

**Minutes**  
**Erie County Fiscal Stability Authority Finance Committee**  
**December 21, 2006**

*Note: the following is a draft copy of minutes of a meeting of the finance committee of the Erie County Fiscal Stability Authority (“ECFSA”), which was held December 21, 2006. These minutes will not become final until approved at a subsequent meeting of ECFSA finance committee, and may be amended before approval.*

Chairman Joseph Chair Goodell called to order a meeting of the finance committee of the Erie County Fiscal Stability Authority (“ECFSA”) at 10:00 a.m. on Thursday, December 21, 2006 at the Buffalo and Erie County Library. Notice of the meeting had previously been distributed to all committee members, all directors and announced to the public and press.

Committee members present: Joseph Chair Goodell, Chair; Kenneth Director Kruly, John A. Johnson

Senior staff present: Kenneth Vetter, Executive Director

I. Approval of October 31, 2006 Minutes

The first order of regular business is to approve the minutes of the last meeting on October 31, 2006. They were reviewed by Secretary Keysa, and circulated to prior to this meeting.

Kenneth Kruly moved to approve, seconded by Commissioner John Johnson, and all voted in favor of approving the resolution.

II. Opening Comments

Chair Goodell stated that he would like to call this meeting of the Erie County Fiscal Stability Authority Finance Committee to order. I welcome my fellow committee members and interested members of the public and press and media in attendance. Thank you for coming.”

Chair Goodell then stated that the main reason for the meeting is to review the proposals that have come from the County for efficiency grants. Efficiency grants come from a pool of money put forth by the State to facilitate significant changes in cost reduction and help bridge costs that might occur while a cost reduction program is in place. These grants might also provide for outside studies to take place and things of that nature. At a previous meeting we listed the requirement for and efficiency grants to be established. I believe four of them are before of us today, they are:

- Alternative to incarceration
- Moving CPS training program to ECC
- Requested aid for training technology programs
- Building space study looking at space available to the County and using it more efficiently

“I understand that Bridget Corcoran, from the County Budget Office, is here to coordinate brief presentations from Erie County commissioners on the four applications received. We ask that each County representative present on their proposal for no more than ten minutes, we will then have a discussion on each of the proposals and decide as to whether to make a recommendation to the full board on each one. Ms. Corcoran, if you could introduce and cue each of the county representatives, we can get started.”

Mr. Comerford stated “Good morning, I would like to thank the finance committee of the ECFA for the opportunity continuing our discussion on partnering with ECC on law enforcement training in Erie County. The proposal you have in front of you really began in the summer of 2001 when Erie County Central Police Service (CPS) and Erie County began discussions on what opportunities existed and how they could work together to improve the training that they were currently doing. In 2002 Erie County Community College (ECC) and CPS signed a contract to begin working on these programs. Also in 2002 CPS moved out of rented space to ECC North Campus. This saved us rent expense in excess of \$100,000 a year and we approached the administration looking for capital management in the amount of \$250,000 to renovate shell space at ECC. It was approved and renovated the space our return on that space was about 15 months. This was the beginning of a two phase program. The proposal in front of you is really the next phase in the program which would require \$400,000 over three years. It is gap funding to support the training programs until the state funding or full time equivalents (tuition payments) are sufficient to cover the cost associated.”

“Monroe County has carried a program like this for ten years. This proposal is probably the model across the board. Onondaga has a similar program as well. The annual expense of operating the law enforcement academy is approximately \$500,000. If we do nothing on this, we lose the benefits of our agreement plus potential rent payment if we don't finalize this with ECC. If the application is funded the efficiency grant will provide \$400,000. The County costs will be \$400,000 and ECC cost will be \$1.8 million. The expenses don't go away, the difference being that because of the partnership with the college there is the reality that they will generate tuition and potential to generate full time equivalents. Based on our projections and discussions with the college it will build on the program. It is not speculation; it works very well in Monroe County and generates about \$1.5 million in general equivalents. This is a very successful program and we are trying to copy their program. We cannot do it alone and the college cannot do it alone. We have worked over the past two years and come up with an agreement that really preserves law enforcement needs. To partner in this we have signed agreements with the Erie County Sheriff, Buffalo Police, county Chiefs of Police, ECC Police Services, etc. We have a resolution ready to go but have one concern and that is GAP funding to get this thing going.”

