to track and manage full contract life cycle.

**Supplier Connection (Portal):**

- The Supplier Portal provides supplier self-service through an internet-based portal. Vendor and suppliers can access information electronically, improving services, and reducing the time employees spend researching and responding to status inquiries.

**Contract Unit**

The Contract Program works alongside the Buyer Section, preparing all public bids, and managing all contracts that result from the public bid process.

This unit maintains all active, one-time, term and blanket contracts as well as all construction contracts for use by municipalities in Onondaga County.

**2016 Total Bids Managed: 213**

Onondaga County	142
City of Syracuse	19
Otsego County	7
Syracuse City School District	6
Shared Service Bids	39

In 2016, 213 bids were managed on behalf of Onondaga County, City of Syracuse, Syracuse City School District, Otsego County, Syracuse Regional Airport Authority and Onondaga County Towns and Villages

- Otsego Co raised their contribution to our program from \$18k to \$30k
- Implemented 3 modules in PeopleSoft: Strategic Sourcing, Supplier Contract Mngt, eSupplier Connect.– all will provide addl. efficiencies- allow contracts to be in one system and vendors to receive electronic solicitations and procurements

## 2018 Key Initiatives

The Division of Purchase has begun implementation of 4 key initiatives in 2018:Implement Oswego County and City of Oswego:

- Working with IT and representatives from Oswego City and County to implement all aspects of PeopleSoft's purchasing module, including the technical components and all training needs.

Shared Services Plan

- Continue to work with the County Executive on initiatives related to the County-Wide Shared Services Plan, moving towards operating as a purchasing consortium and advocating for change in NYS law to allow the use of purchasing from BOCES contracts

Contracts Database

- Work with IT to move the official contracts database from Lotus Notes into PeopleSoft.

Improving system processes

- Continue to seek efficiencies within the PeopleSoft system, such as web punch-outs, which enables end-users to interact directly with a supplier's website and search the supplier's online catalog to select items to add back into the eProcurement requisition, eliminating data entry steps, while still using the standard approval process.
- Full integration of the contract database in PeopleSoft, which will improve time to contract, reporting information and contract analysis.
- Active contracts are now available for review on-line in real time for Onondaga County municipalities via our Sharepoint Contract Database.

- Allow towns and villages a direct access electronically to contracts database – to have real time information when making procurement decisions

Chair McMahon:

- Legislation has been passed out for Oswego County, then will do the City of Oswego – is it \$80k between the two of them?

Mr. Trombley:

- It is \$50k from the County, \$30K from the City.

Chair McMahon:

- We are looking to start with the county right away?

Mr. Trombley:

- Yes. The county has agreed to provide \$2,500 for the last quarter of the year/month, \$7,500 total
- For whatever is left over that they need to order for the end of the year, they will start to use the system and slow roll it in; full implementation will happen 1/1
- Didn't want people to do training and have to use 2 software packages – with IT help have been able to get a business unit stood up in PeopleSoft

Chair McMahon:

- State legislation for shared services discussion was for Onondaga County.
- During the whole Consensus debate, I always said that I thought they were looking at the wrong thing; they should have been looking regionally.
- Between counties, we do the exact same things already.
- Here we are talking about what I told Consensus to do – taking over Oswego Co., not the City of Syr.
- We are taking over their purchasing, saving money – easy savings that can be quantified.
- Has there been any conversations with the State of New York about what to do in situations like this?

Mr. Trombley:

- Very early on we consulted with the State and looked at options to support the implementation because there is an upfront expense.
- State program – Municipal Restructuring Fund – we are eligible for a grant as a result of this program; will be receiving support to stand up the 2 business units for both the county and city
- Any expenses, including hours that our staff spends, bring in consultants to build the platform for us, are eligible to be supported by a state grant
- Based on the savings figures, we estimate that the program is eligible between the 3 municipalities for about \$500k award
- An initial budget that we talked to the City and County about said that about half may come to the Onondaga Co. to do that implementation; the other split between the 2 of them to do their support work to get it implemented

Chair Knapp:

- Have contracts for County of Oswego and City of Oswego to consider so that they can be taken to the general session in Oct.

