

**GOVERNMENT OPERATIONS, PERSONNEL, HOUSING
& CONSUMER PROTECTION COMMITTEE
OF THE
SUFFOLK COUNTY LEGISLATURE
MINUTES**

A meeting of the Government Operations, Personnel, Housing & Consumer Protection Committee of the Suffolk County Legislature was held in the Rose Y. Caracappa Legislative Auditorium of the William H. Rogers Legislature Building, 725 Veterans Memorial Highway, Smithtown, New York on April 18, 2013.

MEMBERS PRESENT:

Leg. Robert Calarco, Chairman
Leg. William Spencer, Vice Chair
Leg. Kate M. Browning
Leg. Thomas Cilmi
Leg. John M. Kennedy, Jr.
Leg. Ricardo Montano

ALSO IN ATTENDANCE:

Leg. DuWayne Gregory, 15th Legislative District
George M. Nolan, Counsel to the Legislature
Sarah Simpson, Assistant Counsel to the Legislature
Renee Ortiz, Chief Deputy Clerk of the Legislature
Bennie Pernice, Budget Review Office
Laura Halloran, Budget Review Office
Tom Melito, Deputy County Executive for Performance Management
Robert Meguin, Commissioner/Consumer Affairs
Tom Vaughn, County Executive Assistant III
Marie Berkoski, Aide to County Executive
Charles Gardiner
Chris DeLuca, Aide to Leg. Cilmi
Paul Perillie, Aide to Leg. Gregory
Lora Gellerstein, Aide to Leg. Spencer
Amy Keyes, Aide to Leg. Calarco
Bob Martinez, Aide to Leg. Montano
Rajiv Wright
Arthur Sanchez, DSPBA
Michael Pitcher, Aide to Presiding Officer
Paul Caplan
And all other interested parties

MINUTES TAKEN BY:

Diana Flesher, Court Stenographer

MINUTES TRANSCRIBED BY:

Denise Weaver, Legislative Aide

(*THE MEETING WAS CALLED TO ORDER AT 12:35 PM*)

CHAIRMAN CALARCO:

Can we have all Legislators to the horseshoe, please. Welcome to the Government Operations, Personnel, Housing and Consumer Protection Committee. We're going to get started with the Pledge of Allegiance led by Legislator Cilmi.

SALUTATION

Okay. I do not have any cards at this time. Is there anybody in the audience who'd like to address the Committee in the Public Portion? Seeing none, we're going to move right into our presentations. We invited Deputy County Executive Tom Melito of Performance Management to come and give us an update on all of the things that Performance Management has been doing over the last year to save us money. So, Tom, whenever you are ready.

MR. MELITO:

Okay. So, I have to keep talking into this. Right? It's hard for me to stand still.

CHAIRMAN CALARCO:

Tom, do you want to sit at the table or is it better -- you prefer standing?

MR. MELITO:

So I can see the screen.

CHAIRMAN CALARCO:

Tom likes the motion a lot, so.

MR. MELITO:

(Laughter) So, at any rate, thank you so much for the opportunity to come back and address this Committee. I would -- there's a lot of material that I really tried to cut down so I'm going to ask that we try to hold questions 'til the end. I would be able to stay here, you know, as long as you want to ask questions and we'll answer them.

Performance Management, as you know, has been tasked with improving the operations of Suffolk County while developing cost-saving opportunities and generating new sources of revenue. I guess it was about one year and one month ago we began our work in Suffolk County. And I'd like to give you an overview of our year-to-date and our vision of our second year and where it is we see ourselves going with this -- with this group.

You know, I had a really hard time putting this presentation together because there's so much material and there's so much that we've gone through over this first year. But what we've done is erred on the side of caution and we've taken out a lot of material, as whenever you're putting a good show together, most of the -- a lot of material ends up on the cutting room floor. So, if there's anything we didn't cover that you'd like to cover, we can come back and talk about that later; or if you want to get into more detail in it about any particular topic, we can do that as well.

So, as I've stated before, and I'm just going to reiterate very quickly, Performance Management has a very clearly defined mission, which is to make Suffolk County government accessible, constituent-friendly operation that delivers cost effective, high quality and timely services using transparent outcome driven measures that compel accountability and maximize efficiency. We will continue to introduce, develop and implement data-driven decision-making, rethinking and reframing of operating assumptions and evaluating and improving our government services. Ultimately we will use data-driven decision analysis and we're going to talk a lot about that today during the presentation to help reconfigure roles, streamline operations and identify innovations for

our service provision.

And, finally, we seek to provide organizational management and training platforms necessary for success. And we're going to use technology a lot as a catalyst to promote efficiencies, communication and accessibility. Our understanding of the complexity of the Suffolk County organization has grown and will continue to grow as we move forward in this endeavor. Operations and management meetings obviously have been held with many departments and interviews with a myriad of employees have taken place and will continue to take place.

Now, this Committee has long been interested and supportive of Performance Management's goals and objectives and we appreciate that. A year into this joint venture, I'm pleased to report numerous accomplishments. My colleagues on the Legislature, what follows now is really a snapshot of just selected performance management initiatives and accomplishments.

So what I'd like to do is start with revenue maximization. Now, we spoke about this a little bit last year. Our goal is to identify incremental revenue resources for Suffolk County by maximizing New York State reimbursements. Now, last year when we spoke, I spoke in more theoretical terms, but now I'm pleased to share that we've actually accomplished some of the goals that I outlined for us last year. So, working with the Police Department, the District Attorney's Office and the Department of Social Services, we've developed a Memoranda Of Understanding related to work on Child Protective Services. So we've identified reimbursable expenses that heretofore went undiscovered and we're now in the process of receiving \$6 million of New York State reimbursements for the years of 2010, 2011 and 2012.

In addition, these expenses will be claimed on an ongoing basis and result in revenue of approximately \$1.8 million a year into perpetuity. We've created a tracking system to monitor the various activities as necessary between the departments working with DSS cases -- Medicaid cases -- so that we can then go forward on an ongoing basis, put these expenses in for reimbursement.

A second revenue maximization project recently completed also relates to work in the Department of Social Services. We in DSS reassessed the workers who were handling the Fair Hearing claims and determined that most of the work being performed was for the Medicaid program, which as we know, we're 100% reimbursed. We changed the billing procedure in July of 2012 with a financial impact of about \$300,000 and for 2013 and forward we expect the revenue increase to be almost \$700,000 a year.

We have several other potential revenue maximization projects underway that include reassigning fleet from DPW to DSS for reimbursement purposes and to reduce mileage reimbursement to field workers who are currently using personal vehicles. Additionally, we're looking at possibly claiming reimbursement for Medicaid for the Office of Aging staff member that spends a lot of time working on the Medicaid applications.

We also talked last time about the idea of consolidations. I think we've spoken a couple of times during the course of the year about those. One of those projects was to combine the Department of Consumer Affairs and Labor into the Department of Labor, Licensing and Consumer Affairs. This merger is assuring that regulatory environment is fair and consistent. This more effective operation over time will result in protection for the public and legitimate business owners during a time particularly when many of our constituents are dealing with recovery from Sandy.

At the same time the consolidation's resulting in merged financed units, personnel, strengthening grant development and making sure that resources are bolstered and available to our Suffolk County residents. We're using business intelligence tools, which again, we're going to talk a lot about this morning or this afternoon (inaudible) for the purpose of understanding the performance level for the various activities associated with those tasks. For example, how long does it take to approve a

license or resolve a complaint? How long does that compare to previous years? Knowing more about this data will allow management to best determine where changes can be most effective as well as provide the ability to measure the impact on performance after the improvements have been made. This way we have a benchmark. Once we have the tools in place, we can see changes that we've made and then we can track directly changes resulting from those procedural changes.

We've also identified in that same arena uncollected fines associated with Consumer Affairs violations. These are now going to be pursued by civil action by our County Attorney's Office; The ability to look at this previously untouched data, again, simply resulting from us going in and starting to take a look at what data exist and putting some simple tools to it. We're in the process of developing a new system to alert the County Attorney's Office when uncollected fines exceed the time allotted for payment. And so they'll have access to this information -- the County Attorney's Office will have access to this information on their desktops, which will be refreshable on a day-to-day basis. So that's information they simply didn't have before. Oh, okay, I didn't get there yet.

