Speaker BERGSTROM: Good afternoon. It’s now 4 o’clock and I would like to call this meeting of the Cape Cod Regional Government, Assembly of Delegates, to order.

Is there anyone recording this meeting besides our normal recorder? Okay. Hearing none. I’ll call the meeting to order.

We’ll begin with a moment of silence to honor our troops who have died in service to our country and all those serving our country in the Armed Forces.

(Moment of silence.)

Thank you.

We will now stand for the Pledge of Allegiance.

(Pledge of Allegiance.)

Speaker BERGSTROM: The Clerk will call the roll.

Roll Call (89.85%): Ronald Bergstrom (2.84% - Chatham), Ned Hitchcock (1.27% - Wellfleet), James Killion (9.58% - Sandwich), Edward Lewis (4.55% - Brewster), Teresa Martin (2.30% - Eastham), Suzanne McAuliffe (11.02% - Yarmouth), Edward McManus (5.67% - Harwich), John Ohman (6.58% - Dennis), Brian O’Malley (1.36% – Provincetown), Patrick Princi (20.92% - Barnstable), Julia Taylor (14.61% - Falmouth), Linda Zuern (9.15% - Bourne).

Absent (10.15%): Christopher Kanaga (2.73% - Orleans), Marcia King (6.49% - Mashpee), Deborah McCutcheon (0.93% - Truro).

Clerk O’CONNELL: Mr. Speaker, we have a quorum with 89.85 percent of the Delegates present; 10.15 percent absent.

Speaker BERGSTROM: Thank you. Are there any additions or corrections to today’s Calendar of Business? Hearing none. I need a motion to approve the Calendar.

Ms. MCAULIFFE: So moved.

Mr. OHMAN: So moved.

Ms. MCAULIFFE: Second.

Speaker BERGSTROM: Moved and seconded. All those in favor?

(Motion carried.)

Speaker BERGSTROM: You should have received a copy of the Journal of October 21, 2015; any corrections to the Journal?

Mr. O’MALLEY: Move approval as posted.

Mr. LEWIS: Second.

Speaker BERGSTROM: Moved and seconded. All those in favor?

Speaker BERGSTROM: Okay.

(Motion carried.)
Communications from the Board of Regional Commissioners

Speaker BERGSTROM: We now come to Communications from the Board of Regional Commissioners. And I had a discussion about the County Administrator’s search in case we wind up wandering into unchartered territory.

Commissioner LYONS: Good afternoon. There's not much to report there other than it’s been put off.

Good afternoon, everyone. I am here to report -- so Ron is referring to our actions or our meeting on October 28th last week, and the first thing we were going to be having was a discussion of the County Administrator candidates by Charlie Sumner and the group itself, our search committee.

And to our surprise, they came in to tell us that they had, after their due deliberation of so many candidates, they whittled down to nine and then that was whittled down to they felt a diverse four people. And they went out of their way -- we asked them -- our charge was 3 to 5 people, and they felt good because what they were explaining to us is that there was some age variation and talent variation among the candidates for us to consider and to think about in ways that maybe we wouldn't have if everybody was sort of homogeneous.

And I guess right before they met, they were informed that one candidate withdrew and the day before somebody withdrew. So they only had two candidates, and they wanted to have a discussion with us because if they released those candidates to us and really they didn’t feel that of the four they didn't have so much diversity between them and it wasn't really a choice; it wasn’t a pool to kind of consider, it might put them out and even though they were good -- so it wasn't because of their ability, it was just that they wanted to give us more to think about.

And I appreciated that, and they were very -- each member of the committee that was there spoke about their feelings and their commitment to this charge and their really commitment to the importance of what this decision is going to be.

So I appreciated that. The board appreciated that, so we did -- we went with their recommendation that they go back to, you know, they're going to reissue the RFP, a lot of that front work is done such as creating the job description, getting all of that out there, two candidates have already been vetted; they can reapply. I don’t think they’re going to put that stuff to the committee on how that procedure will go. So we don't have anything to report other than they've gone back to the drawing board.

And, personally, I think I can speak for everyone here, we were very appreciative of their commitment and their willingness to stay in, you know, let's go through with this process and go.

So that's all I have to report. I know that your Delegate from Falmouth is going to be speaking about this, and she'd probably be able to tell you more than I can. This is all I can tell you at this point.

The other thing is that we did just make it official that Justyna Marczak is the Human Rights -- I mean Human Resources Coordinator to the County now that she's been training for and we've been acting out in that position but that was a formal
action.

And we did hear a presentation from the Cape Light Compact’s Updated 3-Year Energy Efficiency Plan and Smart Grid and it is a discussion for communities because there’s a new way of going into approaching our energy providers and energy sources. You know, one is the Smart Grid as opposed to the traditional grid. We're trying to get everything down to more battery systems.

So it's going towards the future and people -- Eversource and National Grid have two different approaches. The community should be educated as to what those approaches are. So it's a very good discussion but it’s also a very good plan, and I do hope that she gets over here and you invite her over for that discussion.

And we did a supplemental appropriation for the purchase of the -- we adopted your Proposed Ordinance for the purchase of a copying machine. And we adopted the Proposed Resolution for a budget transfer for Children's Cove.

And we did a review of proposed written procedures for disposal and surplus supplies with less than 10.

So Elaine Davis -- so you probably should have Elaine come over here but she was just talking -- she just wanted something formal. It's really everybody's getting their policies and procedures all sort of updated and straight. So it is available I believe on the website but it would be good to have Elaine come over and talk about purchasing because it affects not just us but other towns can use us. So it's a good thing to do.

Under “New Business” because it was after the agenda went out and I went out to speak with Mary on the Friday before last week's meeting, you know, I know that we have to have a budget statement and I know that Leo went through that work. So in considering all of those -- his work and what we needed to do, you know, what was missing in that piece was the process for both -- for all Commissioners to talk with the finance director and really sort of listen to where we are and what's going to be the new process going forward.

So I proposed at last week's meeting that we do a budget workshop. And my first thought was that we would do it after this meeting and we would all hear the same thing at the same time and ask questions at the same time, and we'd all have that education at first.

But it is our budget statement so that was -- it was agreed upon to do it separately this morning. I do think that people were aware. I know that I told the Speaker that we were going to do that and people were welcomed. And Janice did attend so she can tell you about that.

But Mary is here too, and I do think it's a really worthwhile conversation because there is going to be a new system with MUNIS. The budget will look different but it’s going to be, I think, much more legible and understandable. And I think Mary knows what she's doing, and she has a plan, and she wants everyone to be educated as to how this is going to look and things that we have to consider within departments and within our own structure.

So it’s a healthy conversation, and it would've been nice to have it together but it doesn't mean that we can't have it together in the future. So that's where we are if we had that today. And I thought it was quite educational and could be now expanded because it was really the first step of really how are we approaching
our financial reality and the needs and aspirations of the County. Where do we want to go?

So we have a lot of things to think about this year. We have bonding -- we have -- our revenues are going to be -- we’re going to have some prioritization as what are the big things we’re doing and where are we going to have to make, you know, hard decisions to make sure we’re balancing this budget in the future. And I think that was the healthy part of the conversation today.

As of today, we did have that conversation before so that was our workshop.

And then we wrote a Proclamation on the retirement of Mark Foley. Mark Foley is the fire chief from Eastham. He also has been the deputy director of the Fire Rescue Training Academy, and he is also the person who is sort of behind the emergency response system that the County has developed. And whenever I’m outside the County, that is one thing that everybody sort of envies. They think we have a really, you know, cutting-edge type of approach to this. So he is retiring. We did write a Proclamation and he is having a retirement party coming up, so if anybody’s interested you’ll have to check that out. What day is it?

Commissioner FLYNN: Next Wednesday.
Commissioner CAKOUNES: The 11th.
Commissioner LYONS: November 11th at the Four Points in Eastham from 6 to 8. So he will be retiring and we wish him well and thank him for his service.

We did have our County Annual Report handed to us that -- we were presented with the Annual Report by Angela at the IT Department. I think everyone’s been given their Annual Report. Again, it’s lovely, beautiful pictures of Cape Cod and staff servicing Cape Cod.