Mr. Ryan:

- LCP – can you give a progress update

Mr. Trombley:

- Last year's budget acquired funds to acquire the software and started implementing is first thing last year
- LCP Tracker piece went first, at about 21 projects with 91 vendors right now in the system
- B2G Now – tracks suppliers; currently available for the next project that we begin; team has gone through the training and using it now
- Advantage to the vendors is that they can do it on their time, rather than have to mail forms during the day
- Advantage to us is that it is done once, rather than double data entry – can get reporting out of it much quicker – definite time saver and excited about it

Mr. Ryan:

- At the same time, more transparency – can see/track who is bidding, who has been awarded

Mr. Trombley:

- We are tracking each award to make sure that participation is being met.
- At 30% goal, made it to 29.7% for the year

Mr. May:

- Surplus items auctioned – so far this year recovered \$366k worth of funds – does that money go back to general fund balance of where it came from – how does it work

Ms. Venditti:

- It gets allocated back to the department from which it came; recorded in a holding account and an entry is made to move the revenue back to the department where the surplus came from

Chair Knapp:

- What is in the fines and forfeitures revenue?

Ms. Smiley:

- It's for planning drawings for anything people are bidding – they have to put down a \$200 deposit. If they don't return those plans, then they forfeit the \$200.

Chair Knapp:

- Grants budget – large increase in the all other expenses

Mr. Trombley:

- The grant coming in from NYS; budgeted it but didn't put into an expenditure until after we receive it
- It's for the specific project with the County and City of Oswego.

Chair Knapp:

- Have 7 employees in Contracts, but are only funding 2 positions - do you have a plan for that?

Mr. Trombley:

- Last year had a retirement of Spec. Writer 2 and did not refill it
- Did some restructuring – have folks doing some of that work on the renewal side of contracts in our Buyer unit now
- Have been able to function with 2 people in that departments

Chair Knapp:

- Upgrade for Assistant Purchasing Director from gr. 33 to gr. 34 – it is vacant

Mr. Trombley:

- When we looked at that title, the Buyer 3 and Assistant Director were very close the way they were structured; worked with Personnel, who determined that the job description put forward for an Assistant Director warranted a step above

Chair Knapp:

- We are planning on leaving it vacant for now?

Mr. Trombley:

- We are going to look at our staffing options for next year. We are moving away from data entry and more towards providing service, so we have to see where that all shakes out.
- For certain we will not increase head count for next year

Chair Knapp:

- Electronic bidding – how is that going?

Mr. Trombley:

- It's active – using the system now
- Challenge is that there are 24,000 vendors in the system; want to give everyone an opportunity to get registered before we start exclusively using it
- We are doing bids in the system electronically, awarding purchase orders and sending them out electronically
- At some point will turn it over to be a full electronic platform in 2018
- Law requires that we will still accept paper bids – anticipate that will be the exception rather than rule

Chair McMahon:

- Best Value – have we used that for very many bids?

Mr. Trombley:

- We have not done a Best Value bid specifically – that is an amalgamation of a bid and an RFP where you have to put specific amounts on a best value award
- It has allowed us to look at national cooperative contracts – a lot of vendors are on one; allows us to access that pricing
- We use it for a “tool in the toolbox”; look at state contract, look at existing county contract or other counties, and look at the national contract to see which is the best price. If we don't think we can get it from one of these sources, we go out and do public bidding.

Chair Knapp:

- You live by a lot of legal constraints; are there ways to encourage buying local?

Mr. Trombley:

- Within in context of General Municipal Law, we look at what is a legitimate government purpose for customers who need service promptly – always looking at service within an hour or two if it is important to the product – want to make sure that we include it in specifications.
- Below the bid thresholds, we direct staff to look for certified, qualified MWBE's within the county, and also Onondaga County vendors as their first source of products
- Take into account the businesses within our own county

Mr. May:

- It would be really helpful to see, for all of the positions, how they are funded; a chart of your positions-- whether they are funded or unfunded, and if funded how are they paid. Within that same chart show if duties are crossing over.
- For example - maybe you are getting funding for a function, but not necessarily pegging an employee to that function, but more to the process
- A simple overview of that – every time shared service come up – would be nice to have that clarity

Mr. Trombley:

- Four positions are funded by the Syr. City School Dist., everything else is funded within our own budgets.
- It's difficult to peg individuals to a program because of the manner in which we do business. Our buyers buy by commodity – they may be in 4 or 5 different business units in a day processing an order. Advantage is that when they learn their products, they can buy them quickly. That's where we have been able to capture those efficiencies.
- Can work on it and give something with more detail, but with our model it is tough to assign dollars to each position.