Another related action was the transfer of Risk Management to the County Attorney's Office. In particular, we engaged in a review -- we are engaged in a review of the financial and operational issues facing the Workers' Compensation Program and have developed a work plan to do that.

And I just brought along a sample slide of the work plan that we're using. They just give you a sense of to what level of detail we are going into to deal with it. And to be honest with you, I can't see it from here. I didn't count on that. But we've broken our main categories of tasks into major -- groupings on the left-hand side, which includes looking at our SOP's, procedural updates in various areas. We also are looking at RFP's, so this tracks what RFP's have been issued, what the status is, when they decided. And then those will go into the reporting matrix once we get those decided upon and we'll track the progress of those.

We're working on the 207-c's and {non} 207-c procedures. We're looking to bring in -- oh, great, thank you. Much better. And so we're looking to do that. We're working with the police department on a revised MedScope process for the 207-c controversion. We're establishing a Performance Measures Report, which we have in the early stages. We'll talk a little bit about that in a minute and -- etcetera. So, I just wanted to give you guys a sense on the right-hand side the color on the charts, yellow means it's -- okay, where are we -- yellow means it's completed. Green it's in process and we're on schedule. And the blue is we have to take a look at it. So, that's basically what it is. That's our plan. And then as we go along we update that on a day-to-day basis.

Another noteworthy accomplishment is the federated model of IT, which I will speak to you in greater detail in a second or two. And I just want to note that all work related to consolidation requires continual management, support and analysis. The physical consolidation and service consolidations are only one step of the process, quite frankly. And in order to garner positive outcomes, we have to work with staff and we have to understand how these units are being combined, what the important measures are of success and then work with them to develop and inculcate that whole idea, *this is how we operate, this is what we're trying to accomplish, are we accomplishing those things, what data do we need to measure that.*

I just wanted to note that we're also working with a strategic sourcing company to analyze opportunities to optimize revenue across a number of categories. And each one of those categories represents one or two separate projects. We're looking at energy savings, IT infrastructure optimization, software licensing, print optimization, telecom optimization, utility audits. We right now going through billing reports from history of three years back to make sure that what we were supposed to be paying we have been paying and not anything more. And if we're due refunds, we're getting those back. Accounts payable, accounts receivable and recycling. We meet weekly with this firm with their project management people and we update every particular project, refocus it to the

extent that it's necessary and continue on, but that's an ongoing process that has a lot of issues associated with it.

One other thing I wanted to mention, the last time we spoke, we spoke about the Red Light Safety -- Public Safety Program, which has been obviously designed per legislation to prevent T-bone accidents and promote public safety in general. The public safety contract renegotiation is an example of an area where our group, Performance Management, concentrated our own data-driven decision-making procedures to evaluate the existing contract. And as a result of studying and negotiating amendments, we, in conjunction with the County Attorney's Office, and DPW engineers who were working directly on the projects since its inception, executed a contract, which was completed in December of 2012 to optimize revenue by increasing the County share among other things. The improved contract includes a better split of revenue, development of a more functioning, delinquent receipt procedure, and movement of cameras, a more readily movement of cameras based on performance, which is key to making the -- the program successful.

We're in the process now of relocating ten cameras, which should be done by the end of May. Relocations will allow us also to obviously change driver behavior and improve the safety of our roadways. Currently over 130 intersections have actually been fully evaluated and analyzed to determine whether or not they are appropriate for new locations and 120 others are in the process of being evaluated for feasibility. And that process is very time consuming, it's very technical. It really requires a lot of analysis, intersections that people think, you know, *Jesus, this one's a -- definitely, we need to do it here.* When you actually sit down and look at the data and evaluate over a period of 30 days or more, you sometimes are very surprised by what you see. So it's a very time consuming process, but we're moving forward on that. Twenty-six locations are in the final design phase as we speak and we're scheduled to have red light cameras at all 100 intersections by the end of 2013.

We are also pleased to say that -- well, it's already been said, but we're pleased to reiterate that the TPVA opened successfully on April 1st. Our efforts involved, from a Performance Management point of view, identifying the physical resource requirements, analyzing the capital outlay assessments and technology needs. We conducted an extensive RFP process in a number of areas. We performed staffing analysis. We developed operating promo calls in conjunction with the new team in the TPVA and met weekly with stakeholders, which included the Sheriff's Department, all the various public safety departments, the courts, people and the people in New York State as well. We researched and met with other TPVA's in other municipalities. We developed a final project, which is housed in the -- in Operational, as you know, in the Dennison Building today.

This gargantuan task in some ways represents only the beginning, though, of our performance management involvement in the world of traffic violations. Using business intelligent tools, we will facilitate the use of key performance indicators within the TPVA and the Red Light Public Safety programs as well. Data into -- entered into the operational system will be pushed into a data warehouse housed and then dashboard views of the KPIs will be created and made available. All data will be available online and in realtime and analyzed online versus the traditional way of putting together reports or separate spreadsheets.

We have met with Paul Margiotta and Chelley Gordon and have begun to develop the KPIs that specifically best inform their practices. For example, we're looking at KPIs that measure revenue, processing and waiting times for constituents. The number of individuals who enter the TPVA versus how many actually complete a transaction in that particular day, as well as the frequency of various moving violations, which will help us better concentrate actual public safety efforts.

On the inventory management side, we've identified department by department lists of storage facilities and have been sending members of our team out to identify excess inventory. This is

another area that we discussed last time. Additionally, we are now working to present inventory management and sourcing options for maintenance, repair and operations-related expenses. We are currently piloting two -- what they call, Just-In-Time, ordering programs that allow County workers to have needed supplies without having to stock inordinate amounts of inventory. The Just-In-Time is a process by which something is ordered and received within a 24-hour period.

We're also undergoing analysis of purchase history and trying to wrap our arms around the current spend by category, which will ultimately result in changes to SOPs. One of the, you know, tasks that we're doing, you know, as we're going along and looking into how things operate is we're finding out what data is available versus what data is not readily available. And so we're working on that and actually trying to change some of the reports that are already delivered and developed so that we can have information then that would say, *this is the -- way, we're going to go do it later on*. So, I'll have more to talk about that later on in the year.

We're using data-decision driven-making as we meet monthly with the County Attorney to identify and implement policy changes and reduce costs related to the storage and transfer of vehicles. Goals of this venture include obviously disposal of the vehicles under impound that have been there for more than three years versus for a -- per a civil violation and policy development for proceedings to reduce retention and increased use of interlock devices as alternatives to retention. So how do we not only get rid of cars we have, how do take in less cars and still meet the mandates of the laws and the public safety?

Performance Management has developed KPIs in conjunction with the County Attorney's Office and we're monitoring the effectiveness of these newly developed procedures on a week-to-week, month-to-month basis. For example, we're looking at the number of vehicles disposed on a monthly basis and the means by which they were disposed: Either scrapped, released to owner, released to owner with conditions such as an interlock device, etcetera. We are looking at monies generated and the means by which money was generated either through towing fees, storage fees, auctions as well.

We're also working with the Department of Probation. We've been meeting regularly with the Probation Department to help identify areas of needed support. Some recent improvements include the development of judicial outreach strategy and meetings with local judges to strengthen Probation's relationship with the courts. We are also building a relationship with New York State in which we're looking to leverage their resources to promote introduction of best practices as well. New York State has come down a couple of times already. They are very interested in working with us and they feel that we've had a good department over the years and they'd like to help us get it to that next level. So we're developing a very strong relationship with that and that's going to very helpful, we believe, over time. There's just -- other municipalities have been underway for a while to learn best practice from other programs that are operating in the region. And we're working with Probation on a number of issues, which includes grants and contracts management and investigating technology-related opportunities that gives them the ability to make better decisions as well.

So before I begin to discuss our vision for this upcoming year, I just wanted to make an important point. The County Executive has made clear that the need for departments -- that there is a need for departments, for all of us, quite frankly, to do more with less. Performance Management is not exempt from that mandate, and as such, as you probably know, is made up largely of people in existing titles who take on additional responsibilities for the benefit of the County.