“There are sufficient resources to make the program work and that is why we are here today. I can offer up a few examples. When it comes to offering up great programs there is a program that we ran a pilot last summer. There were eleven (11) students that graduated out of the eleven (11), seven (7) have been hired by local law enforcement agency. To really bring it down to the local level the students generate tuition for the college and reimbursements from the state and there are significant savings for each municipality. Prior to this program if they were to hire a new recruit, they would hire him and send him to the training academy. There is a local cost of

\$5,000 when you use the training program at ECC. Without ECC, the cost is approximately \$20,000. There is however no guarantee that they will finish and always the risk of being injured while training. Pre-credentialing makes them already accredited. There is pressure to fill some of the job gaps and it saves money and time at the local level.”

“The reality of the benefits discussed in the proposal offer significant saving to the County over the next five years and benefits to the municipality if they chose to hire these candidates who are already trained instead of hiring new recruits and then training them. There are benefits to the college as well. They have a good criminal justice program and this will help make it a great criminal justice program and will benefit students and community by working together. We really need the GAP funding to make it work. Thanks for your time and would greatly appreciate your support and if you have any questions I would be pleased to answer.”

Director Kruly stated the main question is going forward regardless of whether or not you receive the efficiency grant, which we have been advised would be a good and worthwhile thing to do. “I am not clear about what efficiency benefit we are getting out of this other than backfilling some County funds.”

Mr. Comerford stated that they do not have the funding at this time to sign the contract with ECC. “ECC needs the funding to make this work until they build a revenue stream.”

Director Kruly asked will they not do it if they don’t get the funding?”

Mr. Comerford answered that is was “his understanding is that they will not go through with the program if they don’t have the start up funds to make this work. They are scrambling just to make ends meet as it is.”

Director Kruly: “Are there fund in the CPS budget for this?”

Mr. Comerford: “There are funds available for basic services but not this program.”

Director Kruly: “How is this different form normal training? It seems we are just shifting funds to the college to get reimbursement from the State.”

Mr. Comerford: “We are shifting but giving it to ECC as a means to generate some revenue and cover cost of training. They will charge back tuition in order to provide some of the FTE’s this generates revenue. This offsets the cost to provide training and is reimbursable at the local level. This is the model in Monroe County.”

Johnson: Questioned who will now take over the training of law enforcement and training personnel. “Could you share with us where we are there?”

Mr. Comerford: Stated that a great deal of time has been spent over the past few years with local law enforcement officials as well as the college because there were concerns

at the law enforcement level of just that. “There was concern that educators didn’t know law enforcement or how to teach it. As a result CPS and ECC have worked out an agreement and have signed into contract an addendum which states that educators will be from law enforcement. Because of ECC contract there would be input from an advisory committee over who was hired as an educator for the training program. This agreement makes law enforcement comfortable as well as the college.”

Johnson: Stated that each year the government would have its own prospectus on this, “but is there anything that we can learn from Monroe and Onondaga County that will close the gap between educators and law enforcement officials?”

Mr. Comerford: Stated that it is a process that will not happen over night. “When I went through the CPS training in the 1970’s, we were out at ECC South; they were separate entities. There is no longer this separation. Since moving to ECC North, the law enforcement program has become part of the college community; they have joined themselves and this is the next step to binding and formalizing that relationship. This will take time to happen but the pre-credentialing will help. Program administrators have sat down and interviewed students and discovered that the training academy is pretty rigorous process, but think it is important to graduate someone who has the same skills and know how.”

Johnson: “The grant request is for \$400,000 that will be used over a 5 year period that you state will provide some significant saving and efficiency. Could you request this in a formal fashion so that this authority can see what kinds of cost savings will occur?”

