

# KNOX COUNTY COMMISSION

**Special Meeting**

**Tuesday – November 2, 2010 - 1:30 p.m.**

A special meeting of the Knox County Commission was held on Tuesday, November 2, 2010, at 1:30 p.m., at the county courthouse, 62 Union Street, Rockland, Maine.

Commission members present were: Anne H. Beebe-Center, Commissioner District #1, Richard L. Parent, Jr., Commissioner District #2, and Roger A. Moody, Commissioner District #3.

County staff present included: County Administrator Andrew Hart, Administrative Assistant Candice Richards, Technical Support Specialist Mike Dean, Building Maintenance Supervisor Jon Grout, Registrar of Deeds Lisa Simons, Registrar of Probate Elaine Hallett, Communications Director Linwood Lothrop; and Finance Director Kathy Robinson.

Others in attendance: Steve Betts, reporter for the Herald Gazette (*left about halfway through IT discussion*).

## Special Meeting – Agenda Tuesday – November 2, 2010 – 1:30 p.m.

- I. 1:30 Meeting Called To Order**
- II. 1:31 Discussion Items**
  - 1. Update on scheduling meeting with MRI consultant experts
  - 2. Update on cost comparison for outsourcing for janitorial cleaning services
  - 3. Update on facilities manager research
  - 4. Update on compilation of IT needs for each department
- III. 3:00 Executive Session**
  - 1. Convene in Executive Session to discuss Acquisition of Real Property pursuant to 1 M.R.S.A. §405(6)(C).
- IV. Adjourn**

### **I. Meeting Called to Order**

Commission Chair Anne Beebe-Center called the November 2, 2010 special meeting of the Knox County Commission to order at 1:30 p.m. She commented that the agenda would be taken out of order in to discuss the IT department (*Discussion Agenda Item #4*) first.

### **II. Discussion Items**

1. Update on scheduling meeting with MRI consultant experts.  
County Administrator Andrew Hart explained that the meeting with the MRI subject experts will be on Wednesday, November 17<sup>th</sup> with the following schedule:

9 am – 10:30 am	IT	(via phone conference)
10:30 – 11 am	Building Maintenance	
11 am – 11:30 am	Registry of Deeds	(via phone conference)
11:30 am – 12 Noon	Administration / Finance	(via phone conference)
12 Noon – 12:45 pm	Lunch break	
1 pm – 2 pm	Sheriff's Department	
2 pm – 3 pm	Next Steps	

The times are subject to change based on how long it takes to discuss topics.

2. Update on cost comparison for outsourcing for janitorial cleaning services.  
County Administrator Andrew Hart explained that he had met with Lou's Commercial Cleaning to get an idea of costs. Country Pride Cleaning Service was recommended by the State because Country Pride handles the cleaning at the Penobscot County courthouse and some businesses. The prices from both were broken down by location: the Sheriff's Office (including Communications), the airport, and the courthouse. The State has specifications for what they expect for their offices but they have not sent back the contract for their use of the building yet. Right now the County is just looking to compare what is currently paid in salary and benefits for 3 and ½ County employees against outsourcing costs. To proceed, an RFP would have to be put out to get actual prices.

Any employees hired by the contractor would undergo background check screening before being allowed to work on County property. There would most likely be a "day porter" to be in the courthouse to handle any day-to-day issues that arise.

Currently the Sheriff's department is cleaned by an inmate for two hours every Monday. A lot of damage has been done to the floors and two hours each week is not enough time to do a sufficient

job cleaning the offices. The Sheriff may not have to pay anything to have an inmate do the cleaning, but the inmates do not do janitorial work for a living and the damage being inflicted on County property will result in replacing the floor, which would cost far more than continual upkeep by a contractor. It is County property and therefore it is up to the Commission to decide whether or not janitorial services for the Sheriff's Department and Communications center are contracted out.

The County receives some reimbursement for expenses on the State side of the Courthouse. The individual departments on both sides would also have the opportunity to indicate how often their departments should get cleaned. An email would be sent to the department heads by the county administrator asking what their needs are and then the issue would be followed up with a staff meeting.