Our team consists of only two full-time individuals and that's, Rebecca Sanin, and -- and me. We have team members who are embedded in other departments and engaged in performance management projects obviously within their departments and to the extent that we have time on a Countywide basis. And I'd just like to introduce them, although I'm sure most of you all know them: Don Rodgers, the Commissioner of Technology; John O'Neill, Acting Commissioner of DSS; Errol

Toulon, Assistant Deputy County Executive of Public Safety; Barry Paul, Deputy Commissioner of Health; Vinny Falkowski, Chief Deputy Commissioner of DPW; Phil Berdolt, Deputy Commissioner of DPW; and Scott Mastellon, Assistant Deputy Commissioner of the Police Department. And Phyllis Seidman is also here with us from the County Attorney's Office.

So as you can imagine and understand each one of our part-time team members have substantial and significant responsibilities within their own departments, yet, have worked vigorously during the first year to advance the accomplishments I spent the beginning of this presentation discussing. I applaud and enjoy working with this team.

So I'd also like to gently remind the Legislature that in addition to these departmental responsibilities, Performance Management staff has also been active in the various interim and 2013 budget processes and layoff mitigation efforts. We've also been involved in the Capital Budgeting process as well as Hurricane Sandy response and recovery. And despite the exorbitant amount of time spent on these important external issues, Performance Management has striven to fulfill the mission as described earlier in the presentation.

So now, to our vision for 2013: I'm pleased to present our vision -- and a number of projects are already underway that are consistent with that vision. Our vision was developed with the benefit of our first year's experience with learning about the County and its employees, what the issues are with the County, and what needs the employees have in order to meet their mandates. A resulting goal as part of our vision for 2013 is to introduce more technology-based solutions like business intelligence. These are tools that turn data -- raw data, numbers, materials and information and turn it into information and provide a framework for slicing and dicing data in ways not heretofore possible. By doing this, it creates the context for conversations that we've never had before because we haven't had the ability to look at what it is we're doing in those same exact ways. So it really opens up a new world.

When you first go to -- to law school, for example, it's really about learning a new language, the language of the law. And once you are there for about three or four months, you start having conversations in classes that you never would have had four months ago because you didn't have the vernacular to do so and you didn't have the words to describe the things that you were talking about. It's really kind of the same thing with this. So sophisticated business intelligent tools are critical for implementing true performance management systems.

So I'd like to start this discussion by talking about the current state of technology in Suffolk County and where we are going. As you know, we spent much time last year evaluating our technology based infrastructure and data usage with an eye for leveraging existing tools and judiciously making decisions regarding the acquisition of new tools. Our research shows that the current system was fractured, uncoordinated and somewhat inefficient. We implemented the federated model in January following a lengthy analysis and planning process to enable coordination for planning, purchasing and policy development. This is already resulting in a quickening pace of knowledge transfer while also helping to uncover many potential technological synergies amongst a larger organization.

Some of the immediate operational gains of the new federated model, in addition to cost savings, are to include focusing on mainframe replacement to ensure uninterrupted service of integral County functions, elimination of duplicate purchases and maintenance contracts, more focused in-house program development, better coordination of our capital projects and improve data and system security in general.

For example, Performance Management Federated I-team worked with the Health Department executive staff and reviewed significant operational issues being experienced with the health center electronic medical records system. In response to these issues, the County IT team developed and implemented a corrective action plan that focused on improving the stability and responsiveness of

that system and it has since been running with speed and stability. The new level of dependability is obviously a contributing factor to improved health center operations. With the aid of this approach, we're now leveraging technology, reducing costs and working to eliminate the silo-based mentality that typically permeates County or any other government. By introducing coordinated environment -- by introducing a coordinated environment Countywide, Performance Management will be able to increase the County's return on investments while advancing its presence as an accessible, available and information-rich public organization.

Use of technology will be the cornerstone for many performance management initiatives including data-driven decision-making, use of performance metrics and information sharing and analysis. As described in a recent article in *McKinsey Quarterly*, which is a magazine that comes out, obviously every quarter about projects that *McKinsey* is working on, and I quote, "IT can be exploited as an effective change agent not only to convert a patchwork of silo-based activities into an integrated whole, but also to improve governance through a common framework of performance measures." Unquote.

So, what I'd like to do is show you some examples of some of the early stages of our business intelligence efforts. And I have a couple of slides to -- to go through with you. So these will be what we'll call our sample dashboards. So again, I can't quite see too well from here but -- can you see it?

LEG. MONTANO:

Not me.

MR. MELITO:

All right, so. We can --

LEG. KENNEDY:

First recommendation: Visualization.

MR. MELITO:

All right. So, we'll have to get bigger ones for the next time. I apologize.

LEG. MONTANO:

Is there a handout?

MR. MELITO:

I don't, but I can get handouts of the whole presentation. So -- but basically what this shows is, I'll just tell you what it's telling us, I really didn't want to go through the data itself because this is one snapshot out of what it is we're doing with the public health inspections area. But I just wanted to show you what we have. It shows various activities by employee for various inspection types. And there are numbers on there. 10, 11, 12 and 14 are types of inspections. So we're tracking the days worked, travel days, travel days by staff, office time per staff, day breaks, down typical daily work -- and breaking it down into typical daily work activities. The little colored things that you can see up -- I'm sorry -- I got to stay here. The little colored icons that you see are basically performance indicator standards.

So, if it's a green dot next to it, it means it's within the standard. If it's a yellow dot, it's in danger of going below standard. If it's a red dot, it is below standard. The point of the slide rather than getting into the detailed information in it is to show you that these are the kinds of dashboards that we're now starting to use -- in this particular case in the public health protection inspection area -- that provides the kind of information that they can then make decisions on where process improvements are needed, how we reallocate staff, whether or not particular staff are performing up to the standards, etcetera. And the beauty of this, you can look at it for 2012, 2013. You could

evaluate by year. You can view data, you know, by 2010 obviously. You can look at it by quarter. You can come down and look at it by weekday. So you can slice it all every which way that you can.

In addition, you can transfer data -- pull data that's in there and view it graphically with bar charts, bar graphs. And, in this case, what we're doing is we're showing all of the individual activities that were showing on the prior graph, we're showing these in a macro-consolidated format on a monthly -- month to month basis so that you can see the breakout of how much activity is happening in each inspection type.

So it's just an example of what we're implementing in some -- some of the departments. And I'm going to talk a little bit more about some of the others.

We've introduced these tools to -- into several departments, which will ultimately lead, as we go on, to more standardized reporting in each department. Our goal is to have these types of reports rollup into departmental -- department-wide reports and then reports that we can all take a look at. We can have dashboards on our desks and that can, you know, at a glance, the idea of a dashboard is you can get a sense of what's happening today, what happened yesterday and where are we going. So that's what the ultimate goal is.

I'd like to share with you some examples of what we've already initiated, particularly in these times of reduced manpower in some of the other departments. As I mentioned, we're using it in Public Health Protection. Similar tools have been used in Risk Management to improve the analyst's ability to review the data. I didn't show you those on the work plan, but we've actually created other dashboards for them and we're in the process of updating those as well. It includes connecting data sets from various different places. And you pull data that heretofore was in separate systems. You could pull that into one central database and then you can create reports by combining all of that data together and then having the data actually interact with the data that's in that report, which up to this point has not been able to have been done.

Similarly, we anticipate that expanded business intelligence tools will be vital to facilitate the use of KPIs, as I've said, within the TPVA and the Red Light Safety Programs. These tools will also help assist the Asset Forfeiture Program, which we're taking a look at now to better understand trends and help shape the policy decisions aimed at reducing inventory. And with these tools, as I had mentioned, we're making workflow improvements while identifying minimum staffing levels based upon current and projected workloads.

Data that's in these, as I said, pulling data from various places, putting it in one central database, you can also view these things from a geographic point of view as well. And so we've just done very simple combining of data sets with geographic issues. And then you can see, you know, amongst other things, where the geographic dispersion of whatever it is that we're looking at takes place.

So the efforts I've just described are part of the overall Countywide approach to business intelligence and represent really only the first steps in the direction of data-driven decision-making. This process will expand over the course of the coming year, I assure you, as is a key part of our policy directives for this year.