Mr. Comerford: Stated that he can provide that information as close as personnel cost can be projects. “I have a spreadsheet projecting ball park figures/estimates but beg the questions: What if we can’t do this? What are the alternatives and a side source of revenue to provide funding? There is a spreadsheet of our current operation costs and have used those as a forecast for the net five years which we foresee is the payback date when the county expense will be null and void. ECC will need reimbursement to cover there expense.”

Johnson: “I would like to get together with the Chairman and my other colleagues on this issue. Thank you.”

Chair Goodell: “Thank you, Commissioner Mr. Comerford. Bridget could you call up the next speaker?”

Gervase Introduced himself as the Director of the Information and Support Services. He stated that when he took over the department some five or six months ago, he came across an issue with the Legislature about funding support contracts in the capital account. “At that point in time, I recognized that a number of options were created and funded out of capital. For the current SAP business

management system, the reason for this was because during the budget crisis, these positions got cut. We need to move those positions back into the budget because they serve certain purposes like payroll, accounting, etc. In addition to these portions there were a number of dollars that were dedicated to support system and the support pays for the current system that we now have. The individuals who are working as analysts on the system and the agreement with IBM for \$1.4 million will provide on-site system management and offsite on call teams that were available and currently available to us for any needed changes in the program. If we continue in this vein we will always be dependent on consultants. The program we would like to adopt would consider a reengineering process. The easiest solution is to train our own people instead of consulting out.”

“What I have brought to you to day is an application for approximately \$350,000 spread over the next 2.5 years for that service to be provided to reduce the amount of money we spend on consulting fees. Our financials project that we will save approximately \$200,000 a year. This will taking advantage of huge saving but must move to the next level in which we begin training personnel to do the work. The process begins with training and will give us payback by approximately 2007 or 2008 and is a healthy way of eliminating expenses to Erie County by becoming a self sufficient agency. There is also individual courses and curriculum that follow the program which is subject to change as individual roles change in the curriculum program but this will give us the necessary tools to move the program forward. I can entertain any questions that you might have at this point.”

Chair Goodell: “What are the salaries of the people that are being trained?”

Gervase: “They range from the low to mid-forties, to maybe sixties but not certain at this point in time.”

Chair Goodell: “Do you have any idea what a comparable salary might be for a person with this skill set in the business world?”

Gervase: “A high level SAP trained analyst probably would make \$120-150 thousand a year, sometimes even more. There is a big demand for these people.”

Chair Goodell: “Your proposal assumes what sort of turn over?”

Gervase: “The proposal before you assumes that people that we have designated to be trained will most likely not look for work elsewhere in the business world. There are a couple of young individuals we would like to train and we run some risk there but for the most part we would like to train some folks who have been in the system for a number of years and are tied to the system through the retirement program and for the most part stick around.”

Chair Goodell: “When we had discussions earlier, Commissioner Johnson and I raised the concern to your goal of not having to hire consultants. Although this is noble, it is

however not too realistic because of rapid changes in technology. There is no way that you can keep up with this and the two of us felt that there must be some sort of middle ground between your goal and where you are today. You have to have a long term some form of consultant. Can you address that concern?"

Gervase: "There are two pieces to the puzzle; there is ongoing day to day maintenance that is what we are really focused on in eliminating consulting all together however there is another part to this which is development. You are probably right there is always the need for development work and will need some form of assistance at some level especially for large modules like the Case Management System for Social Services, but if our current staff could do some level of management that this would benefit. It may be an unrealistic goal to be completely self sufficient especially when it comes to high maintenance issues and I anticipate that my predecessor or myself will be budgeting for some low level training going forward. "

Director Kruly: "I think that there is some value in abstracting some of the IBM work for the County and would be interested in seeing if there is something we could do to eliminate folks getting trained and walking out the door. I am assuming all of these folks are CSEA members."

Gervase: "Yes."

Director Kruly: Stated that it is not unusual in the business if someone gets some form of extraordinary training that they make some kind of commitment for a period time but given the fact that they are part of a bargaining organization that they might not be able to sign a contract of that sort.

