

KNOX COUNTY COMMISSION

Special Meeting

Tuesday – November 23, 2010 - 1:30 p.m.

A special meeting of the Knox County Commission was held on Tuesday, November 23, 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, Executive Assistant Constance Johanson, Technical Support Specialist Mike Dean, Jail Administrator John Hinkley, Airport Manager Jeff Northgraves, Building Maintenance Supervisor Jon Grout, Registrar of Deeds Lisa Simons, Communications Director Linwood Lothrop; DA Prosecutorial Assistant Shane Riley; and Finance Director Kathy Robinson.

Others in attendance: Michael Loewe; Ann Matlack, Budget Committee Chair; Budget Committee members Tina Plummer, Dorothy Meriwether, and Bill Jones; and Carol Maines, Commissioner Elect.

Special Meeting – Agenda **Tuesday – November 23, 2010 – 1:30 p.m.**

I. 1:30 Meeting Called To Order

II. 1:31 Action Items

1. Act on Municipal Resource's Inc.'s Recommendation of the Information Technology (IT) Staffing
2. Act on Municipal Resources Inc.'s Recommendation of the Finance Office's Increase in Hours and Movement of Benefits Administration
3. Act on Municipal Resources Inc.'s Recommendation of the Registry of Deeds Staffing
4. Act on Municipal Resources Inc.'s Recommendation of the Building Maintenance Staffing
5. Act on Municipal Resources Inc.'s Recommendation of the Administration's Office Staffing

III. Adjourn

I. Meeting Called to Order

Commission Chair Anne Beebe-Center called the November 23, 2010 special meeting of the Knox County Commission to order at 1:30 p.m.

Commissioner Anne Beebe-Center stated that the purpose of the meeting was to take action on several time-sensitive recommendations from the MRI report.

County Administrator Andrew Hart stated that the ultimate goal of the Organizational Study was to look at structure and staffing levels. He stated that he wanted to make sure that people kept that in mind and remember that it was not about an individual person or their job performance; it is about the department as a whole. He stated that he had provided the Commission with a recommendation for each department and also provided information on what budget impacts there would be.

II. Action Items

1. Act on Municipal Resource's Inc.'s Recommendation of the Information Technology (IT) Staffing.
Possible Options as Recommended by MRI:
 - a. Completely out-sourcing IT services
 - b. Keep one in-house IT staff and co-source for CIO/CSO IT services
 - c. Hire another CIO/CSO to replace the staff member that recently resigned and leave all IT services in-house

Option recommended by the county administrator:

One full-time in-house (the current Technical Support Specialist) and co-sourcing the rest - not a cost savings for year one but it's uncertain about what savings, if any, there might be in year two. Still getting quotes from IT services companies. Spoke to someone in the IT industry to get an idea of a realistic time frame for getting out an RFP and then getting it implemented. Getting a quote for the strategic plan and drafting the RFP. They are also giving the County a quote for all of that with the follow through. The consultant is a technical management company that helps organizations get on track, or get *back* on track. First step would be to come up with a strategic plan and put out an RFP. Too soon to be creating a committee and having too many people involved yet.

- **A motion was made by Commissioner Roger Moody to retain one employee and co-source the 24/7 coverage of the information technology system in the county. The motion was seconded by Commissioner Richard Parent. A vote was taken with all in favor.**
 - **A motion was made by Commissioner Roger Moody to authorize the county administrator in the 2011 budget to move the money allocated for the CIO/CSO employee salary and benefits into a contractual line for co-sourcing. The motion was seconded by Commissioner Richard Parent. A vote was taken with all in favor.**
2. Act on Municipal Resources Inc.'s Recommendation of the Finance Office's Increase in Hours and Movement of Benefits Administration.

Possible Options as Recommended by MRI:

- a. move benefits administration
- b. increasing employee's work hours, with the stipulation that the director should figure out next year if things really need to stay that way or not

Option recommended by the county administrator:

Implement both of the MRI recommendations - \$22,134 impact on the budget to increase the hours from 30 to 40.

- **A motion was made by Commissioner Richard Parent to increase two positions from 30 to 40 hours and then be reviewed by the finance director. The motion was seconded by Commissioner Roger Moody. A vote was taken with all in favor.**
 - **A motion was made by Commissioner Richard Parent to move benefits administration to Finance. The motion was seconded by Commissioner Roger Moody. A vote was taken with all in favor.**
3. Act on Municipal Resources Inc.'s Recommendation of the Registry of Deeds Staffing.