So recognizing our County employees as human capital, the process of advancing the tools has been one that's already included regular meetings with technology staff, commissioners, department leadership and the County Executive. Performance Management, having learned the principles, learned of the examples of LEAN principles utilized in numerous governments and organizations around the country, we recognize that information technology has to be a major source in driving these improvements. Technology is the one area that pretty much spreads through all of the silos that we have in government.

Again, last year we spoke about how we do so many different things. And the idea of sticking

through the knitting is really not valid when you work in government, because by definition we're doing things that people wouldn't normally do to make a living and to make money. So by the one thread that goes through it, and this has become very apparent us to over the course of this first year, is technology. Everybody uses it. Everybody needs it. And to the extent that we can use it to infiltrate the idea of sharing data, thinking about data and data-driven decision-making, that will definitely take a big step towards uniting us as one organization, which is the direction we really need to go in.

And our goal is to create one single open operating environment where employees work together to share resources, as we've talked about in the past, where we share resources for the accomplishment of common goals rather than one where we compete for resources to accomplish individual goals.

In terms of 2013, one of our main goals will be the acquisition and use of a Microsoft enterprise license. The enterprise license will provide a standardized platform of technology tools that will increase the capability of our staff, particularly mindful of the fact that we have a greatly reduced workforce. And that's something that we've talked about in the past as well. A resolution speaking to this will be filed for your review very shortly.

Another Performance Management initiative in 2013 will be process improvement. The goal of this process is Performance Management team to continue our work with department heads to understand their environments and to better support the managing, directing and evaluating of their individual operations. We can expand these capabilities by providing a reporting tool to enable policy determinations as we've just discussed. While the business intelligent tools just discussed are a vital component, we will also be working to review and potentially revise current priorities, goals and objectives. And we've been having lots of discussions with department -- not only department heads, but the next level down, department management, to talk about what their issues are, what their problems are, where they think they need help and that's an ongoing dialogue that we will continue to do over the course of year. And, again, as we're here longer, we're learning more about what the needs are and what people's capabilities are, what systems capabilities are and we'll be moving that forward.

By focusing the tools on management we plan to address the organizational inertia and improve day-to-day process of government decision-making. Using data analysis and more open communication, we hope to continue to explore roles, streamline operations and identify innovations. We will be working to help Suffolk County departments by providing an assessment of training needs and developing the platforms necessary to do that training. You know, we've talked in the past as well, and in my experience one of the biggest rewards we can give our employees in the public sector, where we can't reward them with money directly or promotions directly, is to provide additional training that they need to help make them more productive and make -- and more closely link the accomplishment of our mission with their efforts. So we -- that is definitely a priority that we have.

There are some other additional initiatives that are underway. Again, this is just a snapshot; it's not an exhaustive list. We're continuing to do organizational reviews and analysis of SOPs to determine how best to streamline activities in a multiplicity of areas such as purchasing, contracting with outside agencies and moving initiatives. We are currently evaluating products for constituent response operations for Suffolk County to improve the intake tracking and reporting of constituent data with the goal of ultimately creating some form of 311 system that actually captures actual realtime data on what constituents are asking for and what -- and how our ability to respond to them is.

We think over time it's an area that we'll need to talk about in the future. There might be some way to link some of the 311 activity with some of the other call taking going on around the County like

852-COPS, for example. And we think that, you know, we want to take a much more holistic approach at how people communicate with Suffolk County, in what areas and what we can do to centralize that and facilitate the -- giving being back to them of service, number one; and accurate information in all those areas, number two.

We are looking at multiple opportunities to share services with other municipalities. We are driven by technology. We're currently developing a GIS Countywide strategic plan to help align our GIS services with the County's needs, but ultimately also being able to provide those services to municipalities, other Towns and Villages as well. There's definitely a great amount of interest on the other municipality side to have that type of capability.

We are also looking at other opportunities. We're spearheading a number of projects from the ground up that include the restacking of the Dennison Building to use the resources that we have there to best advantage. We met -- I think it was last Friday -- with Brookhaven Town supervisor and we're looking at the use of space at Brookhaven Town Hall that might enable us to liquidate some assets here that might be cost beneficial to the County. We're going to take a look at that. We haven't done it yet. Use of Bethpage ballpark for Countywide events, how we can maximize the use of that asset. We will be working -- we've actually begun, but we'll be getting started with much more urgency, in the development of a Taxi and Limousine Commission, which as we all know will help protect consumers in industry.

We just started working on an All Hazards Mitigation Plan in the public safety arena that will protect County workers should an active shooter, bomb threat or other dangerous event occur. This is an important initiative because it involves the knowledge, actions and coordination of many County employees and resources to ensure that there's sufficient planning should an incident occur that we're prepared to deal with that. And as always, additional special projects arise on my desk on a day-to-day basis from the County Executive. Just had to throw that in.

So finally, the point, I guess, I'm trying to get across with this presentation is that Performance Management is really a process. It's not a discreet end. It's a -- it involves continuing evolution while setting short and longer term goals and building on the successes we've had at the early onset and experiences that we've developed.

I would be glad to answer any questions about any of this information that we've talked about. I look forward to the day, quite frankly, when management, human capital and data-driven decision-making are all revered as established methods of operating in Suffolk County. Thank you.

CHAIRMAN CALARCO:

Great. Thank you, Tom. That was very, very thorough and we appreciate it. Do we have any questions? Legislator Cilmi.

LEG. CILMI:

Thank you, Mr. Chairman. Thank you, Tom. I continue to be incredibly intrigued by your presentations. The -- and there was some moments in there that -- that I think were really shining moments. A lot of it -- a lot of it may have been sort of obscured by context. So I'm going to try and avoid getting into tremendous detail here with you, but I'd like to do that with you privately, if that's okay.

MR. MELITO:

Of course.

LEG. CILMI:

But I do have a number of, I guess, general questions, specific questions also, that I think would be beneficial to us. The work that you've done in terms of revenue enhancements sounds -- sounds

great. You talked specifically about CPS and maximizing reimbursable expenses there. You talked about fair hearing claims. Can you talk to us about -- and not in a -- not in a paragraph form, but more in a list form, if you can, can you talk to us about some of the other revenue enhancement projects that you envision taking on this year?

MR. MELITO:

Yeah, actually I had a couple listed here. Maybe I'll refer to -- is John here?

ACTING COMMISSIONER O'NEILL:

Good afternoon. John O'Neill, Acting Commissioner, DSS, Performance Management Team member. Some of the revenue maximization initiatives that we're exploring is there are vehicles that are currently not being utilized 100% that are at a DPW facility, assigned to DPW. We're going to reassign those over to DSS. We have a lot of caseworkers. They travel every day, going on investigating CPS, foster care, APS type cases. And sometimes the number of investigators going out doing research is higher than the number of vehicles we have. And then we incur -- the County incurs travelling reimbursement costs at, I believe, it's 55 and-a-half cents or 54 and-a-half cents per mile. I believe that's the most current rate from the IRS. So, therefore, assigning those vehicles over to DSS not only do we get the benefit of not having to pay that high of a rate, we also get the benefit that we can claim the maintenance on those vehicles as well so we're getting reimbursement on the expenses associated with that fleet.

A second item, we had a discussion in the fall of 2012 with the Department of Aging, they -- they focus on obviously on a set population and they will do some work in terms of Medicaid, taking Medicaid applications, assisting with Medicaid applications so we should be able to, if it's a material amount of time, claim that against Medicaid and have that portion. So if they're working 30% of the time, 30% of their expenses, salary, benefits, supplies, overhead, etcetera, we would be able to claim. So those are two specific examples that I'm looking to enact.

LEG. CILMI:

Anything in the area of, I guess, what would be considered -- considered now Department of Labor, but specifically I'm talking about Consumer -- what was traditionally Consumer Affairs, because I know that some of us have questioned the Department's previous ability to collect on some of the violations that they saw and to investigate some of the violations that they saw. Is that something that's on your radar?

ACTING COMMISSIONER O'NEILL:

Not specifically --

LEG. CILMI:

I see Tom nodding his head feverishly.

ACTING COMMISSIONER O'NEILL:

-- out of my scope. I'll turn it over to Tom at this point.