Gervase: Stated that it is a normal business practice that, if you are going to train an individual and give them a skill set that that they can walk out with and make more money, it is probably a good idea and that is an option that should be explored.

Director Kruly: "This is very significant training and it should be worth looking into for more options."

Chair Goodell: "If there are no more questions, thank you Mr. Gervase. Good morning, Commissioner Loffredo"

Loffredo: Stated that he is the Commissioner of Public Works and here to talk about the space utilization study and the grant request is at the amount of \$250,000. Stated that he would like to give a brief outline of our need and the study. "Right now we operate on space needs as reviewed by a space needs committee that address space requests. The committee determines whether or not it can accommodate the space requested in County buildings. That process looks at specific requests and the way things are right now. We are not looking at the total space/force. What

we would like to do with the space utilization program is to look at the force and how we are utilizing the County space especially with significant lay-offs over the past few years and the result of that is that some of our facilities can be utilized differently. We would like to look at reshifting use of that space and maybe we could consolidate but need to find out what is the cost of doing that. Is it cost effective and if not maybe it is something we don't want to do. The County could also look at alternatives like what is the least cost effective consolidation measure. The study is going to basically will look at our current space, what we occupy and what we lease and going to have a financial review what does it cost to operate leased space and our owns space. We will than look at the operations of those departments and what are their needs are now and future needs. Should we be planning now or should we being doing something to make sure we can accommodate. The last thing we want to consider are all the options looking at what we have right now, how we can utilize the space better, using a new building retain current building, just a general look at all the costs and hopefully come out with a plan that gives us a guide line on where ewer are going and discover most cost effective ways to help the county. This is general overview of what the grant will be providing for.”

Chair Goodell: “Would like to look at the cost other than lease cost?”

Loffredo: “Our operating costs and cost involved in rehashing build and costs to develop the program are reasonable. Investing in one of these options has a reasonable payback period of 5 to 10 years.”

Chair Goodell: “Does the County system provide information for you that would make it pretty easy to calculate the costs per square foot?”

Loffredo: “Yes, there is a financial sub-consultant who can tap into our computer system and abstract all that information.

Director Kruly: Stated that Mr. Loffredo has done a good job of retooling the proposal to bring it down to a more reasonable number and there is some merit here. “I am wondering about the timeline for this. When will it start and when will it end?”

Loffredo: “I assume that it will take 6 – 8 months from when we start and what we can actually look at and analyze.”

Johnson: “I applaud the goals you have set here and once you have an inventory of space in County government as well as ring some sense of the financial analysis; hopefully we can make some comparisons. In a six month window where would you like to be in terms of staff, engineers, etc can handle without using consultants?”

Loffredo: Stated that the main use for this is to give a snap shot of the time or a goal for the future and what we have to gain. Could be major requests and likewise not so

large. Might have to look at items with engineers on staff as well as consult with the space committee.

Johnson: “My concern here is, if we make investment of \$250,000 in this study, that in two years time we can say that that investment helped Erie County government and the Authority realize some financial savings from utilizing space in County government. We need to see fewer employees and more space-saving techniques than there are right now. My hope is that there is better utilization of the space we have now and what its overall efficiency capabilities are.”

Loffredo: “That is the goal at this point right now.”

Johnson: Suggested Mr. Loffredo might come back to this board with some reasonable progress in say 6 months.

Loffredo: Stated that this report might take a little bit longer than six months. “We have added Mr. Kenneth Vetter to our space committee. Who will we report to? The consultant will report to the subcommittee every month so that everyone is kept abreast of what is going on and there will be no surprises at the end of the eight month period.”

“I think one of the big paybacks on this sort of study is to develop benchmarks or different cost in different building and different utilities and maintenance and those can be the basis for budgeting down the road rather than simply cost per square foot by some percentage. Those metrics are very important for long term and I think we have seen this issue in all cost issues that come up with the County and this is a really good place to start and really need to bake that into the system so that is why I ask the questions about the accounting system. I don’t want to have a system that is awkward in calculating those costs.”