And there’s also a very nice tribute to Mark Zielinski in the beginning. So those are hot off the presses for everyone who would like one can come by the County and get one or see it online. It has been posted on our front page of the website. So if anyone is interested in reading the Annual Report, it is there.

I just handed Janice a Proposed Ordinance that’s going to -- that we signed today to rescind authorized and unissued Barnstable County debt and that will be in the amount of $402,805, and I believe that you had a discussion on that with your Finance Committee today so you can report that or you will be having one soon. And, any questions, I know that Mr. Lawton is here to answer them, as is Mary.

Bond expenditures. So there was a couple of things taken off of D. on our agenda were put off for a future discussion, and we did not have to do a formal action on extending the Interim County Administrator. We did extend our Interim Finance Director under a new proposal because he is here. He's going to continue on through April one day a week just to make sure -- he initiated the bond. He can see that through and assist Mary as she’s getting up to speed on all of the intricacies of our treasury.

And that was about it.
Commissioner CAKOUNES: The agreement with the town of Marshfield.
Commissioner LYONS: Oh, and we did have the -- and there is now a contract between the town of Marshfield and Barnstable County for dredge services
and that will commence next week and we signed off on that.

Wayne did all of the brokering and he and the harbormaster in Marshfield. So people, you know, more and more off-Cape are requesting that. We’ve had a couple other requests that just didn’t fit in the schedule but that one worked.

And that has been what we’ve been kind of up to.

Speaker BERGSTROM: Is there any questions for the Commissioners?

Yes, Linda.

Ms. ZUERN: You said you were talking to somebody from National Grid and Eversource.

Commissioner LYONS: No, I was not. The report from the Cape Light Compact is describing the two new approaches that they’re using going forward for energy savings and energy conservation. And there is a difference between NSTAR and National Grid and it's an interesting approach from both. One might be more expensive up front but have more long-term savings. The other may be short-term savings but not really changing the paradigm as we go forward into the future. So it's a conversation that she’s really trying to promote for towns and townspeople to understand and think as we’re going forward.

Ms. ZUERN: I was just wondering if there was any conversation about what happens whether when or if the grid ever goes down if you have EMPs? There wasn't any discussion about that?

Commissioner LYONS: No. You would have to ask her, and I'm not sure if that's even our responsibility. Ours is more the using and implementing conservation funds but there is going to be a different approach by these two energy providers, and it's something that we should understand, and, obviously, I could use another conversation on it.

But I understand that one is trying to make things more local where there’s a central connectivity if there's a power audit outage, it kind of stops here whereas if the grid goes down, it goes to the whole system. So we're changing that configuration and there are two different approaches on getting there.

Ms. ZUERN: Okay. Thank you.

Commissioner LYONS: Okay.

Speaker BERGSTROM: Yes, Suzanne.

Ms. MCAULIFFE: With your indulgence, three quick questions. The report looks great, the Barnstable County report. The distribution of this, is there a plan to send this to towns, to selectmen, hard copies?

Commissioner LYONS: Yes.

Ms. MCAULIFFE: Okay. Because I think it will be a great PR piece and information piece.

Mr. LEWIS: Library.

Commissioner LYONS: Yes, they’re sent to all the libraries and --

Ms. MCAULIFFE: It’s concise, it's clear, it's readable, it's not -- because of the graphics it makes it very interesting so I applaud you for that. Thank you.

Commissioner LYONS: And it tells the story of Barnstable County of what we do so.

Ms. MCAULIFFE: Right. Yes, which people don’t know.
Commissioner LYONS: Right.

Ms. MCAULIFFE: I think that’s great. Number 2, I know you’re doing a lot of work on the budget. Is your intention -- I did not hear this and maybe you said it and I just didn’t hear it. Is your intention to come up with a budget statement or philosophy eventually?

Commissioner LYONS: Well, I think that what was submitted today -- not only was there a discussion about that but there was the proposed, you know, she kind of came up with her proposed guidelines which pretty much say the same thing in a different way. So I believe I brought that up. I think we’re kind of going with those guidelines going forward to the --

Commissioner CAKOUNES: We never voted it.

Commissioner LYONS: We didn’t vote it.

Commissioner CAKOUNES: We did not have that discussion.

Commissioner LYONS: So we should put it on there. But that will be the next meeting just to formalize those guidelines, and if anybody has anything to change. There are some things that could be made a little bit -- they’re sort of like bullet points and you could just elaborate on them.

Ms. MCAULIFFE: That would be very helpful.

Commissioner LYONS: So it would be a revision at that.

Ms. MCAULIFFE: It’s very helpful not only to the departments as they develop their budgets but also to the Assembly to know what was going on when the budget was put together.

Commissioner LYONS: Well, when we had this workshop and Mary really did take the lead and present it, she really kind of followed those. Those were the headers. So as I say, I encourage you to have her here sooner than later to basically repeat that conversation and you will see them there. But, by then, we will have formally adopted a budget statement.

Ms. MCAULIFFE: And my final quick question; you said Mr. Brillhart’s contract is not an issue. How long is his contract in effect?

Commissioner LYONS: The way it was written the last -- it was agreed upon and voted upon was that he would be here until November unless either circumstances up until November or until when we hire an Administrator. So in legalese terms, it theoretically extends his time unless he comes forward. He has two weeks to say to us, “I’ve got an offer or we have an Administrator.” So that’s the general agreement.

Ms. MCAULIFFE: Okay. Thank you.

Commissioner LYONS: Leo, do you want to say something?

Commissioner CAKOUNES: Just my comments on the budget message question. We were told today by our finance department that, in fact, there is a budget request package and she explained to us a little bit what's in that package, and that's already been sent out to all the department heads.

They have until now until I believe it’s December 11th to actually formulate and put their request down, and then they’ll have a sit down period with the finance director in working through, and our Administrator I imagine, working through formulating the budget. I personally think it's far too late for a budget message personally. That's not to say that I won’t vote one and support one.
But this is why I was angling, if you will, early on that this message should have been out and in the hands of our department heads long before the budget message request package went out. That's not to say that's not going to have an effect on it if we do vote on it in two weeks. We're not going to have a meeting next week because it's the 11th, so the earliest it's going to be on is mid-November and let's face it, their first draft has to be in by December 11.

Ms. MCAULIFFE: Thank you.

Speaker BERGSTROM: Yes, Ed and then Doc.

Mr. LEWIS: In this budget package or whatever, has it been communicated to department heads there is a specific percentage which no budgets can go above?

Commissioner LYONS: I wouldn't say that, but Mary is here and she can -- yes? I don't -- there was not a specific. So that is something that we do have to do. It was really guidelines.

Mr. LEWIS: As a follow up and then you can -- from my perspective and that's the only thing that I was looking for was to say and I think that's what Brewster always did, I assume other towns did, we put to the department head usually around this time of year, November, that we're not looking for -- we're looking for no budget higher than X, whatever that percentages is. We gave that message to the school departments, both the regional as well as the elementary, and all the different departments knew where they stood and the message may conclude whether or not you can have any programs or new programs; you have to show how to fund it and everything like that. But having a percentage I think works for me at least.

Commissioner LYONS: If I can just respond, I agree and really the conversation was more around the approach with department heads and for things to think about, which is just as important because, as you know, and we can do a program for a long time and it's kind of outdated but you get it funded, and sometimes it's almost more aggravation to do this grant program than it is what the deliverable is in the end.

And these are things that you can get complacent; you're just doing the same thing every year. So what the request is, I know from a management perspective, is to really start thinking about what it is we're doing, what is your department’s need out there now? What is new? What is outdated, if anything, and let's streamline this so that we're really doing deliverables.

We will have that discussion. I don't think it’s too late to be able to say you’re not going to go over this much percentage. But I think the discussion we had today just to have a uniform understanding of what are those issues that we have to think about, our bonding issues? We have things that aren't even on the books which is the Fire Academy which is down the road. Our health insurance costs, we've not even been given a number with yet if that’s going to be increased. We won't even have those numbers until well into the budget.

So these are things that we have to consider as we make that statement.

Speaker BERGSTROM: Brian, did you have a question?