Possible Options as Recommended by MRI:

- a. Changing one employee to half-time
- b. Eliminate one employee
- c. Eliminate one employee and replace with a contract employee

Option recommended by the county administrator:

Eliminate one employee - Staffing level has stayed the same even though revenue has decreased and the economic situation has gotten worse. Very well-run office and very professional and with the IT upgrades, the office is more efficient. Projects discussed being done during slow periods could still be done by retained staff. If things change in the future, could consider hiring a part-time or full-time employee. \$34,000 savings in year one, with a potential of \$42,500 savings in the second year.

Commissioner Richard Parent asked about the flow chart that the expert, Cathy Stacey had mentioned on the conference call on November 17th. Ms. Stacey indicated that she had asked for the flow chart but never received it. Deeds Registrar Lisa Simmons replied that she had emailed it to Ms. Stacey that same day, but Ms. Stacey never responded to the email.

The commissioners felt that the expert's arguments were the weakest and least professional of all of the experts questioned on November 17th, but while Commissioner Parent thought that the County would be shooting themselves in the foot if a position were dropped, Commissioner Moody was interested in cutting a full-time employee back to halftime, and Commissioner Beebe-Center was in favor of eliminating the position entirely.

- **A motion was made by Commissioner Roger Moody to reduce one full-time position by ½ (with the position going from a 35hr/wk position to a 20hr/wk position, thereby allowing the employee to retain her benefits). The motion was seconded by Commissioner Anne Beebe-Center. A vote was taken with all in favor.**
4. Act on Municipal Resources Inc.'s Recommendation of the Building Maintenance Staffing.

Possible Options as Recommended by MRI:

- a. Combine with school district
- b. Outsource 100% (including facilities manager)
- c. Keep in house building maintenance supervisor and outsource cleaning services

Option recommended by the county administrator:

Outsource 100% (thereby eliminating the entire building maintenance department) - Impact would save about \$1,400 in year one and \$27,000 in year two. Some maintenance is already being

outsourced but there are some cleaning services that just are not being done or need to be done county-wide. Would need to contract out mowing which would cost about \$2,000 each year.

County Administrator Andrew Hart explained that the County would be paying more for the contractor to cover building maintenance because that person would be working 40 hours a week, and do daytime management of all three facilities (instead of just the courthouse) and some light cleaning duties that cannot wait until the cleaning contractors come in the evening. It was suggested by Commissioner Moody that the job description for that position should reflect that the individual occupying that position would also be responsible for any additional facilities that the County may invest in. Administrator Hart commented that he did not know yet if the Jail Complex would be included but he was currently looking at the Airport as well as the courthouse.

- **A motion was made by Commissioner Roger Moody to contract out 100% building maintenance and cleaning services for all county facilities. The motion was seconded by Commissioner Richard Parent. A vote was taken with all in favor.**

5. Act on Municipal Resources Inc.'s Recommendation of the Administration's Office Staffing.

Possible Options as Recommended by MRI:

- Eliminate Executive Assistant Position and Create a Mid-level Management HR position

Option recommended by the county administrator:

Eliminate Executive Assistant Position and Create a Mid-level Management HR position – this would allow the county administrator to give non-executive level tasks to the newly created position so he could concentrate more on the executive tasks. Having the position filled by someone with legal expertise in labor relations and Labor law would save the County on lawyer fees and other legal expenses by avoiding liability issues. The county administrator would still retain final authority but the HR person would do the legwork. The new position would be called the Human Resources Specialist.

There was a brief discussion regarding whether the changes in staffing would affect the minute taking load. The concern was that there might not be enough resources for taking minutes unless that task were to be contracted out or if the Commission changed the expected format for minutes. It was suggested that in the 2011, the Commission (with one new commissioner) would discuss how they would like Commission minutes to be done. It was also suggested that hopefully there would be less need for meetings in 2011 and therefore there would be less minutes to be done.

- **A motion was made by Commissioner Roger Moody to eliminate the executive assistant position. The motion was seconded by Commissioner Richard Parent. A vote was taken with all in favor.**
- **A motion was made by Commissioner Richard Parent to establish a full-time mid-level management HR position. The motion was seconded by Commissioner Roger Moody. A vote was taken with all in favor.**

All recommendations, as voted on by the Commission, will take effect as of December 31st of this year. The changes made to the IT department would not be effected by that deadline, but the other changes would make sense on that date because the County starts using a new budget on January 1st. RFP's for building maintenance contracting and job descriptions for both building maintenance and the new HR person in the Administrative Office are already being worked on. The goal date for hiring the new HR person will be January 31st as it takes time to advertise and go through the hiring process. (**Note: No votes were actually taken on the dates of when the recommendations would go into effect. It was just a discussion.*)

IV. Adjourn

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

The meeting adjourned at 2:32 p.m.

Respectfully submitted,

Candice Richards
Administrative Assistant

The Knox County Commission approved these minutes at their regular meeting held on December 14, 2010.