Chair Goodell: “Thank you Commissioner Loffredo. Welcome Commissioner Alexander.”

Alexander: “I will address probation alternatives to incarceration. We here in Erie County have had an ongoing problem with overpopulation in incarceration. The Holding Center itself has the capacity to hold 567 individuals on any given day, however we have exceeded that. With the provision, the Erie County system would like to make an attempt to hold fewer inmates than the facility recently served. The State Correction Committee has started to discuss some items that were once made available to Erie County. As a result we are in a position now that, if we don’t get control of the daily population, we will face the possibility of having to move inmates out to neighboring counties at a substantial cost to the County of \$300 – 400 a day per person. We need to contain those costs and permanently. We know that in some instances, some jurisdictions have built an additional facility. In the mid-nineties, prison after prison were built, but the only thing we were able to do was fill up those prisons but never took into consideration preventative measures that the amount of people going in and out and not doing anything in

terms of rehabilitation. What we are asking of you today as a result of the task force enacted by Joel Giambra in 2004-2005 was to take a look at the population in the holding center and come up with some alternatives to incarceration and means to handle this population more effectively. We have some recommendations that are a permanent solution to some of the thing in the holding center. The fastest rising population ins the juvenile population of those aged 17-21 and as you can imagine you have seen many instance of Erie County and other local areas making many more arrests. What happens to these individuals when they are arrested? They are brought to our holding center until they are able to get processed and we need to reverse that trend. We are not trying to stifle the efforts of local law enforcement agencies we are just attempting to do something a little more effective with a means of dealing with those brought to the holding center.”

“We have a four prong approach. The first approach is utilizing more pretrial release program which we have extended to a seven day process in which individuals are brought in to jail. The court reports have investigated these individuals and concluded that these folks pose a minimal risk to the community if they were let go, so we make those recommendations to the court. There is another group that poses a heightened risk and could be released on a supervision program. A program where we are monitoring those individual in a preadjudicated who have not been sentenced or convicted for that matter. The third groups, and the group that we need your help with, are the folks that are somewhat of a risk. That risk is manageable if we are allowed to use the technology that can monitor that population and that can be done through electronic monitors and GPS global positioning systems and things off that nature. They give us the control that we need to keep them out of jail. There is off course the forth category that unless there is a court order we would d not release them under any circumstance.”

“We believe that this is a small order and if we began taking those small steps that we could reduce significantly and permanently the overpopulation at the holding centers and not be in a position to build another jail or wing to a jail. We think this is a very cost effective matter and allows the opportunity to do some rehabilitation and also gives us the opportunity for other alternatives to jail. When you take into consideration 17-21 age group, the longer you keep them off the streets and in jail the longer they fall behind in education level and once they fall behind frustration levels increase to the point where they become drop outs and don’t return to school and become a burden on our society. There is also another population that he longer that you keep them out they are the bread winner of the family than you disrupt the family and we feel that with correct supervision this can be corrected otherwise. So we ask you for an efficiency grant in the amount of \$515,000 to purchase the technology and put together the process for supervising those people and allowing us to start this program and become more effective and eliminate tax payer expense. Over the period of time

we believe the cost saved will be substantial if ECFSA would help us with a grant.”

Chair Goodell: “Any questions?”

Johnson: “Commissioner, have all the appropriate entities in Erie County been contacted with regard to your request? Erie County Sheriff, DA, Commissioner Gipson, Bar Association, etc.?”

Alexander: “They have and I would go even further to state that we have the support of the justices in the area as well. They are concerned with overpopulation and have letters of support for this particulate initiative. It is a great way of retooling how we deal with criminal justice issues.”

Johnson: Stated that he has a great desire to see mental health practitioners engaged here because a growing number of young folks who are making unhealthy decisions about their life styles, getting involved in crimes, especially the 17-21 age group “Have we been able to bridge that gap a little? About 54% of those in that age group that have been arrested for committing crimes have mental health issues so there is a need for some of those youngsters to have some sort of mental health supervision. Are we handling that situation?”