Mr. O'MALLEY: This morning's Cape Cod Times reports that total value of real estate transactions at the Registry is down 3 percent. Are we already starting to build that in?
Commissioner LYONS: Yes.
Mr. O’MALLEY: That's a big hit.
Commissioner LYONS: That's very much being built in. I mean those are the things that we have to very seriously consider and what our expenditures are out.

Speaker BERGSTROM: Okay. Ed.
Commissioner LYONS: Pat has something.
Commissioner FLYNN: A couple of things while you're on the budget. I think we do not anticipate that we will have the same revenues this coming year that we've had this year, that they will be less.

And I think the budget guidance document that we reviewed this morning that was prepared by Mary McIssac is -- and staff was included in that document, but that there would be no additional hiring of a position unless the funds were already there, and that we wouldn't be looking for hiring people if it required any increase in current funding.

But I think that will come but that was part of the guidance document that we discussed at the budget this morning.

But the other thing I wanted to mention was last week the staff, the County staff, put on a retirement party for Mark Zielinski at the Barnstable Tavern and it was really a great party and a great turnout.

Janice was there representing the Assembly and spoke on behalf of the Assembly. And I know some of you, I think, wandered in during that time. But it was people that Mark has known all these last 20 years, and it was just great to see so many people there and to see him enjoy himself so much as he did at that party. So it was really kind of nice.

It was a great culmination of his 20 years with the County that I think he went off feeling really good about the contribution he has made and people felt -- and he was comfortable retiring, which was kind of a big step for him at this point in his life.

So for those of you that came, thank you, but it was really a great tribute to Mark.

Commissioner LYONS: And the Commissioners expensive gift to Mark was a copy of the budget. We all should have signed it because the Commissioners -- the Annual Report. And Mary LeClair and Rob was there and myself and my fellow Commissioners and we all spoke about working with Mark through budget periods. So we should have signed that. Anyways, that was dumb. Maybe we'll have to do another one.

Anyway, it was a very nice time, and, again, it was a diverse population, many people we hadn’t met through retirement boards and different things.

Commissioner CAKOUNES: Mr. Speaker, if I may, just directly to Mr. Lewis's question. Just so you’ll understand my comments, we were expressed today by our finance director that there was a budget request package that had gone out and she did a PowerPoint presentation about showing us how she -- what she was relating in that package. We did not receive a copy of that package, okay, the actual package that went out to department heads. So it's hard for us to answer any question of what was included in that.
However, we did have a workshop paper that was handed out and I know Janice has one and I’m sure she’ll make available for you. The most important thing is really just the one page. The other one is the summary of the Strategic Plan, but this one page.

And this kind of was just a snapshot, if you will, or a round up; I don't want to speak for our finance director. But just on the two items that you mentioned, I just wanted to point out that she is aware of those.

And item two, it does say this fiscal year an estimating a combined Registry of Deeds excise tax and business fees of $11,250,000 and we’re forecasting that this number be in the range between 10.6 and 11. So where she is -- we haven’t yet, but she is looking at reducing those projected incomes and kudos to her for that.

And secondly, there is no -- in this document, there is no direct correlation to saying that we want to see you knock your budget down by a certain percentage. However, the last bullet point does say, “Anticipate a budget reduction in FY16 from the amount of 30,000,061.”

So, obviously, this is a good document for someone to take and prepare a good budget message from and, hopefully, somebody will do that in the next two weeks before we have our meeting so we can officially vote one. But your concerns are met from our finance director.

Mr. LEWIS: Thank you.
Speaker BERGSTROM: Ed McManus.
Mr. MCMANUS: Presumably the budget preparation document is the sort of format that all the departments are being asked to put their information in so the formats are similar amongst departments so we get reasonably similar presentations from the other hearings.

And I presume it is available electronically and, if so, if it could be provided to our Clerk so it can be distributed to the Assembly members so we know what to expect when we get to that portion of the budget season.

And then I guess that's to the discussion of the forecast on revenues and we can understand that the revenues forecast at this point may be negative, but I think other than just having a forecast we need to, at some point, have a much more robust discussion of where our revenues come from; who controls the revenues, and how those revenues can be enhanced.

Commissioner LYONS: And that was how the conversation went. I just want to let you know that under, “Meetings and Agendas” under our website here, you can go to the “County Commissioners Meetings and Documents.”

So online right now is the workshop document, the budget message for the workshop, the proposed ordinances that you received today. So all of the documents, our actions that we voted on all of our actions are here online so you can look at all of those things, our Strategic Plan is with it. Everything is there.

Other than the packet that or the presentation that Mary did and she is sending that to us and you can send that to the Assembly. So you’ll have it so when she comes you can follow that along. But all that is there right for your taking right now.

So I will be happy to email the guidance line message to you --
Clerk O'CONNELL: No, I already have it up on my laptop.
Commissioner LYONS: So you can just send that out to everybody.
Clerk O'CONNELL: Yes, I already have it.
Commissioner LYONS: Okay.
Speaker BERGSTROM: Ed, did you want to follow up with that?
Mr. MCMANUS: Well, sometimes it’s easy to find stuff and sometimes it’s not easy to find. But, quite honestly, if you’re distributing it, it’s also easy just to distribute it from the get-go.
Commissioner LYONS: Right. I understand. Well, we received it today, but it was online before.
Speaker BERGSTROM: Sheila, one of problems -- one of the difficulties I mean in following up on Ed Lewis's question about level funding the various departments is when we get the budget, of course when you send it, a lot of that -- of the money that’s expended by some of the departments is in the form of grants, money coming in and money going out. So in a sense, that’s money that you could see if they lose a grant, that would seem like a reduction in County expenses but it actually isn’t.
Commissioner LYONS: Right.
Speaker BERGSTROM: So same thing; if the department spends a million dollars and we had to cut them 100,000 that would seem like a 10 percent cut. It would actually be a 20 percent cut because it’s 20 percent of our budget or our available funds. The rest would be funded by grants which are money in and money out.
So the comparison -- I mean we’re going to have a discussion later on in this session about how an easy way to present the budget so that everybody understands it from the get-go.
But the amount of money -- I think what's critical is to understand the amount of money that we control that fluctuates year to year as opposed to money that is coming in the door from other sources and going out from those sources.
Commissioner LYONS: Yes.
Speaker BERGSTROM: So it makes it easier for comparison. Anyway, I want to ask you a question about the dredge. It’s sailing its way up to Marshfield; is that what you’re telling me?
Commissioner LYONS: Yes.
Speaker BERGSTROM: Now have we done this before, gone outside the County?
Commissioner LYONS: I believe we have. Yes, many times. It’s just that it seems like this year we’ve gotten several requests.
Speaker BERGSTROM: Because I mean you’re competing with, obviously, there are private enterprises that do this, and I'm just curious once we go outside our field of --
Commissioner LYONS: No. This has been done since we have been Commissioners. It’s not a regular practice, but this year -- people -- other municipalities have requested the service because there is a savings to the service. There was a request earlier this year and it couldn't be -- actually it was from Bristol County and the Commissioner called me directly. I gave it to Wayne and then he
handled it from there. They just couldn't put it on their schedule. It just didn’t work because they had to take care of the priority here first.

So that’s how I know he --

Speaker BERGSTROM: Well, there are issues with closures because of flounder season/horseshoe crabs and so on, so there are limited windows. We had a - - all those -- many years ago --

Commissioner LYONS: Right, I know, I know.

Speaker BERGSTROM: -- only yesterday we had a discussion about another dredge and we actually appropriated money I think for some -- squirreled away in some corners of the budget.

Commissioner LYONS: I don’t think it was ever followed through. That didn't get bonded so.

Speaker BERGSTROM: Oh, it didn’t. Okay. Well -- what do you have to say about that, Leo?

Commissioner CAKOUNES: On the dredge situation, there is a Massachusetts General Law which does prohibit one county from going into another county to perform dredge work if that particular county has the equipment to, in fact, do it.

And we went through this with counsel, and Marshfield is in Plymouth County, and Plymouth County, although they have a dredge, it’s not the type of dredge that we have. I've been told it's a large excavator and they cannot do this kind of dredging that we’re going to be performing in the town of Marshfield.

