

KNOX COUNTY COMMISSION

Special Meeting

Monday – August 23, 2010 – 10:00 a.m.

A special meeting of the Knox County Commission was held on Monday, August 23, 2010, at 10:00 a.m., at the county courthouse, 62 Union Street, Rockland, Maine. Executive Assistant Constance Johanson was present to record the minutes of the meeting.

Commission members present were: Anne 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, Sheriff Donna Dennison, Jail Administrator John Hinkley, Patrol Administrator Tim Carroll, Airport Manager Jeff Northgraves, Finance Director Kathy Robinson, Communications Director Linwood Lothrop, District Attorney Geoffrey Rushlau, Prosecutorial Assistant Shane Riley, D. A. Legal Secretary/Systems Coordinator Kelly Perry, Registrar of Probate Elaine Hallett, Register of Deeds Lisa Simmons, Building Maintenance Supervisor Jon Grout, EMA Director Ray Sisk, IT Director Jeff Lake, and Executive Assistant Constance Johanson.

Also present were: Andrew Gilmore and Don Jutton of Municipal Resources, Inc., J. Michael Loewe of Lion Mobility Consulting Services, and Carol Maines of Rockland.

Regular Meeting – Agenda **Monday – August 23, 2010 – 10:00 a.m.**

I. 10:00 Meeting Called To Order

II. 10:01 Action Items

1. Municipal Resources, Inc. PowerPoint Presentation of Phase I of the Organizational Study, and Act on Authorization to Proceed to Phase II.
2. Act on Approval to Purchase and Install a Flagpole at the Airport.
3. Act on Approval to Award the Essential Air Service Contract to Cape Air.
4. Act on Approval to Award the Brick Replacement Project Bid.
5. Act on Approval of the Appointment to the Knox County Budget Committee.
6. Act on Approval of the Intergovernmental Contract to Establish the Maine County Corrections Trust Account Agreement.
7. Act to Approve and Sign an Amendment to the Collective Bargaining Agreement Between the County of Knox and AFSCME Council 93 for Article 9 Section 2 – Computation of Overtime.

III. 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 August 23, 2010 special meeting of the Knox County Commission to order at 10:00 a.m.

II. Action Items

1. Municipal Resources, Inc. PowerPoint Presentation of Phase I of the Organizational Study, and Act on Authorization to Proceed to Phase II.

Andrew Gilmore explained that the county put out a Request for Proposal (RFP) to conduct an organizational study with Phase I being a comparative study with benchmark criteria. Knox County was compared to five other counties. Phase II is to perform an operational assessment on each of the departments with the exception of the jail, and District Attorney's office because of their involvement with the state. It was originally thought that the two phases might result in two contracts. MRI was awarded both contracts and will conduct both phases of the study with the commissioners' authorization.

The presentation at this meeting is only on Phase I of the study. The commissioners will then take a vote on whether or not to proceed to Phase II of the study.

Phase I – Comparable Counties

- Knox County was compared to 5 other counties – Hancock, Lincoln, Oxford, Sagadahoc, and Waldo Counties.
- It was found that that it is not “apples-to-apples” with other New England County Government Structures.

Phase I – General Demographics

- Knox is second smallest county in Maine within the comparison group in terms of land mass, but the third largest in comparison group when factoring in water area.
- Knox is the third largest in comparison group in terms of population.
- Population growth in Knox is slightly lower than the state average with Waldo being the fastest in the comparison group and only county above state average.
- The Median Household Income (MHI) rose slightly above the state average (2000-2009) with Sagadahoc the only comparable county to stay above state average.
- Knox 2009 Median Home Price (MHP) is well above state average and comparable peer counties at \$175,000.00.

Phase I – Operational Comparison

- For this comparison – full-time = 35+ hours/week and part-time is less than 35/week.
- Knox has the highest number of employees at 134 listed – see next comment.
- Lincoln and Sagadahoc employment numbers do not include corrections – both are part of Two Bridges Regional Jail, which is the state only dual-county jail. If the number of jail employees is split between the two counties, the numbers get closer to those of Knox.
- Other notations – Oxford has 2 registers of Deeds. Commissioners and state workers in the D.A.'s office are not included in the number of employees.

Phase I – Budget Comparison

- Three counties operate airports – Knox, Hancock, and Oxford.
- Of the six counties, the tax levy and the annual cost per resident for Knox is the third lowest.

Phase I – Valuation Comparison

- Of the six counties, Knox total valuation is right in the middle at the third largest of the comparison group at \$7,530,600.00 for 2009.
- Hancock County is the highest probably due to Bar Harbor.