Alexander: Stated that mental health is an item that is considered in this task force particularly as mental health issues arise. “Someone with a mental health problem is not left to stay in jail and we manage that situation by monitoring that individual electronically and allowing them to participate in the programs and activities that will help them address those specific needs. Other issues that we have taken on in addition to what we have taken on here. We have a program with Project Connect in which were are taking a pretrial conversion team and making them more aware of the mental issues that occur and making them aware up front so that they are able to deal with them. So that when a person appears in court they do not need to stay in holding 2 – 3 extra weeks in order to get an assessment we would deal with that at the arraignment. So to answer your question, yes mental health is being taken into consideration and has to be. Project Connect is a program which we received a state grant and will incorporate into this whole process.”

“One of the other things we are looking at is the whole idea that when an officer takes a person off the street the option they have are very limited, they can go to CPAC at ECMC and stay for about 4 hours out of their shift or take them to the holding center where they can get them off the street very quickly. We want to explore both options so that the officer can get back no the street relatively quickly and continue to do their job.”

Johnson: “One other point, and I think it is worth considering. The Governor some 15 months to 2 years ago implemented the Clean Up The Street program to get undesirables behind doors and some others back out in the street. Can you tell EFCSA about that?”

Alexander: “I am glad that you brought that up. The was a very effective program and continues to be a very effective program which probation is very much involved in, and also Operation Impact at the federal level, which supports that anti-gang law with Project Safe Neighborhoods, to be out there vigilantly getting out there and looking at what is going on in our community and came out with the COPS program. When you put more law enforcement officers out in the street, they do what they do best, and that is make more arrests but we know that we can continue to build jail cells for everyone that has been arrested and we need to be in a potion where we can provide preventive services but need to deal with reasons why people are in jail and need to start rehabilitative process while those people are still in the community and not in jail. I maintain that you really can’t provide rehabiliatory services when a person has been removed from the community but only when they exist within the confines of that community.”

Director Kruly: “What is the likelihood that the courts will take advantage of the technology that is being made available and so that we just don't wind up with people are being released? Are we going to get people out of the jail and using the new technology?”

Alexander: “Absolutely, the purpose of the technology is to reduce that population and reduce the number of folks going in after that so that we know who can go into jail and who needs to remain there. I don’t think there is an argument that there are a number of people who that best place for them is in the jail but there are plenty of people who can be out and this would save taxpayers dollars. That takes care of just the housing of inmates but does not consider transportation costs, time and processing. This program will take those who should be off the street and leave the jail space for those who actually should be in jail.”

Director Kruly: “We previously approved a grant for the hiring of the UB Institute to study the whole process of people being incarcerated. Could you give us an update on that project?”

Alexander: “Yes, I met with them this morning prior to coming over here ant they have made some great strides in getting contact with all the folks that are contributors to our project. People from suburbs and the city are looking at booking process and formulated a process to determine at which point we can make changes and create changes. They are will on their way to putting together there preliminary report. The other part of that is that we have asked them to put together a data system that all law enforcement agencies can communicate with one another to make better outcomes.”

Chair Goodell: Said he was concerned with how to measure success. "I think we need to have some sort of definition of success at the time we start and we measure that success as part way through the expenditures but needs to take into consideration that there a lot of things going on that could confuse the issue of success . Do you see some sort of a way of measuring that success?"

Alexander: Stated that the last thing that the ECFSA would want to do is give money to an entity that has no way of evaluating their effectiveness. "We feel that we have a way to evaluate and monthly. In terms of measures we should see a decline in population of holding center but should see a decline in the number of people who are out there. Are they coming back in to the system are they repeat offenders or are they being rehabilitated? If they are coming back then our process is not working and will need to study how our diversion methods can be fixed to get people out of the criminal justice system."

Chair Goodell: Stated that Ms. Corcoran had a few comments and would like to introduce new people.