MR. MELITO:

Yes, actually we're looking at a lot of things. I mentioned in the presentation the outstanding fines that we're looking to collect. We're creating a system with the County Attorney's Office. But we are looking, quite honestly -- I don't have the work plan for you this minute, but we're working on one as we speak to go after other areas with the Weights and Measures and with all of the various activities that we do so we can figure out how we can better allocate those resources to do that. So there are like three or four ideas that we have. And I can certainly come back and talk about those at another time.

LEG. CILMI:

Okay, great. You talked about mergers, you talked about the federated IT initiative and about Labor and Consumer Affairs. At this point in time do you see any other -- any other areas that are ripe for merging?

MR. MELITO:

I'm not prepared to speak today on any of those other things, but we're always looking for those, you know, opportunities and that's one of the opportunities we look for. Did you have something in mind?

LEG. CILMI:

No, but I'd -- I'd be interested if you do have -- if you do envision -- even if you can't share exactly what they are, if you do have ideas that you -- that you foresee is coming to fruition --

MR. MELITO:

Okay.

LEG. CILMI:

-- if you could share those with us, that would be great.

MR. MELITO:

Sure.

LEG. CILMI:

I wanted to talk about -- oh, let me just go quickly to red light cameras. You mentioned that we have, excuse me, 130 locations that have been evaluated and 120 more to be evaluated for the possible placement of red light cameras. And I know, or at least I think we have 50 -- is it 50 intersections presently or 50 cameras presently that we have?

MR. MELITO:

It's 50 intersections.

LEG. CILMI:

Fifty intersections with multiple --

MR. MELITO:

It will increase to 100.

LEG. CILMI:

Which will increase to 100. Okay.

MR. MELITO:

Each intersection has four approaches.

LEG. CILMI:

Okay. So -- and as of now those are all intersections that involve a County road. Correct?

MR. MELITO:

Yes.

LEG. CILMI:

I know we had sent out the RFP. And I guess we got responses back. And it sounds to me like what we've decided as of December of last year is to continue working with the existing vendor who installed the initial phase of cameras.

MR. MELITO:

Yes.

LEG. CILMI:

Did we alter the deal with them at all?

MR. MELITO:

Yes.

LEG. CILMI:

You mentioned something about --

MR. MELITO:

Yeah, significantly. We -- it took several months to renegotiate the whole contract. And it was the fact that we got the 50 additional cameras through the State legislation that allowed us to then go in and take a look at the contract because that was a material change.

LEG. CILMI:

Are you prepared to give us a quick snapshot of what the contract used to look like and what it looks like now?

MR. MELITO:

Well, I can tell you some major areas that we changed, one of which was the split. Before we were averaging well less than 50% in the split that we were getting. And now we're going to maintain way over 50% of the split.

In addition, there was not an active collections process. So I hate to say it, but things that were not paid were not being forcefully collected upon. So we worked with them. The County Attorney's Office did a lot of work in getting, what do you call it, judgements. Phyllis? Default judgements. In getting that process cleared so that we could create default judgements from those who didn't pay those tickets. So, Xerox, the company now developed a process, which they do for other people as -- other municipalities as well, and they are actively working on the collection process. So that is definitely -- those two things are significant improvements.

LEG. CILMI:

Was there a trade-off? Not in terms of the collection process, but in terms of the increased share of the County revenue?

MR. MELITO:

Yes, there's a sliding schedule based on how much work they have to do to actually bring that money in, how many notices they have to send out.

LEG. CILMI:

Right.

MR. MELITO:

Is it paid after the first default notice, etcetera? Those kinds of things, yes.

LEG. CILMI:

So what was our trade-off? Are they still -- do they -- they own all of the cameras. Correct?

MR. MELITO:

Yes.

LEG. CILMI:

And do they still own -- the additional 50 intersections, they'll own those as well?

MR. MELITO:

Yes, that's the --

LEG. CILMI:

And they're required to maintain those locations?

MR. MELITO:

Yes.

LEG. CILMI:

Okay.

MR. MELITO:

Yup. And there was one other thing, when you were talking, I wanted to bring up. Yes. And the other trade-off was extending the length of the contract.

LEG. CILMI:

Okay. And what did we do there?

MR. MELITO:

I think we're up to 60 years, no, six years.

LEG. CILMI:

Six years, okay.

MR. MELITO:

Because they needed a period of time to re -- you know, capitalize the investments that they put into it. That's the way it works.

LEG. CILMI:

And they move the cameras around based on certain information that we provide them or how does that work exactly?

MR. MELITO:

Yes.

LEG. CILMI:

That's true?

MR. MELITO:

The answer is yes.

LEG. CILMI:

Okay.

MR. MELITO:

There are limits, but, yes, that's the way it works.

LEG. CILMI:

Let's talk about performance -- performance management and process -- process management a little bit. You talked about setting -- and there was, I don't know, maybe three or four of them

mixed into your presentation where you've set certain metrics. And in looking at your -- that slide that you had with your dashboard, it looks like you're setting up certain metrics in certain areas.

MR. MELITO:

Yes.

LEG. CILMI:

On that particular slide you had public health inspection protect -- protection -- inspection and protection. Can you, again in list form, tell us about some of the other areas in the County where you've set up specific metrics, i.e. *it should take, you know, X number of man-hours to accomplish this task, X number of dollars to accomplish this task*, whatever -- whatever the metrics are. Just give us a quick list of some of the areas that you've done it, what the metrics are and if we're actively able to review the data that's coming -- coming across --

MR. MELITO:

Right.

LEG. CILMI:

-- you know, relative to what the metrics that we've set.

MR. MELITO:

Right. Well, the departments that we're -- we're just getting started on right now is Risk Management, Public Health Inspections, Consumer Affairs, TPVA. We've just had the discussions and we're starting to work on collecting that data. And the Red Light Camera Program is going to be part of that TPVA thing. So we're really in the very earliest stages. But we are starting to -- to look at that data. I'd say the Public Health Inspections is probably the furthest along because that's the first one we started with about two months ago. And so, yeah, I can't sit here and tell you specifically what decisions they're making with that data at this moment, but yes, they are using that data.

LEG. CILMI:

Okay. So -- so that there's no other area of the County -- and I don't want you to misconstrue this question -- clearly you've done a lot.

MR. MELITO:

Yeah.

LEG. CILMI:

But there's no other area of the County that -- that you've already set up metrics for and people in the departments are actively reviewing performance based on those metrics?

MR. MELITO:

I would say that the two top ones are Risk Management and Public Health Inspections.

LEG. CILMI:

Okay.

MR. MELITO:

Risk Management, we're doing that as well. And, again, this is incipient and it's with the tools that we have. We're going to come back later on, I'm not sure if it's this Committee, probably on the 30th to talk about the Microsoft license agreement that gives us additional business intelligence capabilities that will expedite this process.

LEG. CILMI:

Be --

MR. MELITO:

Yes.

LEG. CILMI:

Because where I'd specifically like to see you focus your efforts in that respect would be in departments that have an impact on economic development, such as the Health Department, such as Department of Public Works. There are processes that go on in each of those departments that can either impede or assist in economic development. And so I would think that those are the areas -- and certainly the other areas are important, but to the extent that those could help us maximize revenue in terms of tax revenue, you know, those are important. So --

MR. MELITO:

Right, 100% in agreement with -- with that.

LEG. CILMI:

Okay. And, I guess, my last question for the moment has to do with the way we deal with our employees. Do we have active protocols in place for performance reviews for our employees? And do we ensure that those reviews are happening if we do have those protocols? Do employees know how well they're doing, where they're doing well, where they're not doing well on a regular basis? Do we do that? And if not, I understand, but is that something that you're looking at?

MR. MELITO:

You opened Pandora's Box. If you have another hour. That was one of my pet areas, quite frankly, is performance reviews.

LEG. CILMI:

I have another hour, but the rest of the Committee doesn't. **(Laughter)**. So if you can just touch on it, and then we can talk again privately.

MR. MELITO:

There are areas throughout the County that do have performance evaluations. In fact, the Health Department is one. The Health Department is actually going through a planning process with an outside consultant for a five-year strategic plan. That is one of the elements that are in there. My -- a goal that I personally have, and we haven't gotten it to the top of the table yet, is to have performance appraisal throughout Suffolk County.