Phase I – Departmental Comparisons

- Administration has five employees including two IT staff members. No other county in the comparison group includes IT personnel in administration.
- Airport has 10 employees versus zero in Hancock and three in Oxford. FAA statistics show Knox as the busiest airport.
- Communications references the population of 40,801, which is the third highest of the comparison group. It has 15 employees that answered 23,031 911calls in 2009, which translates in to an average of 63 calls per day. This is the highest volume of 911 calls in comparison group. Knox provides PSAP services to Lincolnville, which is part of Waldo County.
- Corrections – Lincoln and Sagadahoc split the number of employees at Two Bridges Regional Jail (38 each). Oxford and Waldo have transitioned to holding facilities. Knox with 56 employees is the only stand alone full-service jail facility in the comparison group.
- Deeds Oxford has two elected registers. Knox has the only non-elected register and has four employees, which is the median of the comparison group.
- District Attorney's Office employs six county employees, which is on the high end of the scale. Oxford has three District Courts and employs five people. It was noted that Knox County actually has 5 full-time employees and one part-time employee. It was noted that the number of Superior Court cases are counted differently in Knox County, which accounts for the lower numbers. Knox has traditionally had the largest number of felony prosecutions of the four counties in District 6.
- EMA office is similar to the others with a director and a clerk or assistant.
- Finance Office has an appointed finance director as opposed to elected treasurers. Sagadahoc is the only other county with an appointed finance director. There are three employees in each of these counties.
- IT services in Knox is provided by two full-time employees with no services contracted out. Most services are contracted out by the comparison group with Lincoln and Hancock giving a modest stipend to a full-time employee with other responsibilities for minor in-house computer services.
- Facilities Maintenance has the highest number of employees within the comparison group (three full-time and one part-time). Like the other counties, Knox outsources major/specialized projects. Waldo is the only county to outsource all cleaning services as well.
- Probate offices have elected judges and registers. The chart shows two full-time and two part-time employees.
- Crime Rates shown are from 2008 and obtained as noted from state offices. Knox, with a population of 40,917, shows a crime rate of 25.38 (class I crimes per thousand). Knox has the second highest number in the peer group and is only surpassed by Oxford.

- Sheriff's Office - Knox has four municipalities with their own police department. Hancock has eight and Oxford has seven municipal police departments. Waldo has the lowest number with 3 municipal police departments. The following chart shows that 82.5 percent of the land mass is served by the sheriff's office. Calls for service are high. State police coverage is not included in the study.

Summary

- Phase I analysis is complete. The written analysis provided to county will have much more detail.
- Next Steps
 - If the commissioners decide to proceed with Phase II then:
 - Complete written portion of comparable analysis with observations,
 - Complete remaining field work,
 - Move to Phase II,
 - Meet with commissioners and administrator related to personnel matters as they relate to recommendations,
 - Meet with potentially affected personnel if departmental restructuring is recommended,
 - Deliver final report.

Don Jutton cautioned against jumping to conclusions and asked that the report be viewed just as a comparative report, that shows the county's relation to the other counties in the comparison group in terms of the listed categories.

County Administrator Andrew Hart agreed that this is a comparative report and recommends that the county move onto Phase II. At the end of Phase II there will be actual recommendations made. Meetings with department heads that are impacted by those recommendations will be held and an open commission meeting scheduled to present the final report.

Commissioner Anne Beebe-Center asked if the department heads or employees have any questions. It was noted that Phase II will focus on the departments' operations.

Communications Director Linwood Lothrop explained that calls to the state police are documented and are also part of his statistics on calls for service. He said he would like to see the numbers for the crime rates and how they relate to the four police departments as well as the county. The calls for service may have implications for a recommendation regarding the number of employees in his department. He remarked that the chart only shows the 911 calls, but there are additional calls that come in on the non-emergency number and these have to be answered by his staff.

Prosecutorial Assistant Shane Riley commented that the crime statistics may not be accurate in terms of the type of crimes because of their ensuing investigation. It was noted that there may be discussion on how to "sift" through the crimes reported to get an accurate number and classification.

Finance Director asked that the employee numbers be revisited because of the number of employees listed (134) is not reflected in the biweekly payroll. The definition of part-time and full-time employees needs to be that used by Knox County.

Jail Administrator John Hinkley commented that there was no reference to the area of covered by the sheriff's patrol in terms of the actual miles.

D.A. Geoff Rushlau commented that while the total figure for the crime rate is probably valid, there is the question of the breakdown and what was used for the criteria. These figures may not be accurate because the definition or classification of the crime.

Sheriff Dennison commented that the jail's budget is controlled by the state. The jail has to abide by state mandates, but the county still owns it and is responsible for it.

- A motion was made by Commissioner Roger Moody to authorize the MRI to proceed to Phase II of the Organizational Study. The motion was seconded by Commissioner Richard Parent. A vote was taken with all in favor.

County Administrator Andrew Hart said he appreciated the department heads being present at today's meeting to ask questions. He suggested developing a timeline for meetings to hear the findings of the report. Several meeting dates in September were considered. The department heads need to know if their department is being considered for restructuring and possibly have the opportunity to discuss their options. The commissioners have the final termination on the recommendations.

2. Act on Approval to Purchase and Install a Flagpole at the Airport (taken out of order).

Airport Manager Jeff Northgraves explained that he was asked several years ago to have a flagpole erected at the airport. He reported that he had approximately \$1,500.00 allocated for the purchase of a flagpole, but it was estimated that the cost would be closer to \$4,500.00. The decision was made to wait until the terminal building project commenced to see if the flagpole would be covered under the Airport Improvement Plan (AIP). It is not AIP eligible. Stantec offered to contribute to the total cost of the flagpole and its installation, which is estimated to be \$8,500.00. Mr. Northgraves reported that some airport equipment needs to be disposed of and he plans to use the proceeds of approximately \$8,000.00 to help pay for the flagpole and its installation. The flagpole will be erected in front of the terminal building as recommended by the airport advisory committee.