So I don't want to say that it's not -- that some people won’t think that we’re stepping on toes going out of the County doing work like this, but we’re certainly well within our rights and the town of Marshfield is well within their rights to hire us.

Speaker BERGSTROM: Okay. And you don’t think there will be a conflict with this other -- at this point in time, there’s not a request for the dredge that we conflict with this particular operation?

Commissioner CAKOUNES: No.

Commissioner LYONS: No, I think Wayne is very conscious of that.

Speaker BERGSTROM: Ed.

Mr. MCMANUS: Yes, specifically, on some of the dredge projects in Harwich, the dredge was immediately preceding that in Martha's Vineyard doing some dredging but they were there only under the condition that they were there up until the point where the window opened for the Barnstable County jobs to start getting -- and it all centers around the winter flounder spawning times. So they basically pulled out of the Martha's Vineyard job, not having completed it, but everybody knew that might happen.

Commissioner CAKOUNES: And Dukes County doesn't have a dredge.

Speaker BERGSTROM: The last time I saw the County dredge it was broken down in the entrance to Mill Creek in Chatham where it sat for a few weeks on the tidal flat. But I assume -- I know that it’s getting to the antique status. I mean we are -- are there any further discussions among -- in that department about looking around for another dredge? It was a hot topic a while back.

Commissioner CAKOUNES: As most of you know that the dredge
operates on an Enterprise Revolving Fund, and I would be very surprised if you didn't see a request coming in the very near future for either replacing this one or a second dredge because as we take on more of this work even in other counties, it's becoming quite apparent that this is a very good expenditure of our money, extremely good expenditure of our money.

Speaker BERGSTROM: And it's a critical issue for the Cape; Chatham, Harwich, Dennis, it's all necessary. So I guess that's it unless there are some other questions?

All right. Well thank you, very much.
Commissioner LYONS: Thank you.

Presentation by Administrator Brillhart and Angela Hurwitz: FY15 Annual Report

Speaker BERGSTROM: All right.
Now we get communications from Administrator Michael Brillhart and the presentation and distribution of Barnstable County’s Annual Report. We seem to have preempted him since I have my report in hand.

Administrator BRILLHART: Mr. Speaker/Delegates, good afternoon. Michael Brillhart and I have Angela Hurwitz here with me because Angela does the vast majority of putting this document together.

Last year, she and I worked together on reorganizing the structure of the report. So we hope and believe that it's a lot more readable.

I’m going to speak just for about 40 seconds and no more, and then I’m going to let Angela do the majority of the work.

But Mass. General Laws requires that counties only need to do the reporting -- provide two pieces of information. The first piece of information is the Treasurer's Report, and the second piece of information is a copy of the assets, the property that the county owns. And we provide that piece of information within the document and we think we do a good job.

As mentioned by the Delegate from Yarmouth, we actually get a lot of requests for information from the towns. So each year the towns look at this document, they see what we’ve done not only in their town but also in the other towns, and it helps them work with us on each of our particular presentations with the town on projects that they want to see.

From that though, I would really like to hand it over to Angela just to give you a rundown of what she’s done within the document. And we have gotten information from other communities that they really do like this format.

Ms. ANGELA HURWITZ: Thank you. Thank you for having me. This is third year that I've been working with the County Commissioners and the County Administrator on the County Annual Report.

Just to go through with you so you are familiar with some of the changes we made. In FY 2013 was when we overhauled the whole design. So that was when we took away just the white paper and we added the color coding for the different departments. We tried to really turn it into more of a reference, something that people would pick up and use.

You know, I have to say you nailed what we tried to do with your
comments is that it really is that marketing, that succinct material that gives you an idea of what we're doing, what we provide, what we did for the year. But as we discussed this morning, what else do we do? We really want citizens to look at this and go, “Oh, this is what our County can do for us.”

So the first year that I was around for it, it was FY 2013. We did the redesign last year as Michael mentioned. We did some cutting. It was a bit large so it wasn't quite as readable. So we trimmed down the departments, got more pictures, because that's the world we live in. People want pictures. They either want to see them in the book or they want to click on them online.

And then this year we really felt like we had the design down, so we worked a little bit more on the process of submissions with the departments, which because of our work last year, cut the process down so much. The departments had -- we provided them templates to put their work into instead of starting over with last year's report. We had our own template already ready to go, like it was really the process. I think I got every single report from the departments before the submission date and that's unheard of. It's been late in years past to the state. So the process itself was really streamlined.

We talked about, you know, now that we've got a really great product that we're really proud of, making some changes. We discussed it today at the Commissioners’ meeting. We talked about adding like perhaps a directory in the back. Just a main page that people can go to quickly, maybe a little bit of a history forward type of information in the front.

As far as this year’s version though, I don't know if you remember last year’s; last year we had Bourne, the Bourne Bridge on the cover, which was great because it was the hundred year anniversary of Bourne. It's also a great -- it’s really the entry into Cape Cod. So we really picked Provincetown intentionally because it’s at the end of Cape Cod and we’re really trying to promote to everyone that we’re all Barnstable County. It's not just here in Barnstable Village where we’re at. Or it’s, you know, from Bourne to Provincetown and really trying to include everyone in it.

So that was important for us and they had a great year, so we really thought that that would be just sort of a perfect follow-up I guess, to the Bourne Bridge last year.

My favorite part, I think, of this year is going to be the dedication to Mark Zielinski. We hadn't done that -- at least not when I’ve been here we haven’t. So that and I thought it was a really perfect inaugural dedication to such a dedicated County employee. So that was a nice addition that the Commissioners -- that was their idea; it wasn’t mine, and I was very happy to add it.

As far as the organization, we kept it the same. We reorganized it last year as well, moved some of the tabs around a little bit so it’s still there in that order. And with the easier, more streamlined process this year, we found that we had -- because we had cut the number of pages for the departments. We put a cap on the pages that they could do last year. We had some reports that were 50 pages long. We changed that last year, and not everyone was happy but I think that they were happy this year because the report became much easier to write. Given that we did a 15-page limit given, plus three pages of pictures, given that space, that real estate, they did a great job putting in what you need to know about their programs. I think the
Extension, Health, RDO, there's so many things that they offer.

So it's really great that they were able to trim it down and give you that wide variety represented in the report rather than 50 pages where you weren't going to read. You weren't going to learn about everything that they offer because you weren't going to read that far. So it really has become a great book that we’re very proud of.

And you asked earlier about -- I don’t remember who asked about the distribution. They do have a list; it goes out from the Commissioners’ office. It goes to -- we were just discussing this today -- the libraries, the towns, about 150 people, I think, or entities that it goes out to.

And then as I always stress, it is a PR piece. It's an absolutely wonderful PR piece. And you really try to encourage the departments to use them. You know if you go and you meet with another town and meet with another college or have a speaker in town visiting us, hand them a copy of this. Send it with them. Or, you know, if you’re trying to entice someone to come and visit, send them a copy of it because that's really what we want it to be used for is getting out there and marketing everything we do in Barnstable County.

Speaker BERGSTROM: Okay. Are there any questions on the report? I’m sure it will take some time -- yes, Ed Lewis first.

Mr. LEWIS: Are you originally from Canada?
Ms. ANGELA HURWITZ: I’m from Wisconsin. Close enough.
Mr. LEWIS: Say organization and I thought it was a Canadian thing.
Ms. ANGELA HURWITZ: Don’t put that in the minutes.
Speaker BERGSTROM: Yes, Ed.
Mr. MCMANUS: For next year, just a preliminary comment, that if you take the miles from Woods Hole to Provincetown, numerically the town that falls in the middle is Harwich.

Ms. ANGELA HURWITZ: I will take note of that. Thank you, very much. Oh, there was one thing I forgot to mention and that it was, you know, our report has become well-known for its beauty, and because of that, we were actually -- Barnstable County IT Department we were asked to prepare the Annual Report for the Town of Falmouth this year. So we did do that, so this year’s Town of Falmouth Annual Report.

We did not handle it as much as we do here because we’re involved with the departments. We rarely assemble but when you see that it looks different and you see that it looks great it’s because your IT department did it.

Ms. TAYLOR: Excellent.
Speaker BERGSTROM: Okay. Well, thank you, very much. It's clearly an impressive document. I'm sure it will get a lot of praise.
Ms. ANGELA HURWITZ: You're welcome. Thank you.