Performance appraisal, I think, is the most misunderstood technique that there is in public -- particularly in public sector. It's pretty much established in the private sector. But in the public sector, you know, it can play such a huge role, in number one, letting people know whether or not they're performing, finding out what their needs are, but also in uniting the organization to the management. It's really about communication. And off-line I'd be happy to go for lunch and talk to you about it. I have significant experience in setting up these programs elsewhere. And I've actually seen them turn an organization from one where everybody's mistrustful and -- and morale is very low, actually have a benefit of increasing morale in the organization.

LEG. CILMI:

So is this something that's by and large been ignored in the past, let's say, prior administrations.

MR. MELITO:

The only thing I can say specifically is that there are places that do do it. It's not --

LEG. CILMI:

But there are places that don't and --

MR. MELITO:

Many places do not. It has not been a priority, quite clearly, for whatever reason. And even for the places that do it, and the, I guess, the Health Department, notwithstanding this, they're actually pretty good, and Barry's over there, and I know what they're doing, even people who use it often don't use it properly. And we just went through this process with New York State with the -- in the school districts with the teachers. Governor Cuomo's plan to do performance appraisal for the teachers, which obviously is controversial for other reasons as well. And the way in which that was introduced into the State education arena was so poorly done. And now I'm talking to compatriot -- compatriots? Where'd I get that from? Talking to people I know who are still on school boards and the implementation of that in those schools, it is -- there's such a wide disparity between how it's being used. It's not a standard process. And that totally reduces the value of the -- of the -- the whole program.

So probably it's kind of like an iceberg. Three quarters of performance appraisal is really stuff you learn before you do performance appraisal. And then the last 25% is the actual appraisal. But I'd be happy to talk to you about that. It's definitely a pet area of mine.

LEG. CILMI:

Okay, so if -- if you could provide to us, I don't know if you have in addition because the -- the PowerPoint slides were -- were few and very basic --

MR. MELITO:

Yes.

LEG. CILMI:

-- As compared to what you actually said. So if you have something that you can share with us of what you actually said, prior to -- if you do, if you don't -- do you? Do you have those remarks prepared in a way that you could share them with us?

MR. MELITO:

I can e-mail them.

LEG. CILMI:

If you could e-mail them to me -- it's just so we don't have to wait for the minutes to be published.

MR. MELITO:

Sure.

LEG. CILMI:

I'd like to have a read and then I'll call you and we can get together and we can get into the weeds a little bit on this stuff.

MR. MELITO:

Absolutely.

LEG. CILMI:

I appreciate your presentation, Tom. Thank you.

MR. MELITO:

Thank you.

CHAIRMAN CALARCO:

Legislator Kennedy.

LEG. KENNEDY:

Thank you and I want to commend you for bringing together the people that you have to try to look at some of these areas. As you know, it seems that there's always a penchant for status quo. And in that, more often than not, you don't get the efficiencies that, you know, can be had sometimes relatively easy when they talk about the low hanging fruit.

Let me -- I want to focus on what you talked about, but I also just want to give a suggestion to you. One, when you talk about the silos of data, for the nine years that I was out in the County Clerk's Office, we labored mightily to try to identify the County Clerk's repository, Real Property and the Treasurer. It is the most natural aggregation of data that one can find. It would lend itself very well to some of the things that Legislator Cilmi talks about with facilitating commerce, particularly the land records industry, any kinds of research. And to their credit, Penny does a great job with the ARIES system, but I always like to try to work with practicals. And I'll tell you yesterday -- no, two days ago, I was on ARIES because I need to write Southland Corporation about a piece of property in my district. Ironically, it was one of those capital project casualties, but we'll get it back. But, in any event, I had to get out of the ARIES system and get with my local town assessor to get the tax bill, which contained the physical address for the land record owner. Now, for any individual who's transacting any kind of query or business, the fact that you need to move to disparate entities even when they're, you know, under own umbrella --

MR. MELITO:

Absolutely.

LEG. KENNEDY:

-- is mind numbing.

MR. MELITO:

Absolutely. You're 100% right.

LEG. KENNEDY:

So, you know, right under the same roof with those three silos, it is as we've all said -- and Pete {Schassler} knows this for sure -- you know, that's the low hanging fruit where you can aggregate them and bundle them up and put them out to the world at large. You're going to absolutely increase your subscription service for it, practicality both in government and outside will be tremendous, and we capture it all already.

MR. MELITO:

Yep.

LEG. KENNEDY:

So, it's not like we have to reinvent. Now I'm going to use it for another example. They are departments out there that are gathering metrics that are the basis to measure. If you can't measure, you can't manage, as you know. In the Clerk's Office every day we assemble the discreet number of transactions that go on, whether it's deeds, mortgages, sats, assignments. And, quite frankly, it was always a good management tool to see how we in Records doing, not only on the basic entry level, but especially as you were grooming them and progressing them up for more complex documents, complex mortgages, consolidations, other types of things. And in some cases we're talking about multimillion dollar transactions.

So, as you go about your, you know, investigatory work, I think you're going to find in some cases groups or departments probably have implemented some types of management techniques. They

may not just have made their way up to, you know, the level on the 12th floor.

MR. MELITO:

Absolutely.

LEG. KENNEDY:

And you're going to encounter them and they are -- I was going to say primitive. I don't even know if they're primitive. I mean, they work. They work, you know, kind of the back of the neck in types of management tools, kind of help you give that day-to-day gage.

MR. MELITO:

Absolutely. I'm with you 100% on that.

LEG. KENNEDY:

Towards what you were talking about with the consolidations. And I don't know if you got a chance to talk to Tom Vaughn about our exchange this morning in Public Safety, but I am 110% behind the notion that we do have to consolidate. My comments this morning were and in many ways we are an exoskeleton of what County government looked like back in the 90s. But yet when you draw down on those lines, there's just nobody in the chairs anymore, you know. And that's where some of the frustration comes from sometimes, I think. We -- it's incumbent on us to go ahead and redefine and actually accurately represent who we are and what we can do and what we can't do anymore.

Towards that end, with Consumer Affairs and Labor, I guess, with you and with Commissioner Chu and Bob Meguin, consolidations are always -- initially they're kind of like a -- a radical or a stark thing. Because you take folks out of a physical environment or you take them out of a -- but ultimately usually they work out pretty well. So the physical movement -- as you know I'm right over there -- I'm eager to see what the next level is going to be. The finances, as a matter of fact, I've seen -- I know Labor, Finance has taken over some of those Consumer Affairs functions, whether it's payroll or what have you, but I'm eager to see what the next level of the integration is. Because, at least for me, as I go up and down the halls, that's not immediately apparent. So I'll be eager to see what that one is.

I think the red light camera stuff, that I need to talk to you about maybe a little bit offline.

MR. MELITO:

Sure.

LEG. KENNEDY:

The -- I don't know if the query to the Towns about placements for this next round of 50 was the most successful. Ask. I can tell you in Smithtown didn't work too well, but that doesn't mean that there's not a need for them. As a matter of fact, I would wholeheartedly support some of the sections in our area, particularly some of the more heavily traveled ones. Terry Road and 347 and places like that where we've had, you know, fatalities and other types of things. I believe them as a management tool or as a tool to change behavior where they're warranted. Interior small intersections, it's just never gonna -- that's -- I would question how they actually got proposed in the first instance.

Back to this morning with Public Safety, in particular -- first of all, thank you for the work that you did with the 911 staffing. Obviously your quick assessment was that it needed to be additionally resourced. Now, I'd ask you to go to the next level. As you know, there is 911 operators in FRES as well as PD. And I'm told there's even a dispatch function of the Sheriff's Department. My constituents could care less where a 911 operator sits or to whom they report; or, quite frankly, what their Civil Service title is. I can't today articulate to you the logic behind an emergency

complaint operator and two other levels, the supervisor and what have you.

MR. MELITO:

Public Safety dispatcher.

LEG. KENNEDY:

Right, right. They are titles that originated probably 40 years ago out of Civil Service. The equipment's changed, the nature of the complaints have changed, the volume has changed. I think that there is probably a real case to be made to look at the justification between the discreet entities, look for a merger there. And a review of the titles and look for something more towards functionality and maybe the possibility of recasting a title.