- A motion was made by Commissioner Richard Parent to approve the purchase and installation of a flagpole at the airport. The motion was seconded by Commissioner Roger Moody. A vote was taken with all in favor.

3. Act on Approval to Award the Essential Air Service Contract to Cape Air (taken out of order).

Airport Manager Jeff Northgraves explained the RFP for the Essential Air Service (EAS) was put out on June 24, 2010. Cape Air was the only bidder and was requesting a contract for four years as opposed to the former contract of two years. Mr. Northgraves recommended a four-year contract.

City of Augusta officials discussed their contract for EAS at a recent meeting. It was a lengthy discussion. The key point was keeping the service to Boston. Support for the EAS contract to stay with Colgan Air came in part from the three firefighters hired by the Augusta Airport. The final vote was to contract with Cape Air for their EAS.

Commissioner Anne Beebe-Center asked what the impact of this decision was to Knox County. Airport Manager Jeff Northgraves responded that the impact was three-fold. The first was a negative impact in that much of the increase in the number of passengers was because some people that normally fly out of Augusta drove to Owls Head to travel by Cape Air because of the cheaper fares. These passengers will probably return to flying out of Augusta. The two positive impacts have to do with Cape Air serving both airports because if there are any problems like fog, it is easy to drive to the other airport and fly out of there. Cape Air has \$4,500.00 allocated to each airport for marketing. Augusta has just received a grant in the amount of \$120,000.00 for public relations and is willing to share this with the Knox County's airport. This makes for a regional approach to marketing with real economic advantages.

- A motion was made by Commissioner Roger Moody to award the Essential Air Service Contract to Cape Air for the next four years. The motion was seconded by Commissioner Richard Parent. A vote was taken with all in favor.

Copies of letter of support were signed by the commissioners.

4. Act on Approval to Award the Brick Replacement Project Bid (taken out of order).

County Administrator Andrew Hart explained that he had discussed this item at the August 10th meeting under "Other Business". Much of the paper copy of Richard Curtis' report was read at that meeting and was included in the minutes. A PowerPoint presentation was developed on the report and shown at the budget committee meeting. The PowerPoint presentation was also shown, in part only due to technical problems, at this meeting.

- A motion was made by Commissioner Roger Moody to award the Brick Replacement Project to the Penobscot Company in the amount of \$69,245.00. The motion was seconded by Commissioner Richard Parent. A vote was taken with all in favor.

5. Act on Approval of the Appointment to the Knox County Budget Committee (taken out of order).

County Administrator Andrew Hart explained that there has been one vacancy on the Knox County Budget Committee, which is the other representative from the City of Rockland. The City of Rockland submitted the name of Tina Plummer to fill the vacancy. The budget committee approved the nomination of Tina Plummer. The appointment needs to be approved by the commissioners.

- A motion was made by Commissioner Roger Moody to confirm the appointment of Tina Plummer to the Knox County Budget Committee as the other representative for the City of Rockland. The motion was seconded by Commissioner Richard Parent. A vote was taken with all in favor.

6. Act on Approval of the Intergovernmental Contract to Establish the Maine County Corrections Trust Account Agreement.

Commissioner Roger Moody explained that this was a way for any monies gained by the efficient operations of county jails to be put away for future use in maintaining the jails. Currently, the Board of Corrections gets the entire fund balance and therefore there is no incentive to save money. This agreement would unite the counties and allow them to keep a portion of the jail surplus. The

initiative is supported by the Sheriff's Association. Maine County Commissioners Association (MCCA) recommends approving the agreement.

- A motion was made by Commissioner Roger Moody to approve the Intergovernmental Contract to establish the Maine County Corrections Trust Account Agreement. The motion was seconded by Commissioner Richard Parent. A vote was taken with all in favor.

The sheriff commented that this is a wise choice.

7. Act to Approve and Sign an Amendment to the Collective Bargaining Agreement Between the County of Knox and AFSCME Council 93 for Article 9 Section 2 – Computation of Overtime. This section of the union contract has been negotiated and the amendment has been agreed to by both management and union representatives. The amended language clarifies the computation of overtime in the existing contract. This amendment, if approved, will take effect with the payroll dated September 24, 2010.

- A motion was made by Commissioner Richard Parent to approve the amendment to the union contract. The motion was seconded by Commissioner Roger Moody. A vote was taken with all in favor.

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

The executive session convened at 12:01 p.m.

- A motion was made by Commissioner Roger Moody to come out of executive session. The motion was seconded by Commissioner Richard Parent. A vote was taken with all in favor.

The executive session concluded at 12:24 p.m.

IV. Adjourn

Commissioner Anne Beebe-Center asked for a motion to 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 12:25 p.m.

Respectfully submitted,

Constance W. Johanson
Executive Assistant

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