Speaker BERGSTROM: Okay. Any Communications from Public Officials?
Any Communications from Members of the Public? Hearing none.
Assembly Convenes

Speaker BERGSTROM: The Assembly will now convene. We’ll begin with Finance Report and minutes dated -- okay -- Proposed Ordinance 15–09. So, you’re on, Julia.

Finance Report: Proposed Ordinance 15-09

Ms. TAYLOR: Okay. I think you all have the report and the minutes. I remind you that this -- we have done some bonding over the years and we’re talking quite a long time that never got spent and clearly isn't going to get spent. The time has passed for those projects.

And as we go forward now with some real bonding coming up, it would be very desirable if we didn't have this sort of hanging on our books. So this ordinance gets rid of $399,900 in authorization. More will be following. There will be another project of a similar nature.

So it's really a technicality. We fortunately got an excellent explanation from Mary and Bob, and I think we can feel very confident in proceeding.

So could I -- any questions or could I have a motion?

Speaker BERGSTROM: What's that?

Ms. TAYLOR: Any questions?

Speaker BERGSTROM: No. We don't have a quorum to approve the minutes.

Ms. TAYLOR: Right.

Speaker BERGSTROM: So, basically, the next thing would be to move the ordinance.

Ms. TAYLOR: Right.

Speaker BERGSTROM: Unless there’s a question.

Ms. MCAULIFFE: We don’t have a quorum with three members and even if one abstains, that gives a majority to approve.

Ms. TAYLOR: But only three people -- the question is whether the three people that were there at the meeting --

Commissioner CAKOUNES: It doesn’t matter if they’re there or not.

Ms. TAYLOR: It doesn't matter. Okay. Then we can have a vote.

Speaker BERGSTROM: Okay. Well, you’re the Chairman or the Vice Chairman.

Ms. TAYLOR: We'll approve the minutes. I'll move the minutes.

Ms. MCAULIFFE: I’ll move to approve the minutes for the Finance Committee.

Mr. OHMAN: I'll second that.

Ms. TAYLOR: All those who were there -- I mean all those on the Finance Committee?

Ms. MCAULIFFE: Yes.

Ms. TAYLOR: Yes. Yes?

Mr. OHMAN: Yes.

(Minutes approved.)
Assembly Vote

Proposed Ordinance 15-09:
To rescind the following amounts of duly authorized and unissued Barnstable County debt.

_Barnstable County Hereby Ordains:_
The following amounts of authorized and unissued debt are hereby rescinded:

For the purpose of funding costs associated with the Cape Light Compact Renewable EnergX project as authorized in Barnstable County Ordinance 08-05 the amount of $300,000 is rescinded.

For the purpose of funding costs associated with Elevator work in Superior Court as authorized in Barnstable County Ordinance 11-06 the amount of $35,000 is rescinded.

For the purpose of funding costs associated with paving within the County Complex as authorized in Barnstable County Ordinance 11-06 the amount of $35,000 is rescinded.

For the purpose of funding costs associated with window replacement in Superior Court as authorized in Barnstable County Ordinance 12-04 the amount of $10,000 is rescinded.

For the purpose of funding costs associated with interior renovation in the IT Department as authorized in Barnstable County Ordinance 13-03 the amount of $2,500 is rescinded.

For the purpose of funding costs associated with window replacement in Superior Court as authorized in Barnstable County Ordinance 13-03 the amount of $7,900 is rescinded.

For the purpose of funding costs associated with ADA improvements in the County Complex as authorized in Barnstable County Ordinance 13-03 the amount of $7,500 is rescinded.

For the purpose of funding costs associated with electrical improvements in the Registry of Deeds as authorized in Barnstable County Ordinance 13-03, the amount of $2,000 is rescinded.

Total rescinding amount of $399,900.

Ms. TAYLOR: All right. So that's done. Then, next, I would like to move that we vote to rescind the $399,900 in authorize bonds.

Ms. MCAULIFFE: So you’re moving Proposed Ordinance --

Speaker BERGSTROM: 15-09.

Ms. TAYLOR: Yes, 15-09.

Mr. LEWIS: Second.

Speaker BERGSTROM: Okay. I presume there are no questions so we’re going to take a vote.

Mr. O’MALLEY: I’ve got a question.

Speaker BERGSTROM: Oh, we’ve got a question.

Mr. O’MALLEY: Over the 399,000, I’m sorry, 300 is for something called the Cape Light Compact Renewable EnergX Project; can you describe briefly what that one is?
Ms. TAYLOR: No.
Mr. O’MALLEY: Whatever happened to it?
Ms. TAYLOR: No, I cannot.
Mr. O’MALLEY: Okay. My second question then is there -- there are 10 funding items here discussed. Every one of these involved postings, hearings, lots of people's times, lots of discussion. I find it a little discouraging that after all the process they weren’t done. Is there any global explanation or is it a different one for each one of these pieces?
Ms. TAYLOR: I don't know. I would suspect a different one for each piece and some of them are quite old. So I don't think there's any interest in reviving any of them that the reason their time has passed and those particular things are not going to be revived.
Speaker BERGSTROM: Yes.
Mr. O’MALLEY: I will only then say if we’re not going to do projects, it feels to me kind of futile effort on our part to be approving them and that's just an observation.
Ms. TAYLOR: True. These do date from quite some time ago.
Ms. MCAULIFFE: 1995.
Ms. TAYLOR: They’re not at all current.
Speaker BERGSTROM: Julia, do you know that -- I mean it seems to me the advantage of rescinding the borrowing would be the fact that it would not be sitting on our books as a potential liability. In other words, if we go out to bond, this would be sitting there saying, well, you’re bonding X number of dollars but you also have approval of X number of dollars and --
Ms. TAYLOR: That is my understanding that this will make for a much more attractive presentation without this unnecessary stuff.
Speaker BERGSTROM: Yes, Ed.
Mr. LEWIS: It's not unusual to clean up a lot of old balances that come there. It's very possible that there was a request for X amount of dollars to do something because most of these things involve renovations, replacements, things like that.
And it's quite possible that there was an amount that was bond or required to spend, they didn't spend that much. So rather than just rescinding it at that point it sits there, and you clean up a lot of things at these different times and it's done all the time. It's done in the towns all the time, and it's not a matter of these are projects that people bonded or advocated for or agreed-upon and then that project never got done. Sometimes projects -- it changes as you go to do a project. So it's normal to clean up a lot of these types of things.
Speaker BERGSTROM: Yes, Brian.
Mr. O’MALLEY: Then I would only say that periodically, and I would assume this should be done on an annual basis, any project for which bonding authority was issued but which was funded from Available Funds that ought to be cleaned up on an every year basis; does that not make sense?
Commissioner LYONS: Yes.
Ms. TAYLOR: I get the impression that there's going to be a big cleanup now and then there will continue to be routine procedures.
Speaker BERGSTROM: Yes, Suzanne.
Ms. MCAULIFFE: As Julia mentioned, this is just for the larger amounts. Our next consideration will be a hearing before our next meeting and eventually be taking a vote on very small amounts going back to 1995 and that amount totals more than this amount.

So it’s just I think going forward it speaks very well of our financial people that they are going in and finding, you know, really getting into all the corners and cleaning out all the cobwebs in terms of pulling in things that have just been kind of sitting.

I don't think it’s -- I wouldn’t say that things are getting done. I just think accounts weren’t cleaned up. And going forward, I would be very surprised if Mary didn’t have a plan for making sure that every other year or however long we need to look at this we are on top of this.

Speaker BERGSTROM: Yes, I should say, and Janice can comment on this too if she wants to; she and the Assembly is undergoing a codification of our various ordinances. So I mean at this point you say, “Jeez, did we authorize this back in 1995? Where is it?” You have to rummage through the backlog papers.

So now we’ll be able, I think, within a few months to understand -- to punch these up and say why did we authorize this? It was never done and why it was never done. Hopefully we'll get that done. We’re moving slowly into the 21st century, only 15 years too late but we're getting there.

Anyway, let's vote on this.