**BOARD OF ELECTIONS, pg. 3-72 - Dustin Czarny, Commissioner; Michele Sardo, Commissioner; Mary Luber, Elections Assistant**

Commissioners Czarny and Sardo presented the following:

**2018 Election**

*2018 is a Federal Election. We will elect our State Wide offices, local state representatives, Sheriff, and Member of Congress as well as any vacancies that might occur. Because of New York State's inability to decide on a consolidated primary, we could have up to 3 elections. We will have a Federal Primary in June, a local primary in September, and our General Election in November. As we have seen with this year's primary, the local primary in September may involve a complicated series of Primaries, Opportunity to Ballots and write-in campaigns for minor party lines. These low turnout elections are very costly in both man hours and real dollars because of their complexity.*

**ScanFlow**

*We are on our fifth year with NTS ScanFlow. ScanFlow has streamlined our registration process and we no longer need to handle paper applications multiple times. This product has proved so efficient that we have had limited need to hire temporary workers in the fall elections. We do not foresee needing the temporary workers in 2017, and may not need them in 2018 as well.*

**Absentee Ballots**

*We are in the fourth year with the Dominion Central Count absentee system. The print shop continues to print our absentee ballots at a significant savings. Many thanks to the IT department.*

**Gatekeeper System**

*We implemented an electronic gate keeper system in our 8 largest poll sites two years ago. We were able to look up a voter at these sites, determine if they are at the correct poll site and send them to the appropriate table. If they are in the wrong polling place, they were given a receipt directing them to the proper polling place. This worked very well and we will continue doing this.*

**Other Elections**

*School districts and villages are no longer able to use lever machines. We were able to convince 3 additional villages (East Syracuse, Tully, and Solvay) to move to November elections this year. These 3 villages join Camillus and we hope to serve as an example for other villages to move in subsequent years. This will save time and money for our office, as well as to the voters of those villages. We are seeing greater use of our systems and we are providing ballots to many villages and school districts. They pay for programming and ballots.*

**Inspectors**

*We still struggle with finding enough inspectors to staff our poll sites. One area we hope to address is shortages due to call-ins on Election Day. This year we are hoping to implement a Rapid Response team of inspectors who can fill vacancies throughout the day during our General Election.*

**Results and Website upgrades**

*The OCBOE re-organized website continues to provide a more intuitive experience for voters and campaigns to find information, including linking to the NYS BOE database for easy voter lookup. Last fall we partnered with Sage Smith to even further enhance the voter experience on Election Night. Sage Smith's new Results Caster system not only gave us instantaneous results as soon as it is uploaded, it had enhanced graphics that greatly increased the viewer's experience. Voters were able to see which election districts have reported in and how their election night breakdown per race by Election District. Viewers are also be able to instantly download .csv files eliminating the need to wait till the next morning when they would be available after a convoluted conversion process that took up staff time and energy and were not broken down by race.*

*Currently we are working with Sage Smith on another product, Election Record. This has allowed us to move off the county mainframe system by merging absentee and election night records. This fulfills an objective by the County to eventually eliminate the mainframe by bringing another department off of it. It also once again is a great service to the voters of Onondaga County allowing us to produce results that are .csv and not the traditional .pdf format. This allows campaigns and voters to get data in a form more useful for their needs. We are currently certifying the 2017 Primary Election using this new tool.*

*We also hope to purchase an additional scanner from Clear Ballot to help alleviate the cost we see with our mandatory 3% audits and increasing number of write in ballots. This scanner will take the place of our audit teams after every election. It is hoped the use of the scanner will eliminate the need for additional hours spent by our Machine Techs to hand count the*

ballots assigned for the audit. The Clear Ballot Scanner will also help us streamline our process for write in ballots as it digitally captures each write in and we can sort on a screen instead of hand counting. This scanner will cost approximately \$18k a year however should be covered with HAVA grants. We spend up to \$6k a year annually on audits and countless hours sifting through write in ballots that are growing every year. It will also reduce our certification time which media and candidates are clamoring for each and every year.