Corcoran: Stated that CPS will discuss this further and see if there is a possibility to get these people trained

"As to the training program at ECC, there is a sense of urgency. The money that we have budgeted as is has staff being hired and being put on the payroll. If we do not get a reasonable assurance from the ECFSA that we will get this funding than the January class will have to be cancelled."

Mr. Comerford: Stated that because this was a pilot with ECC. "We have had lengthy discussions with the union at ECC and the understanding is that we can run it as a pilot without a formal agreement but it is my understanding that, as of next session, there will need to be a signed agreement between Erie County and ECC and to do the second one, the pre-credential class would not be part of it without the agreement."

Chair Goodell: "We will get back to you quickly on at the very least on a tentative basis."

Corcoran: Stated that this is the conclusion of the formal presentation that have been applied for to date. "The next presentation will be from the Charter Implementation on the section 18.02 of the budget. Chairwoman Marinelli has called together a meeting next week to go over all the charter recommendations this past year. Once we have a clear idea of the scope of work at that time, we will be putting together a RFP and applying formally for an efficiency grant, but at this time, this is not a formal application for and efficiency grant."

Chair Goodell: "Welcome Gerry Kelly and Peter Reese."

Kelly: Stated that he is an ex-commissioner of the Charter Review Commission and has had some conversation with Mr. Vetter, County Executive Giambra and Charwoman Marinelli about taking the initiative to get going on a particular item that the voters have approved in this referendum. “There were 30 some that were approved but the County Legislature approved this one unanimously and the County Executive also approved it. It calls for program budgeting and performance measures and deals with the issue that we really don’t know how efficient and effective County government is. Mr. Chair Goodell mentioned how to measure success but we really don’t know. What is there to compare it too? When the City of Louisville consolidated with Jefferson County, Louisville held up to be one of the finest governments in the US and it is because politicians hold themselves accountable for the citizens of Jefferson County, they created a 213 separate programs and performance measures that they could use to track historically and cross sectionally against other counties on how they are doing. How are the activities of county government being handled and how efficient are they? This calls for something similar. We have prepared a draft RFP and an example of multiple other urban counties some dozen or so including Los Angeles County and Louisville County and many other urban counties that use performance measures that we could eventually have Erie County utilize to see how we are doing. Because we really don’t know this is all in the charter in order to do this in preparation for the 2008 budget, we need to act right away because it is a very large task. We are suggesting a consulting firm for this because it is not easy to do and involves very precise set of cost.”

Reese: “To give you an idea as to what is mandated by the performance section is that management. The underlining concept is that the view of government is providing nothing but services. Creation of a system of programs that provide those services, budgeting as well as management of those programs along the lines of the programs that provides services. The mandates of the new charter we have a budget that is understandable and usable by the citizens. There must be transparency and disclosure, things must be made available to the community via the internet, there must be extensive quantification for measure and in addition there must be detailed cost accounting for services. An example is that yesterday I spent \$128.00 to file a deed, I don’t really know what it actually cost the County of Erie to file that fee but we don’t know what it cost DA to prosecute a felony or the cost of administering a public assistance case. We can’t even determine what the cost of the Sheriff’s aviation unit is, let alone the cost of a particular unit of services.”

“To follow along with something that Mr. Kelly started with, this is a daunting task. We met with Deputy County Executive and the Executive on Monday and the Executive whole heartedly in favor of this but if we dump it on Budget Director the resources are not there to go about this program whole heartedly and do a good job. I told the County Executive that we can do a half baked job or bring in highly skilled consultants that are available to us. One addition that

could be made to the draft RFP is that consultants communicate and collaborate with an advisory committee so that Fiscal Stability, Legislature, Comptroller and County Executive and a representative from Erie County Government and a representative from City of Buffalo.”