Roll Call Vote on Proposed Ordinance 15-09:
Voting “YES” (89.85%): Ronald Bergstrom (2.84% - Chatham), Ned Hitchcock (1.27% - Wellfleet), James Killion (9.58% - Sandwich), Edward Lewis (4.55% - Brewster), Teresa Martin (2.30% - Eastham), Suzanne McAuliffe (11.02% - Yarmouth), Edward McManus (5.67% - Harwich), John Ohman (6.58% - Dennis), Brian O’Malley (1.36% – Provincetown), Patrick Princi (20.92% - Barnstable), Julia Taylor (14.61% - Falmouth), Linda Zuern (9.15% - Bourne). Absent (10.15%): Christopher Kanaga (2.73% - Orleans), Marcia King (6.49% - Mashpee), Deborah McCutcheon (0.93% - Truro).

Clerk O’CONNELL: Mr. Speaker Proposed Ordinance 15–09 passes with 89.85 percent of the Delegates voting yes; 10.15 percent absent.

Report from the Clerk

Speaker BERGSTROM: Thank you. We’ll now have a report from the Clerk.

Clerk O’CONNELL: Thank you, Mr. Speaker, a couple of items. There was a Proposed Ordinance submitted by the Commissioners; therefore, Finance will be meeting on the 18th of November presuming at 3:30 again. As Suzanne mentioned, it’s to rescind more debt. There’s quite a list but it looks like the vast majority of them are very small.

Ms. MCAULIFFE: We had discussed we thought 3:45 would be
sufficient.

Clerk O'CONNELL: Okay.
Ms. MCAULIFFE: Is that all right, John?
Mr. OHMAN: That’s why I was trying to get her attention for.
Clerk O'CONNELL: Next item; we're continuing to finish up the small construction project that's going on here at the Assembly seating area, and it's looking a lot better.

Last time you were here, I failed to mention the fact that I had very little to do with this other than to kind of be the person in the back trying to get the action, but it was really IT and Facilities that did the lion share of the work and did a very good job. So I want to make sure that they get recognition.

And the capstone on my comments this evening will be, again, what I can do is I can send you via email the budget guidance document that Mary prepared today at the workshop. That might make it a little easier for you because I’m hoping that you pay attention to the emails I send you. When you see “Janice O’Connell,” say, “Boy, this must be something important so let me look at it right away.” It might make it a little easier for you than scouring through the website to try to find it. So I will do that.

But also important to note, a couple of things that were mentioned. Leo hit on some highlights. Also points of concern so that you do know that these things are being looked at and considered.

Anticipating health insurance and retired rate increases, anticipating Fire Academy settlement costs, anticipating long-term debt bonding for capital projects, and, of course, this was mentioned earlier, the revenue picture for the Registry.

So those are some of the big things that are going to affect everyone's budget as we go forward and, certainly, it will have an effect on the little budget that we prepare for the Assembly as well.

So I’ll get that to you tomorrow. I’ll send that out to you via email, and that's all I have.

Other Business

Speaker BERGSTROM: Now under other business we’ll start with Julia Taylor. She asked to be put on the agenda because a report here.

Ms. TAYLOR: Well, I think Sheila touched on some of the issues. I believe that when I was first appointed to this screening committee, I wrote up a paper on problems that I foresaw for in a search for an new Administrator and I gave that to all of you and you may have never even read it but that’s okay. I did think there was going to be -- I thought it was going to be difficult to find someone that would take the job that we would want. And for various reasons, it has played out that way to that extent.

I will say that we -- I think the Collins Center were a good choice by the Commissioners too. They seem very professional. I think they did a good job in presenting what the job was in a very nice favorable light but very -- but with some, you know, here are some of the issues. They did a great job in putting this package together for us when they got the résumés and the letters of interest.
It wasn't difficult at all to weed out people that we really didn't want. I'd say interviewing eight people we were including everybody we thought was a decent possibility. And then the committee didn't really have any great difficulty in choosing the four finalists. Everybody -- the committee members had different priorities of what they thought would be the best, but we were able to agree on those.

I will say though that there were probably two of the four that were most popular with the committee. Maybe they wouldn't have been with the Commissioners, but those two did drop out.

So I think that in the end that might have -- I wasn't at the meeting. I'm sorry. I thought it was going to be routine that they would simply be presented to the Commissioners, but there was a feeling by some of the members of the committee, and I think when they then met with the Commissioners who weren't that keen on just having two.

Pat Flynn, I guess, explained that she had done this quite often in searches and felt that when you just got down to two, there were some serious drawbacks to that.

So I did feel the screening committee operated as well as it could have, and I can understand why the Commissioners didn't proceed. I'm sure that a number -- some of the people who were interested in the job did call people they knew on the Cape, did talk to people on the Cape.

So, what will happen now, I really am not sure. I'm interested in the process certainly, and I hope that we can find someone good. I think we're very fortunate that we can retain at least for the time being Mr. Brillhart and also Bob Lawton, but it would be, I think we could all probably agree, that sooner would be better to get this done.

Speaker BERGSTROM: Okay. Any questions on that? Yes, Ed and then Brian.

Mr. LEWIS: It concerns me because I think that the two people who didn't dropout and we're waiting now, from what I read, until January to start. Probably one of them, from what I understand, will get a job or most likely at this point, and we're starting the whole process over again which is another 2, 3, 4 months, whatever it is. And thank God Mr. Brillhart is staying on. I'm glad for that.

But it concerns me and my real question is assuming the Collins Center did their work, which you say they did, is there a feeling as to why you had, you know, what you said before, you had two that you really liked and there seemed to be a consensus on the screening committee, and this was good screening committee. The makeup of the committee was very solemn people and, honestly, I'm somewhat prejudice because Charlie's a close friend of mine.

Ms. TAYLOR: He was a good chairman.

Mr. LEWIS: Did the Collins Center come back and give some thought process as to why there wasn't a larger group?

Ms. TAYLOR: They said that there's been in general in their experience a lowering of the numbers applying for jobs now. They attributed it in part to the cutbacks at the municipal level where lots of towns don't have an assistant town manager anymore.

Mr. LEWIS: Right.
Ms. TAYLOR: So there was sort of this training ground for young professionals and so then by the time they were in their 30s, they might have had a good 10 years of experience fairly high up as an assistant manager. Now those people aren’t there.

Mr. LEWIS: My concern, Julia, is, and I don't know this to be a fact, I’m just of concern that we are competing with private industry for these people, even though they are administrators and they’re out there. I know that from a standpoint on the local level that the remuneration packages are going to have to go up in order to attract really good younger people.

In order to get younger people that you’re competing with in the financial world and a lot of other places, it's commonplace that municipalities don’t like to pay a lot of money in comparison to private industry because we’re taxpayer supported. I don't know if that's --

Ms. TAYLOR: I don't disagree but I didn't get any feeling from what I saw that money was a big issue.

Mr. LEWIS: And just one last point. Superintendents, as an example, you’re finding that if you compare what superintendents of schools are being paid in comparison to town administrators that at one point the town administrators have -- today, superintendents are offered much more money than we offer town administrators.

Ms. TAYLOR: But speaking as a teacher, I mean naturally it's a lot more difficult. Ed, I don’t know what to say.

Mr. LEWIS: You never had to put up with this group.

Ms. TAYLOR: I think we’ve got a problem. I think we’re going to have a problem. I thought we did before it started. I was very happy during the search because I felt that the screening committee was good and the Collins people were good and got some good candidates, but now I’m worried again -- reworried.

Speaker BERGSTROM: We’ll see. But, Brian, did you have a question?

Mr. O’MALLEY: Kind of a follow-up. Jumping from the pool, why the pool was small, to the two candidates who were preferred and dropped out. I know that in Provincetown --

Ms. TAYLOR: Well, I may be overstating the case but the two were preferred. I would say some people expressed --

Mr. O’MALLEY: The two who dropped out.

Ms. TAYLOR: -- this is one of my favorites. Some people had said, oh, this is my favorite but it hadn't gone any further than that.

Mr. O’MALLEY: Okay. Let me leave that out. We went through a very protracted job search for our current town manager, and it was owing to the fact that a number of people having been chosen determined that their spouse could in no way find work. They recognized the insanely high cost of housing. Do we know any specifics about these people?