### **Outreach**

After our successful High School program kicked off in 2015, almost 20 different high schools asked for our Board to visit their schools. Non-partisan presentations were given about the importance of voting, absentee ballot procedures, and the proper way to fill out a registration form. The OCBOE outreach program saw a large increase in activity during the Presidential election in 2016. However in 2017 schools have been less responsive. We are adjusting our focus to accommodate school schedules for the 2017-18 year in hopes of seeing more participation.

Mr. Czarny:

- Praised the BOE staff; 16 full time, only 4 of which are doing the same jobs as they did last year. There has been a large amount of turnover; 3 new people, people in different jobs, along with one of the most complicated primaries that we have seen in our time.

Chair McMahon:

- Explain what our cyber security protections are; a county in NYS had their 911 system hacked.
- There are other states where some level of hacking has happened.

Mr. Czarny:

- NYS has the great benefit of having paper ballots – that is our ultimate protection from any hacking of the elections. Many states that went to digitals, to DREs, are going to go back to paper ballots because of this issue.
- None of the voting machines are connected to the Internet – all manually upgraded individually using flash drives and on approved software from the State BOE, that has gone over line by line, code by code by a bipartisan team of IT specialists at the State Board.
- Also are tested by a separate set of bipartisan teams to make sure the upgrades are counting the votes correctly for each individual election.
- Have our 3% audit, randomly selected on election night, where we have to hand count every race in those 3% of polling places. Audit is there to protect against something like that. Have never found an issue where the audit has been off. Have been able to verify the results of the machine.
- When people are talking about hacking the election, a lot of times they are talking about stealing voter registration data bases. The breaches usually occur at State BOE's.
- They can't get into our county facilities. The voter registration system is not able to be manipulated from outside – it's not connected to the Internet. Any changes made to the databases have to be made by county workers using county machines. You can't patch into the server to change voter registration data.
- Nothing can be changed, and hopefully nothing can be stolen. The State Board is constantly in contact with our local IT teams making sure we are upgrading firewalls, and making sure nothing is able to be reached from the outside.
- Have paper back up; keep all paper records. In NYS there is no electronic voter registration where it is purely electronic.

Chair McMahon:

- 103 line--poll inspectors on Election Day--very difficult to keep people engaged – what do we pay them

Mr. Czarny:

- On a general Election Day it is \$290 for the voting system specialist; a regular inspector makes about \$190; they get paid \$25 to come to the class that they have to train at each year.
- Offer a rapid response team – set up about 20 inspectors, that shows up at our office at 6:00 a.m. on Election Day and can tell them where they need to go – have it in place for call-ins.
- Unfortunately, even though we stress in classes that they have to be here on Election Day, people forget, get sick, get scheduled for work and they weren't supposed to. We deal with these things every morning at 5:00 a.m. on Election Day.

Chair McMahon:

- I assume we pay them on the 103 line – other employee wages

Mr. Czarny:

- Yes, but the 103 line is not just where we pay inspectors – also 25 roving machine techs that go from site to site.

Chair McMahon:

- Assuming you have some seasonal employees that do seasonal work in your office

Mr. Czarny:

- That would be the machine techs. They are people that come in about 2 weeks before the election. They also do testing of all of our 200+ machines.
- They work anywhere from 4 - 6 weeks before an election, based on need for them to work.

Chair McMahon:

- What is the year to date 103 line?

Mr. Czarny:

- I don't know if our payroll from the last primary is in there yet.
- It's going to be pretty low year-to-date because we haven't had the last election counted. We are in the middle of certifying all of those election inspectors that just worked the Sept. 12<sup>th</sup> Primary.

Ms. Venditti:

- \$0 – nothing charged to their 103

Chair McMahon:

- I thought I heard that there was talk with Albany and federal coming together on a primary date.

Mr. Czarny:

- There's always talk; I have lobbied on behalf of our state organization for a consolidated primary – whether it be June, August, or sometime in July.
- At this time, I believe the Assembly is still stuck on June; the Senate is still stuck on August. There was no attempt at negotiation at the end of this last session. It is very unlikely that they will have a negotiated settlement in January, which is when they would need to do in time for the next election.
- Congressional candidates are assuming that there is June primary – under Judge Clark's order to have a June primary

Chair Knapp:

- June primary would be federal; Sept. is local-- worst case is that we will have two primaries next year in the general election

Chair Knapp:

- Revenue – Services Other Govts – budgeted \$4,016 but took in \$17,000?