MR. MELITO:

Completely.

LEG. KENNEDY:

It's got to be done.

MR. MELITO:

Yes.

LEG. KENNEDY:

But when anybody out there in the world dials 911, they just want to know they're going to get the ambulance, the fire truck or whomever.

MR. MELITO:

Absolutely, absolutely.

LEG. KENNEDY:

They could care less about this internal stuff.

The last thing is the Microsoft enterprise license. I mean, I would absolutely, positively say to you, we should have enterprise licenses across the board. And unfortunately I just had that familiarity with what we did, again, I'll go back to the Clerk's Office when we had the -- our imaging and scanning stuff and dealing with the software companies was horrific. And the individual licenses are so expensive that quite frankly they never want to give up when you've reached that delta.

MR. MELITO:

Right.

LEG. KENNEDY:

So as -- as is with Microsoft, I would absolutely encourage you to pursue that with the -- the other pieces of software we use.

MR. MELITO:

Great.

LEG. KENNEDY:

Okay? Thank you.

MR. MELITO:

I will, thank you.

LEG. KENNEDY:

Thank you.

CHAIRMAN CALARCO:

Okay. Legislator Spencer.

LEG. SPENCER:

Thank you. I wanted to ask about the Department of Health since that's under my purview. Last year I know that we were looking at the permit process and the new online system, the portal, allow payments and faster applications. I just was wondering if we could do a separate presentation at the Health Committee? I know that I have received some interest just from developers and things of that sort. Do you have any sort of preliminary numbers in terms of -- has the permit process been shortened by any particular time? I know that there's an average time.

MR. MELITO:

Barry.

LEG. SPENCER:

Oh, excellent.

MR. MELITO:

I was going to say off the top of my head, me no, but, Barry's stepping up, so.

MR. PAUL:

Good afternoon, Barry Paul, Deputy Commissioner of Health Services and Performance Management team. As it relates to wastewater permits, the SST Program has been well received. The backlog time is at four, four and-a-half weeks right now, which is consistent with, you know, what our target was last year. That program was pre-Performance Management Team so we don't try to take any credit for that. That was done pre our establishment.

But the -- that whole portal, as it relates to residential permits, as it relates to commercial permits and plans and as it relates to food plans and reviews, is a big step forward in expediting and putting efficiency in that process. The goal is to provide transparency through -- from the beginning of the process to the end of the process so permittees, applicants, design professionals know where they are in the process by accessing the status terminal.

LEG. SPENCER:

As far as any preliminary results from -- you know, just last year I know when things were kind of going in place, I know it's relatively early, but, you know, have we seen -- as a result of the portal just -- there was an average time. Has that gone down yet? Are we still about the same? I know it's different for -- depending on what you're doing in the Department of Health. Has there been any overall decrease? And --

MR. PAUL:

There has been decrease in the time that the permit and the plan is within County hands. In particular, let me talk about food. Those plans spend a small average time within the County department, maybe within the public health protection area on the order of four to five days. The -- but we always measure the whole backlog in terms of beginning to the end. So our period of time has been significantly reduced because we're getting better data, because we're having pre meetings with applicants. They prepare better data. But we still can't control what happens when we return a plan for the next phase or the next step.

So by continuing through education, by partnering with small business development centers like the one that Stony Brook University runs, we hope to improve the process as well. Let the applicant

know that it's only with us for a certain period of the process, then it's back in a design professional, back on the applicant to help expedite the process. So we're going to be doing outreach and education, really trying to push our -- our webpage out to the whole community so they know and they could see the transparency we're trying to build in.

LEG. SPENCER:

Thank you. That's the most frequent question that I get when I'm out in community meetings, especially when we talk about economic development, it always comes back to the Department of Health when we look at our -- our architects, our developers, our planners, as we interface with our Towns, is really the County Health Department, everything from sewerage to food permits and things of that sort.

And what I'd like to -- to try to do in the Health Committee, and maybe this is just a bit of heads up, is to perhaps have a formal, we invite some of the developers to kind of come out and have a -- just a presentation as to what they could do to improve efficiencies on their side, which I know you're already doing, but I am getting it questioned quite a bit. And so it's just kind of a -- I'll speak with you more.

MR. PAUL:

Sure. We appreciate any outreach, you know, connections we can make. We are really trying to emphasize when a business is either trying to be established in the County, whether they're relocating, whether they're expanding within the County, that they reach out to us and have pre meetings before the paperwork even starts so that we can steer them in the right direction. So the more we get that word out, the more we'd, you know, we'd accept as much help as we can get.

LEG. SPENCER:

Thank you.

CHAIRMAN CALARCO:

Okay. Legislator Browning.

LEG. BROWNING:

Thank you. I'm going to start it out by saying it's a shame you didn't go to John J. Foley at the beginning of this -- last year. Because I think you could certainly have found some inefficiencies. However, one question on that, is, you know, one of the issues has always been the inability to really do proper billing. And I was wondering have you had an opportunity even to -- if we're going to sell it or lease it, don't you think we should be making sure we get our revenue that we're entitled to? And just wondering if you have looked into getting the revenue that we should be getting?

And I have a second question about you mentioned something about RFPs. And I don't know if you could elaborate a little bit more on that. So which question do you want to take first?

MR. MELITO:

I'll take the really easy one first: No, on Foley. We have not been involved with Foley at all.

LEG. BROWNING:

What a shame.

MR. MELITO:

I haven't looked at their billing or anything like that. And the other one, the RFPs, I think -- are you referring to the RFPs I mentioned with regard to TPVA?

LEG. BROWNING:

Yeah, you kind of mentioned, I think I might have missed something, when you talked a little bit at

the beginning about RFPs, that you were looking at them and there was just -- looking --

MR. MELITO:

It was probably relating to the TPVA, where we put out RFPs for technology as well as for operational assistance.

LEG. BROWNING:

Oh, I thought you were looking at RFPs in general.

MR. MELITO:

No.

LEG. BROWNING:

Oh, okay. Okay. So that's the easy question. So, I guess, the -- the other answer is no, you --

MR. MELITO:

We haven't looked at it.

LEG. BROWNING:

Performance Management.

MR. MELITO:

We're not involved in it.

LEG. BROWNING:

What a shame, what a shame.

CHAIRMAN CALARCO:

Legislator Cilmi.

LEG. CILMI:

Yeah, just very quickly, thank you, Mr. Chairman. The -- Doc, if you could let me know when that presentation is, that's something that I actually talked about during my campaign, having online permits system. And we worked with former County Executive Levy on, so it's very -- it's a -- you know, something I'm very interested in. So if you could just keep me posted, I'd love to hear where we're at.

I actually have on my webpage for, our County webpage, I have a link to that -- to that portal right on the homepage there because it's -- that's how important it was to me.

LEG. SPENCER:

Yes.

LEG. CILMI:

Last question I had was, I guess it was about maybe three weeks ago, the County Executive had sent out a request to Legislators for suggestions on how to improve the County's budgetary situation. I don't know if that's something that you were involved in evaluating or how many replies he even got to that request. I know I replied. But can you share any information on that at all? No?

MR. MELITO:

I know that he made the request; but no, I have not been involved in with the responses.

LEG. CILMI:

Okay. Thanks very much.

CHAIRMAN CALARCO:

Okay, great. Well, it looks like we -- you're doing quite a bit of work over there. Your team is very -- working very hard. Although I think we tied up a lot of their time here today in this -- in this room, we appreciate the full presentation.

MR. MELITO:

Thank you.

CHAIRMAN CALARCO:

And I know you always make yourself available to us when we have questions and we appreciate that.

MR. MELITO:

Thank you very much. Appreciate it. Thank you, guys.

CHAIRMAN CALARCO:

Okay. We're going to move into the agenda now. Going to tabled resolutions.

TABLED RESOLUTIONS

IR 2064-12, Adopting Local Law No. -2012, A Local Law to require gasoline stations to be prepared to run emergency generators for fuel pumps. (Stern) I am going to make a motion to table.

LEG. CILMI:

Second.

CHAIRMAN CALARCO:

Second by Legislator Cilmi. All those in favor? Opposed? Abstentions? **IR 2064 is tabled. (VOTE: 6-0-0-0)**

IR 2067-12, Adopting Local Law No. -2012, A Charter Law to clarify Legislature's role in collective bargaining. (Calarco) I'm going to make a motion to table. I'm still working on that.