Ms. TAYLOR: I have not considered any of that to have been an issue.

Mr. O’MALLEY: A factor.

Ms. TAYLOR: I think that some people were reluctant to take the job once they really explored it further.

Mr. O’MALLEY: You think it related to the job itself and the task?
Ms. TAYLOR: The only thing I heard; now, it could be things I didn't hear.

Mr. O'MALLEY: Okay.

Speaker BERGSTROM: Yes, Ed.

Mr. MCMANUS: The other complicating factor you have is in the last five to eight years you have the class of a town administrator/city managers that have basically gone into retirement. So that pool of young, new talent that we’re training in assistant jobs have moved into -- and then not yet looking to move yet. That’s a significant problem.

Speaker BERGSTROM: Ned.

Mr. HITCHCOCK: It seems to me, unfortunate that we really didn’t have any kind of discussion about the issues that Julia raised back in December, I think it was. And I would hope that perhaps we could put on the agenda may be the same document or maybe a revision of that document, whatever, would be relevant because the question she raised seemed very relevant to me.

It's my fault as much as anyone for not pushing that in to saying, “Look, we’ve got to talk about this stuff before we get around to trying to do some hiring.” So if we could revive that, I would certainly support that.

Speaker BERGSTROM: Yes, I agree with you, Ned, but if I remember correctly that this is a culmination or was supposed to be the culmination of a long process in which we got advice from the Collins Center at what type of people, what the wage scale would be, so on and so forth.

I mean maybe I’m getting older but the wage scale seemed perfectly adequate to me. I mean if you pay someone $150,000 and they spend 30 percent of their income on housing, that’s $45,000 a year. I would imagine you could get a nice, hefty mortgage for $45,000 a year, even in an expensive place like Cape Cod. So, yes, I --

Ms. TAYLOR: As I said, I don't think money was an issue with any of the candidates we interviewed. I think I just kind of think it was not.

Speaker BERGSTROM: Well, I’m just going to say following up on Ned’s question is one thing we can discuss is the nature of the job; do you know what I mean? Understanding what are we asking somebody to do, you know, in return for their --

Ms. TAYLOR: Well, I think that Sheila touched on it that there were a variety of qualifications, and I think some people would consider the job primarily a managerial job where you're working with the employees. Others would have more of a political vision of it. And then I think there would be all sorts of things in between. We got a wide variety of talents.

Speaker BERGSTROM: All right. Well, yes, Suzanne and then we’ll go down the line.

Ms. MCAULIFFE: Just a quick comment. I would assume that the Collins Center is going to find out why these two people dropped out and it's not just --

Speaker BERGSTROM: Well you can’t.

Ms. MCAULIFFE: Okay. They can’t. I would just say that this goes to Ned’s comment is that if it turns out that the job presents itself as something that very
qualified people just aren't interested in, then we have, as a County, have our work cut out for us in terms of going back to your original premise, Julia, on this whole thing is are we really going to find someone when we’re not really going for what the County really needs or should look like or what the County wants. Just a statement. So if we find out that we strike out on round two then I just hope Mr. Brillhart’s available.

Speaker BERGSTROM: Ed.

Mr. MCMANUS: I think one of the other concerns you have is, in Massachusetts anyways, there aren’t a whole lot of county administrators hired. You know, in my old state of California, there are at least 48 county administrators because there’s 48 counties. There are 600 towns so there are 600 city managers. In Massachusetts, you’ve got 300-plus towns and town administrators but there are only one or two county administrators.

Ms. TAYLOR: We were not being fussy about that as criteria. There were people who had town experience. There was one person who had county experience but it was from out of state.

So I think we -- the people that applied were -- had legitimate experiences that made them worth interviewing for sure, and we weren’t saying, “Oh well, you haven’t been head of a county; therefore, we won’t” -- we weren’t being fussy like that.

Mr. MCMANUS: It wasn't so much that a selection committee was being fussy; it’s just that the applicants -- it's sort of an odd position in Massachusetts to apply for.

Speaker BERGSTROM: I'm sure they kicked the tires and saw what they were getting into. Ed.

Mr. LEWIS: Just to answer, because Ned makes a very good point, but if you will recall when Julia passed out what she passed out and what she was looking for some guidance from the Assembly. At that point, we had been told that the Collins Center was going to come in and then we would have an opportunity to have that discussion.

And then we were told a month later that that wasn’t going to happen and that the screening committee and the Collins Center -- we were left out of the debate completely.

So I agree with Ned, and I think that the Collins Center maybe should come in and at least we’ll have that discussion because Julia did hand out a very important document, which I did read, and I think that we’ll give the Assembly because there’s 15 people here who are elected who may not -- who don’t hire the person but their input would be important because we all have various different experiences and might be able to at least get the Collins Center to where they go out again and give them some background based on what Julia gave us. So I think Ned’s idea and what Julia did was excellent.


Mr. KILLION: Thank you, Mr. Speaker. Could you speak to how much more complicated this hiring process has been because, obviously, we hired an interim administrator who’s done a very admirable job at running the county and why this process is so much more difficult and taken so much more time and effort with a
lack of candidates?

Ms. TAYLOR: I’m not sure how Michael got hired, whether it was through the Collins Center; I think it may have been. But maybe because it was such a, it was in theory, such a terminated project that it would get a very specialized group of people who would be interested in a one year contract.

So I think it would be quite a different pool for someone then people who wanted a full-time, long-term job. That’s just my guess but I don’t know the answer.

Mr. KILLION: So there was not -- then you can’t answer was there a different set of qualifications we were looking for, more experience, different experience?

Ms. TAYLOR: I don’t think so. I would guess that the kinds of administrative experience and leadership experience in general would have been needed -- wanted for both. But was there a screening committee?

Ms. MCAULIFFE: No.

Mr. KILLION: I don’t think so.

Commissioner FLYNN: I can tell you how it happened after.

Speaker BERGSTROM: You know, just to comment on that. When Julia and I were on the special committee to look at County government, whatever it was called, you know, and one thing that we brought up -- at least that I brought up and some people brought up is that in towns -- in town administrations there’s very clear lines of authority. You hire a town manager and all the employees work for him.

In county government, not only is it different, but you’ve got all sorts of little fiefdoms floating around. You’ve got the mosquito control and you have the wastewater collaborative, all have the 15 members; you have the County Commission.

So someone coming in and looking at this, really, it’s not clear exactly what their authority and, you know, also historically the Commissioners have acted as the Executive branch with their transitioning more toward a home, you know, the type of Home Rule Charters that the towns have.

But I don’t know that these people -- what they’re doing, and it’s quite possible they looked into it and said, “Well, this is kind of a cobbled together organization, and if there was more thought given into who answers to who and maybe a consolidation of some of the various little fiefdoms. I don't mean to be negative, but that’s the way we set them up, you know, that it would be easier for someone to come in and take the reins and make things happen. But that’s not their problem; that’s our problem.

Ms. TAYLOR: On the good side, it was clear that Cape Cod was a good place to be.

Speaker BERGSTROM: Yes. Anyway. Well, we will hear further from this I’m sure from the Commissioners. But I’m going to move right along here.

I put this next piece on the agenda because as the Commissioners are looking at the budget, I realized that there have been some grumbling and I’ve been grumbling about how the budget is submitted; who looks at it; whether or not the committee should have final authority on passing it on; whether some of these department heads should go before the full Assembly.

And without getting into a discussion on the elements of the budget, in
other words what we’re going to spend and what we’re going to get in; I just wondered if the Delegates had any recommendations on how they would like the budget presented to us; whether they’re happy with the system the way it is; whether they're not.

Because this isn’t -- this isn’t the first time I’ve put this on the agenda. It won’t be the last time you have a chance to discuss it. But it's a question of speak now and maybe you won’t get another chance in the future.

Yes, we’ll start with Suzanne.

Ms. MCAULIFFE: Just a comment for everyone's information; Bob Lawton had mentioned that they are going to do a very organized template this year so that all departments will be in a very similar format. It won’t be like last year where, you know, there are different things and you’d have to know some things to pull certain pages. It’s going to be far better organized and presented, which is something that I really appreciate because then you’re looking at apples to apples and it’s going to be more easily understandable. I think that was one of our big issues.