Mr. Czarny:

- In 2016 the lever machines sunsetted; mandating that all villages went to either a hand count or used BOE machines – including school districts
- The main increase is the school districts – we service almost all of the school districts in Onondaga Co.
- All of their May elections go through us and use our machines. They reimburse us for programming and balloting.

Chair Knapp:

- What do you use professional services line for?

Ms. Venditti:

- Software expenses - NTS

Chair Knapp:

- Auditing software – do we audit 3% of total ballots or 3% of polling sites?

Mr. Czarny:

- It's 3% of polling sites.

Chair Knapp:

- Right now we do those by hand

Mr. Czarny:

- Yes – most counties do. This is a new program, just being offered – it just got certified by the State Board this year
- We have HAVA money left – if we don't spend it soon, they may take it away. We want to spend it on this – can save us money in the long run.

Chair Knapp:

- This would automate that process – scan everything and compare

Mr. Czarny:

- We would be able to scan in the votes for that 3%; compare those scanner results to machine scans – have the 2 different scanners verifying the results.
- In addition, it will also scan in all of the write-in ballots, put them up on the machine – you can select which person that might go to on a screen vs. having to go through each ballot by hand and manually count them.
- Have had 100's of write ins with the recent primary with different races

Chair Knapp:

- That's \$18,000/year – a recurring charge?

Mr. Czarny:

- Yes - for first 4 years, then there will be a maintenance fee after that
- By the time they get to that the maintenance fee will be lower than what we spend on the hand counting – so it will be a savings.
- Will try to get the approval done before we go out and pay for it – not sure it will be in place for this election or the congressional election next year. I don't want to go out and buy it and find out that we aren't going to get approved through the HAVA grant for it.

Chair Knapp:

- Keep us in the loop on that. It's in the budget right now?

Mr. Czarny:

- No – it will be pass through – don't have it in the 2018 budget.

Ms. Venditti:

- Typically we have budgeted the HAVA money in a grants budget.
- Would do the same if they did get the award.

Chair Knapp:

- Do our regular IT folks support you?

Mr. Czarny:

- They are great support to us – Mitch Edwards and Mark Selsmeyer have been instrumental in putting together our election record and results caster

Mr. May:

- 101 line – is that just contractual increases

Mr. Czarny:

- Yes

Ms. Venditti:

- The majority of it is the funding for the Election Supervisors that was put into contingency.

The meeting was adjourned at 2:00 p.m.

Respectfully submitted,



DEBORAH L. MATURO, Clerk  
Onondaga County Legislature

ATTENDANCE

COMMITTEE: *Ways & Means Review of Ways & Means Dept.*  
 DATE: *9/25/17*

NAME	DEPARTMENT/AGENCY
PLEASE PRINT	
<i>Jim Maturro</i>	<i>Comptroller</i>
<i>Matt Beadnell</i>	<i>Comptroller</i>

ATTENDANCE

COMMITTEE: *Ways & Means Review of Ways & Means Depts*  
 DATE: *9/25/17*

NAME	DEPARTMENT/AGENCY
PLEASE PRINT	
<i>David Chaplin</i>	<i>Personnel</i>
<i>William Giarotta</i>	<i>Personnel</i>
<i>Mal Carter</i>	<i>Finance</i>
<i>TeAnn Popka</i>	<i>Personnel</i>
<i>Beth Mortas</i>	<i>Personnel</i>
<i>Dawn Nolan</i>	<i>Personnel</i>
<i>Ann Debejian</i>	<i>Personnel</i>
<i>Dwayne Wisbey</i>	<i>OCSPA</i>
<i>Kristi Santly</i>	<i>Fin Ops</i>
<i>Michelle Sands</i>	<i>Board of Elections</i>
<i>Dustin Carney</i>	<i>BOE</i>
<i>Mary Luber</i>	<i>BOE</i>
<i>Carol Eaton</i>	<i>Visit Syracuse</i>
<i>Tracey Burkey</i>	<i>" "</i>
<i>Frank Caliva</i>	<i>" "</i>
<i>Tom E. Law</i>	<i>Thos. E. LAW - private cit.</i>