3. Update on facilities manager research.

County Administrator Andrew Hart explained that it was difficult to fully research costs for this because it hinges on what the County decides to do with the building maintenance department. If the entire department is kept as-is, hiring a facilities manager is unnecessary. If the County out-sources the entire department, there will need to be a facilities manager hired to keep an eye on the contractors working in the building and to deal with issues as they arise. It made sense to proceed with looking at cleaning services first. The issue of a County facilities manager would wait until it was decided if one was actually going to be needed.

4. Update on compilation of IT needs for each department (taken out of order).

County Administrator Andrew Hart briefly explained that the County's CIO/CSO (Chief Information Office / Chief Security Officer) had handed in his resignation. He added that he not yet spoken with CIO/CSO Jeff Lake since he handed in his resignation, nor had he formally accepted the resignation. He hoped to do so tomorrow.

Department heads had met that morning to discuss their IT needs at their monthly staff meeting. Department heads had been asked to submit their information, and/or list of their department's IT needs, current and future, in writing to Technical Support Specialist Mike Dean, who would then compile the information for the Commission. TSS Dean had also written a memo to the Commission explaining what he and CIO/CSO Lake felt IT should be. The department heads had a lengthy discussion at the staff meeting and generated a list of common needs. The basis of the discussion centered on developing a long-term strategy for the IT department to meet the County's technological needs.

The major wish list included:

- Speed up computers
- Global site licenses
- Centralized servers
- New website
- Intranet
- Database access
- Training on Software

They also came up with a list of priorities for the IT department:

- 24/7/365 coverage for essential service departments.
- Training on software and updates to the software. There are components that are underutilized.
- Develop an Intranet for forms, programs and sharing of interdepartmental information.
- Develop new website.
- Repairs on a daily basis.

The department heads felt that the Commission needed to have a "Vision" for the IT department in order for it to be efficient and successful in its mission to provide optimum services to the County. It needs to start with the Commission in conjunction with the department heads and then be implemented by the IT staff.

The Commission recognized that the vision needs to come from the top, while the mechanical diagram of how IT should be set up was not something they had the expertise to determine. The lists from the department meeting are the mechanical portion of the process while the Commission is responsible for the vision.

TSS Dean explained that the County does have a new server but that it does not have the capacity to cover the entire County and was not intended to. The law enforcement data has to be on another server separate from the rest of the County's departments. The new server was meant for the courthouse building but the KRCC will be brought on it now. Currently there is a separate server at both the jail, and the Sheriff's Office, but IT staff received a used server which will combine the jail and Sheriff's Office to be centralized on one server. Every other department will be on the server at

the courthouse. The IT staff needs to know where the Commission would like to go in terms of the technological future of the County.

The question was raised of whether or not the County planned to support all the town offices on the County system as the issue had been raised before at meetings with the municipalities. If so, the County needs to plan ahead for that. The question would be what is it that the County is going to provide, and for whom? The Commission agreed that most towns were not interested in receiving that kind of support from the County and it was currently not a feasible option for the County within the foreseeable future anyway. The County needs to focus on and act upon its own technological needs before offering to help any other agencies.

Some of the concerns/topics discussed regarding some of the IT needs:

- The system has to be able to keep operating 24/7 to keep up with current needs. Need a minimum of at least one employee doing that to keep the system running, but it is extremely difficult to provide 24/7 coverage with only one employee.
- The biggest problem that the IT department has dealt with is the politics of the department heads setting their own IT budget and therefore control what the IT staff does in their department. Each department is doing it separately. That's even before you get into personality conflicts. Most of what MRI brought up was policy issues rather than technical.
- The network needs to be fully implemented. It can be done quickly but it's going to take the departments stepping aside and letting the IT make decisions to benefit the County as a whole and ensure that all departments are technologically managed the way they should be. There are servers located by department and it needs to all be relocated. Doing so will create some restrictions on departments and how they utilize the technology in their department. This is where personality conflicts were coming in and why the County needs a long term strategy. This is not the IT department making the decisions, but rather it is the IT department *implementing* the Commission's goals.
- The IT staff would be coordinating bringing in application (software) experts and professional trainers. The County will contract a trainer to come in and train employees. This is what consultants should be used for – coming in to train on very specific things.
- The County cannot support a 70-user network with one IT employee and still have the time available for that one IT employee to effectively train people, upgrade, maintain security, etc. It would probably be too much even for two employees.
- TSS Dean proposed putting aside money for consultants. \$20,000 is probably excessive but will go a long way in accomplishing the Commission's goals.
- TSS Dean envisioned running the IT department as it currently stands for a quarter (three months) with no consultant and use that data to figure out the next six months. The County is essentially starting over and needs to learn what it actually takes to have an effective IT department. The Commission felt that budgetary needs for the County required having an idea of IT costs for a year, so three months of tracking may be too long because the Commission needed an idea of costs before the end of the year. With the 2011 budget process underway, the commissioners need to be able to defend the IT expenses to the Budget Committee in a way that will make sense to everyone.
- The original IT setup was having CIO/CSO Lake design the overall network, or the “big picture”, with TSS Dean being responsible for supplying technical support and “keep it all together”. TSS Dean was not hired to do network design and it is not in his job description.
- A company has already been contacted regarding handling the County website, which is currently updated by the Executive Assistant in the Administrative Office. The company has been doing websites for several of the local municipalities and are providing the types of services that department heads are asking for.
- There needs to be a backup plan for when TSS Dean is either out sick or on vacation. One IT employee cannot accomplish all of the tasks that the Commission has brainstormed the IT department doing. It was unlikely that an RFP for IT outsourcing could be developed before the end of the year. The main concern at the moment is making sure there is backup for TSS Dean.

- It was decided that the remainder of CIO/CSO Lake's salary for the end of 2010, which would remain unused because he had resigned, would go into a reserve account to help fund hiring IT consultants.
- The bigger problem is not just having backup 24/7; the Communications Center, Sheriff's Office, Jail and Airport also have to have someone who can pass a background check, which is why law enforcement agencies usually gets their own trained computer people. It has been traditionally difficult to find someone already approved. If it's a hardware issue, anyone with a background check can do it. If it's a Spillman issue, it cannot wait until someone qualified can arrive to get it resolved. It requires specific training. The County committed to provide a public safety answering point (PSAP) which includes the NCIC and Spillman package. When towns can't run a license plate or background check they will be angry at the County. It would be a liability. It may be possible to train some current County employees already interested in helping provide backup, but the County would have to decide the best way to implement that. In terms of a timeline for consultants to be able to provide backup for Spillman issues, someone coming off the street would still have to train for three months.
- The County is required to follow a defined set of policies in terms of how the County works with the Spillman system as it relates to the Sheriff's Office and other agencies. Any actions taken would have to be agreed upon by the new Inter-Agency group. The Agreement set a Board as the overseers of the Spillman system. The Board has designated that only the County IT staff has full access to the Spillman system and is responsible for maintaining it. If other departments have trained employees providing backup, problems could arise from the fact that it would be unclear who those employees would report to—the IT staff (and the Inter-Agency Board) or their own department head? The Agreement was signed to remove sole access from one department and give all departments using the system a say in how it is run and implemented.
- Spillman does not offer help with software issues after hours, but the hardware is covered. Their regular business hours are between 6 a.m. and 8 p.m. Mountain Standard Time. The rest of the time the County would have trouble getting support. In the past year the IT staff been paged out three times for Spillman-related software issues. The number of call-outs isn't the problem – it's the fact that someone has to be ready in case they are called out. If the County had some other trained employees who could handle some of the lower, or less critical, issues the IT staff wouldn't necessarily need to be called in.

The Commission asked TSS Dean to find out what it would actually look like if the County fully out-sourced IT to give the Commission a basis for comparison.

### III. Executive Session

1. Convene in Executive Session to Discuss Acquisition of Real Property pursuant to 1 M.R.S.A. §405(6)(C).

- A motion was made by Commissioner Roger Moody to go into executive session pursuant to 1 M.R.S.A. §405(6)(C) to discuss Acquisition of Real Property. The motion was seconded by Commissioner Richard Parent. A vote was taken with all in favor.

The executive session convened at 3:10 p.m.

The executive session concluded at 3:50 p.m.

### IV. Adjourn

- A motion was made by Commissioner Richard Parent to adjourn the meeting. The motion was seconded by Commissioner Roger Moody. A vote was taken with all in favor.

The meeting adjourned at 3:51 p.m.

Respectfully submitted,

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Candice Richards  
Administrative Assistant

**The Knox County Commission approved these minutes at a special meeting  
held on December 28, 2010.**