I think the only comment that I would have is I really appreciate the fact that Mary, as finance director, has come up with some excellent guidelines for the departments and it sounds like it's based on her knowledge of the financial situation.

But from my municipal school committee budget days, it really falls to the executive to make a policy and there needs to be an overriding guiding principle, whether its level funded, level services, cuts, increases. There are all sorts of options, but you really need to kind of have a flag that you’re all looking at.

Speaker BERGSTROM: Ed.

Mr. LEWIS: A couple of comments. Number one, I’d really like to see Edward McManus thought process work into we do have a full discussion as it relates to revenue separate from different departments, where the revenues coming from, and I think he's 100 percent on target. Because if revenue goes down, we have to figure out whether or not we can at least get revenue up to where it was or not but we’d have to do that.

The other point that I found very difficult, which I would hope would go forward, is we don't have enough time devoted to actually hearing and working on a budget. You get a budget and then you have really 15 minutes with the department.

So my recommendation as far as the departments come in, we have the departments over the year come in and tell us what they do and go through all the whole bit about what they do. We don't have to have out of a half an hour a 20-minute discussion with us telling us what they do. Let's talk about the financial aspects, let them justify why they want to spend the money that they have to spend.

But rather than go through a whole litany of all the great things they do, and it doesn't take away from all the great things they do, it's just during budget discussions, and we should be discussing the financial package and the ramifications of that. And I do think that we need to -- I know we like to meet twice a month and that’s fine, but I think we need to look at when we’re going through budget discussions, the individual committees, subcommittees, have to spend a little more time on these areas so that they can make recommendations, yay or nay, to the Assembly as a whole.

And the way its set up is we don't really make a recommendation to the
Assembly. We make a recommendation to the Finance Committee and they, in turn, make a recommendation to the Assembly, which is somewhat convoluted because I understand the Finance Committee. If you are the subcommittee for Human Resources, you should be making a recommendation to the entire Assembly, not to a Finance Committee and leaving it up to them to make the recommendation.

I think the various subcommittees should do the work and then make their recommendations to the Assembly.

Speaker BERGSTROM: Yes, Pat.

Mr. PRINCI: Thanks, Delegate Lewis, for bringing that up. Just to follow up. I agree with what you’re saying. It is sometimes frustrating during the committee process when we hear what great things all these agencies are doing, which, you know, we pretty much know about. You want to get into the crux of the finances.

My suggestion would be to, perhaps -- I mean we know our resources are our staff in the County. So, you know, what I see happening is you watch the County Commissioners meeting and then you see a presentation. And then you go to our committee hearings and you hear the same presentation.

So, basically, we’re having staff people give the same presentation a bunch of different times which is then, in turn, taking them away from their desks and their jobs doing the work that is important to the citizens of the region.

I would like to see, perhaps, during that component of it maybe the committee -- the subcommittees could attend or be invited to the County Commissioners’ meeting as part of maybe a workshop in a sense to just hear what they’re presenting so that staff’s not having to go back and forth and back and forth.

I understand what we’re doing is important, but I mean we could even -- I could have just sat back and watched the County Commissioners’ meeting and gotten the same exact information that I would've gotten sitting here for our meeting.

And I just think a lot of that is redundant, and I think we should try and find some ways to consolidate the staffs’ time that they put in to just explaining things to so many different people.

Speaker BERGSTROM: Well, you know, I’d just like to say that I know there are several of us who served as Selectmen in towns, and I’ve been warned not to compare the towns to the county but I’m going to do it anyway. Because it sort of simplifies that you start the baseline budget with this is what we did last year. These are the people we had in place; all right? This is their salaries.

Now the healthcare may go up. They may be eligible for step increases, which will probably be an overall decision, but let’s say presuming they’re eligible for step increases and cost of living increases, so we know we have a baseline. This is what we did last year. If we do the same thing this year, it will cost us another 2 percent or 3 percent; okay?

Now in town governments, if there are new initiatives, they’re usually put separately on the warrant. We want to spend half a million dollars to do this, you know, buy a piece of land or something.

So I think we can streamline the process by simply having the departments come in and say, “Look, I’m not going to tell you what we’re doing because we already told you,” you know, “but here are the changes that we anticipate. Here’s the additional revenues we may be able to obtain through grants and so on,” so that we
get an ongoing picture of where we -- what are we doing? We can make a decision that we could maybe not do what we’ve always been doing. But, presumably, we’d go along and we fund the dredge and we fund everything else that we’ll know what the additional cost would be if we just provided the same services with the same staff.

And then we’d just go on to, okay, what are the initiatives that the Commissioners are recommending? You know, what are the increased costs? Maybe the increase costs just to do the same thing go above a certain amount, and then there’s going to have to be changes recommended.

So I mean I don't think its rocket science. I just think how it's presented to us and by whom and eliminating some of the redundancies you talk about, Pat, would make it a lot easier of a process, and it will be -- we could argue among ourselves. At least we’d be arguing over something substantive rather than just trying to figure out what's going on. Some I’m trying to make it as easy as possible bring it down to the decisions.

Anything? I see -- yes, Ed.

Mr. MCMANUS: Well, you know, as we go through the budgets and each committee, whatever committee it is of the different departments’ budgets, and if we do have to recommend reductions for a department, it becomes the choices of what services you’re no longer going to do or going to do less of.

But the data that we’re given really doesn’t translate that into the financials of the department, you know, because it's all in salaries and utilities and postage, etcetera. But if we wanted to do instead of 20 hours sort of this 10 hours of the service, how do you cut that service out? If it’s a staff-heavy service, then it shows up on a staff line. If its service that is actually more material-oriented, it shows up on a material line.

And in sort of reviewing the budgets and recommending if we do have to make those cuts, we need to do the initial recommendation of all the priorities your department has. To meet your goal, we recommend you look at doing reductions in this area of your service delivery and that area of your service delivery. This is the recommended dollar value you need to come up with, and tell us how you’re going to do that.

Speaker BERGSTROM: Okay. Yes, Linda.

Ms. ZUERN: Wouldn’t it be easier just to tell all departments that we want no increase in the budget or we want just a 1 percent increase or whatever we decide, and let them decide how they’re going to work that out within each budget?

Speaker BERGSTROM: Well, that subject has been brought up by one of your colleagues as to basically going -- before the budget is produced that this body take a stand on what we want. And, I mean, we could do that. I tend to think that we should wait for the Commissioners to submit the budget before we rip it to shreds.

But, you know, we can do what we want. I mean I think if we put -- the Commissioners submit the budget. If we put them on notice that a large increase or any kind of significant increase will get a chilly reception, I’m sure they’ll take that into consideration when they put the budget together. But I’m one who usually waits until I get something in my hand, you know, before I -- but that's just me. So, anyway.

All right. Well, I'm sure we’ll have this discussion again.
Ms. MCAULIFFE: Move to adjourn.
Speaker BERGSTROM: Wait a minute.
Ms. MCAULIFFE: Oh, I’m sorry.
Speaker BERGSTROM: Ed?
Ms. MCAULIFFE: Go ahead.
Mr. MCMANUS: Well, I just had one question. I have a public hearing on Proposed Ordinance 15–10 earlier on, and I have a comment I’d like to enter. I’m not sure who to send it to or whether to present it now because I wasn't able to make the public hearing earlier today.
Speaker BERGSTROM: You could make it when they give the report next session.
Mr. MCMANUS: Thank you.
Speaker BERGSTROM: All right.
Ms. MCAULIFFE: Move to adjourn.
Ms. MARTIN: Second.
Speaker BERGSTROM: All those in favor?

Whereupon, it was moved, seconded, and voted to adjourn the Assembly of Delegates at 5:25 p.m.

Respectfully submitted by:

Janice O’Connell, Clerk
Assembly of Delegates

List of materials used at meeting:
- 10-21-15 Journal of Proceedings
- Proposed Ordinance 15-11
- Barnstable County Budget Guidance FY17
- Finance Report on Proposed Ordinance 15-09
- Memo from Robert Lawton re: Proposed Ordinance 15-09
- Proposed Ordinance 15-09