Director Kruly: Stated that he was a member of the Charter Committee board for several months and left the commission. “Part of my feeling at the time was that there was an expense being mandated on the County proposing the performance things. I certainly think there is a value processes in the program and the way it is structured and I think that there is some value in anything that will make this process go smoother. I am not sure for certain how this program will work because I have not seen the documents and how much you are talking about here. I would be concerned that we are spending money in 2007 when we have a new administration coming in 2008 and they should have involvement in 2008. Anything that we do now may be thrown in the garbage can by a new administration, so I wouldn’t throw out the idea but might need to be deferred to an appropriate time where we might be able to make some value from it. The other thing that I think is a problem is that you can not legislate certain things and the problem with the county budgeting process has been extremely political and until someone can work a way out of that then the value of the things that you are recommending be diminished because people will use it or not use it based on their political judgments. I think that there is some value but not eager to rush into this thing.”

Reese: Agreed with Mr. Director Kruly but from a technical point of view it takes affect January first and the budget that needs to be set technically on the 15<sup>th</sup> needs to meet these mandates. “Whether or a court or the public really expects that I am not sure. One of the points that is made in the draft is that we use a consultant to go over some of the ideas what a feasible implementation schedule is. I am not sure that we can avoid this without some kind of legal battle. With respect to the ore philosophical side, this pretty much grants the taxpayer the right to a bunch of information that they can use. Can I guarantee that every citizen of Erie County will understand the budget in the future? I doubt it. However, I would think that the average person who can run a household and handle their own personal finances should be able to read a budget. I would like to see a budget which the average County Legislator can understand because, quite frankly at this point in time, I don’t think they can. They may tell you something different in public but certainly don’t tell me in private that they have a good grasp. One of the things that you have to realize it is not management or labor, Republican or Democrat. It is not Conservative or Liberal. You could be doing exactly the same thing you are doing now and makes exactly the same decisions with your money there is just much more disclosure ad with respect to efficiency measure there is some interest in know how money is spent. Everything needs to be more effective and efficient. Effective meaning we are getting the job done and to what degree and efficiency have to do with evaluations to make real determinations. The evaluations that I need as a citizen are not there and this is calling for a great deal

of information and yes it will cost a great deal more money. My response to that has always been that is money well spent.

Chair Goodell: "When I was part of the Erie County Fiscal Stability Committee (the so called Gioia Committee), one of my observations and frustrations was not being able to grasp on some sort of base number like dollars/per square foot, etc. in order to make comparisons with other counties just as a comparison to determine whether truly you are saving money so I think that there is a point where some of Mr. Director Kruly's concerns become large and that is if you bold to much of an infrastructure to collect this data and manage the previously consider Louisville kind of concerns me because that takes on a awful lot of work to put these together and I would suggest to you that a very small number perhaps 2- 3 dozen can accomplish a great deal and that you would look at some sort of phasing when you proposed this with some idea, also of showing us whether there are additional cost for the County for long term maintenance and return to the count."

Reese: "I agree; I am here as a representative of all the taxpayers of Erie County with exception of my wife Ellen. She hasn't signed onto this yet. Speaking for the County, the charter commission is done but a phasing pilot project certainly makes some sense but would suggest that if we just want to ignore this is at a great peril. I would not want to be responsible for explaining changes in the budget a certain dates and nothing else. We need to make significant strides and might try doing it in at least one department but in terms of the elected official. Those are separate from the executive branch. The final proposal will come to you from the County Executive; we will make some suggestions to him and then bow out."

Chair Goodell: Requested that committee be given something that everyone can understand to begin with and does not attempt to cover the entire County and the entire cost system because having already done some of that in the business-world was awesome than would be even more daunting here. "Give us a small bite."

Chair Goodell: "We are not going to vote on these four grants because there are a few questions that Mr. Vetter would like answered but will come back to the committee. Mr. Vetter will pull us back together and make our recommendation to the full board."

Vetter: Stated that this is contingent to when the new financial plan comes in so within the next 3-4 weeks.

Chair Goodell: Thanked Ms Corcoran and called for a motion to adjourn. Commissioner Johnson Moved, seconded by Director Director Kruly, and all approved.

Respectfully submitted,

Stanley J. Keysa, Secretary