LEG. SPENCER:

Second.

CHAIRMAN CALARCO:

Second by Legislator Spencer. All those in favor? Opposed? Abstentions? **IR 2067 is tabled. (VOTE: 6-0-0-0)**

IR 2093-12, Aiding permanently displaced victims of Hurricane Sandy in the Mastic-Shirley area. (Browning)

LEG. BROWNING:

Motion to table.

CHAIRMAN CALARCO:

Motion to table by Legislator Browning, I'll second that. All those in favor? Opposed? Abstentions? **IR 2093 stands tabled. (VOTE: 6-0-0-0)**

INTRODUCTORY RESOLUTIONS

IR 1208-13, Adopting Local Law -2013, A Charter Law to clarify employee residency requirements. (Cilmi) I believe this needs to be tabled for public hearing. Okay. Motion by Legislator Cilmi; I'll second the motion. All those in favor? Opposed? Abstentions? **IR 1208 is tabled. TABLED for PUBLIC HEARING (VOTE: 6-0-0-0)**

IR 1230-13, Authorizing the sale of County-owned real property pursuant to Section 72-h of the General Municipal Law to the Town of Brookhaven for Affordable Housing Purpose (SCTM No. 0200-069.00-08.00-007.001). (Presiding Officer on request of the County Executive).

LEG. BROWNING:
Motion.

CHAIRMAN CALARCO:
I have a motion by Legislator Browning. I'll second the motion. Can we have a brief explanation? I know that Miss Nikoloff-Thompson was in the room earlier, looks like she may have had to leave. Counsel, do you have any -- is Phyllis in? Someone from the County Exec's Office.

Tom? Well, there was one question that was out there, and I know that the question usually comes up. Do you know what the County investment is on this and are we being made whole?

MR. VAUGHN:
Actually, I believe that we amended this bill to reflect the Cilmi law actually. As far as the question being made whole, on these 72-h properties, I want to tell you, because it's affordable housing, I don't think that we are typically made whole. I thought that on these ones --

CHAIRMAN CALARCO:
Sometimes we are and sometimes we aren't.

MR. VAUGHN:
Right. I think that -- I thought that on the ones that we transfer for the --

CHAIRMAN CALARCO:
BRO's raising their hand.

MR. NOLAN:
Yeah, normally we -- normally we don't get the County investment back.

MR. VAUGHN:
That's what I thought.

MR. NOLAN:
It's about \$6100 on this property.

MS. HALLORAN:
It had -- it did have the County investment. This is IR 1230, the investment was 6117.35. And to be sold for one dollar to be waived, which is our typical procedure for affordable housing. For affordable housing purposes we are restricted. In the Charter it says, I think, it says a \$10 or less, so, that one we are. When we settle for 72-h for municipal purposes, other than affordable housing, we have the option. It's not really specified what we want to get for it.

CHAIRMAN CALARCO:

Okay. Very good.

LEG. MONTANO:

Question. Do you know what -- George, do you know what the dimensions of the property are? I was just curious.

MR. NOLAN:

It's 70 by 149.

LEG. MONTANO:

Thank you.

CHAIRMAN CALARCO:

Okay. And other questions? Legislator Cilmi.

LEG. CILMI:

I'm sorry, I didn't see in the resolution, Tom, if it -- if it has been amended to reflect the law that we passed a couple months ago, I suppose, we talked about the County investment, we talked about the dimensions. What about the --

MR. VAUGHN:

Value?

LEG. CILMI:

Yeah, the value.

MR. VAUGHN:

That value would be -- all three of those items, sir, in the amended version are in what I would call the second WHEREAS CLAUSE and it says that the value's between 12,000 to \$15,000.

LEG. CILMI:

Okay, thank you. And thanks for amending it.

MR. VAUGHN:

We are always happy to comply with the -- the bills that we pass here.

LEG. MONTANO:

Really?

CHAIRMAN CALARCO:

Okay.

LEG. CILMI:

Now it's you opening up the can of worms. **(Laughter)**

CHAIRMAN CALARCO:

We have a motion and a second. All those in favor? Opposed? Abstentions? **IR 1230 is approved. (VOTE: 6-0-0-0)**

IR 1249-13, Bond Resolution of the County of Suffolk, New York, authorizing the issuance of \$313,000 in bonds to finance the cost of infrastructure improvements under the Suffolk County Affordable Housing Opportunities Program (Summerwind Square - Riverhead) (CP 6411). (Presiding Officer on request of the County Executive) I will make a motion; second

by Legislator Browning.

LEG. KENNEDY:

Who's the developer on this? I don't have the resolution in front of me, I'm sorry, does it mention? Does anybody know? Tom, do you know?

CHAIRMAN CALARCO:

All right, Mr. Vaughn. Usually Jill's here to answer all these questions. You're our --

MR. VAUGHN:

Sure. Jill was actually here and she's no longer. Actually, sir, I don't know who the developer on this is. This was a project that was adopted back in 2010. What had happened was that this is about ready to go to certificate of occupancy at this point in time. We are putting forward the money to reimburse them for expenses that we had promised that we would reimburse them for in the 2010 resolution.

LEG. KENNEDY:

It's built out? It's completely built out?

MR. VAUGHN:

Yeah, it's just about built out now.

LEG. KENNEDY:

Okay, thank you.

CHAIRMAN CALARCO:

Legislator Montano.

LEG. MONTANO:

Yeah, to BRO. How much is left in this program once we make this expenditure? I mean, I think we had what, 10 million or 5 million in here?

MS. HALLORAN:

I think over -- over time there's like three capital project point numbers. And over time I think 5 million three times, so 15 million was put out there originally for these -- this program.

LEG. MONTANO:

At one point in time we had \$15 million in this account. And we, as of late, started using it; correct?

MS. HALLORAN:

Well, resolutions started coming out in 2009 to authorize funding. And I believe it -- it's about 6.5 million worth of resolutions for the three point numbers that we had been authorized.

LEG. MONTANO:

It's about 9 million left or --

MS. HALLORAN:

Yeah, then it should about 10.4, I'm hearing. What happens is because the bond resolution doesn't come out until the project is completed, so you know, that's why for the Summerwind Square the authorizing resolution was in 2010 and we're just getting --

LEG. MONTANO:

Right.

MS. HALLORAN:

-- by comparison.

LEG. MONTANO:

So, what I'm -- the way I'm interpreting this is that we had 15 million in the -- in this account. And we have approximately 6 million authorized but not necessarily -- well, appropriated, but not necessarily bonded out.

MS. HALLORAN:

Right.

LEG. MONTANO:

Okay, thank you.

CHAIRMAN CALARCO:

And, Legislator Montano, I would recommend you probably get in touch with Jill about this. I've had a conversation with her about the program not too long ago because I have a project in my district I'm looking to use the funding for. And she's got a number of projects that are lined up. So while there's, I think, 15 million total over the years that have been -- put into the program, there's -- there's a lot of projects in the pipeline that almost used all the money up.

LEG. MONTANO:

Right.

CHAIRMAN CALARCO:

I know the County Exec's recommended it again in this Capital Budget.

LEG. MONTANO:

Yeah, I think at the last meeting she indicated that most of the money that's left over is probably either identified or spoken for with respect to projects that'll be coming forward so we're probably not going to have too much left. That's why I asked the question.

CHAIRMAN CALARCO:

They put another 5 million into the -- into the Capital Budget moving forward.

LEG. MONTANO:

Oh, they did.

CHAIRMAN CALARCO:

Or, at least, the County Executive has put it in there; we'll see where that goes.

LEG. MONTANO:

All right, thanks. Thank you.

CHAIRMAN CALARCO:

Okay, great. So we have a motion and a second. All those in favor? Opposed? Abstentions? **IR 1249 is approved. (VOTE: 6-0-0-0).**

Do we have any other business before us today? Seeing none I make a motion to adjourn.

LEG. SPENCER:

Motion.

CHAIRMAN CALARCO:
We are adjourned.

**THE MEETING CONCLUDED AT 1:58 PM
{ } DENOTES SPELLED PHONETICALLY**