

**CAPE COD REGIONAL GOVERNMENT
ASSEMBLY OF DELEGATES**

APPROVED Journal of Proceedings – February 19, 2014

Speaker BERGSTROM: Good afternoon. Welcome to the Wednesday, February 19th session of the Cape Cod Regional Government Assembly of Delegates. I'd like to call this meeting to order.

I'd ask is there anybody recording this meeting?

Okay. It's being recorded besides our normal recording.

I will have 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.

But I'm also going to recognize Cheryl Andrews with some sad news.

Ms. ANDREWS: Thank you, Mr. Speaker. Some of you may know, but if you don't, during this portion of our meeting we should also pause for a minute and think of Rex Peterson.

Rex was a personal friend. I worked with him when he served in a Department of Community Development in Provincetown. He also worked for the towns of Eastham and Wellfleet and finished his career as the Town Administrator in Truro.

He was due to retire in June, and all of us are just totally shocked and very upset to find out that he passed. I believe the newspaper reported that he passed this morning while on vacation in Florida.

So to his partner, his family and friends, and all the townspeople that he served, we're all thinking of you and I'd like you to think of him as well.

Speaker BERGSTROM: So we'll now observe that moment of silence.

(Moment of silence.)

Thank you.

We will now stand for the Pledge of Allegiance.

(Pledge of Allegiance.)

The Clerk will call the roll.

Roll Call (66.84%): Richard Anderson (9.15% - Bourne), Cheryl Andrews (1.36% - Provincetown), Ronald Bergstrom (2.84% - Chatham), Leo Cakounes (5.67% - Harwich), Ned Hitchcock (1.27% - Wellfleet), Suzanne McAuliffe (11.02% - Yarmouth), Patrick Princi (20.92% - Barnstable), Julia Taylor (14.61% - Falmouth).

Absent (33.16%): Christopher Kanaga (2.73% - Orleans), James Killion (9.58% - Sandwich) (arrived at 4:10 p.m.), Marcia King (6.49% - Mashpee), Teresa Martin (2.30% - Eastham), Deborah McCutcheon (0.93% - Truro), John Ohman (6.58% - Dennis) (arrived at 4:05 p.m.), Anthony Scalese (4.55% - Brewster).

Clerk O'CONNELL: Mr. Speaker, we have a quorum with 66.84 percent of the Delegates present; 33.16 percent absent.

Committee of the Whole

Speaker BERGSTROM: Okay. Thank you. Hopefully they're all in probably warmer climates and bailed out for the duration.

You should have received -- oh, I need a motion to approve the Calendar of Business for today.

Ms. MCAULIFFE: So moved.

Speaker BERGSTROM: Okay.

Mr. HITCHCOCK: Second.

Speaker BERGSTROM: Moved and seconded. All those in favor, say "Aye."

Opposed?

(Motion carried.)

You should have received a copy of the Journal of January 15, 2014, seems like a long time ago. Are any of us -- are there any additions or corrections to that Journal?

Hearing none.

MS. MCAULIFFE: Move the approval of January 15, 2014.

Mr. HITCHCOCK: Second.

Speaker BERGSTROM: Moved and seconded. Okay. All those in favor say "Aye."

Opposed?

(Motion carried.)

Okay. Now we move on to Communications from the Board of Regional Commissioners.

Communications from the Board of Regional Commissioners

Presentation of Barnstable County Strategic Plan for 2014-2018

Speaker BERGSTROM: Commissioner Flynn is with us but I'm going to go directly to our Administrator Michael Brillhart who will introduce the Strategic Plan, along with Carole Ridley of Ridley & Associates.

So, Michael, you're on.

ADMINISTRATOR BRILLHART: Mr. Speaker and Delegates, good afternoon. Michael Brillhart from Barnstable County.

Thank you for the opportunity to be here and present to you a little bit of what's been taking place over the last year in our work regarding the Annual Strategic Plan. I call it Annual Strategic Plan because its main focus is what we're going to be doing over this next year.

But it actually represents 2014 through the 2018 horizon where we can look at various things and activities that the County staff are going to be involved in.

County staff has taken a lot of time and effort in working with Carole Ridley with Ridley & Associates to come up with this document.

And we're very pleased to have her here with us today to do a brief presentation. And if there are any questions afterwards, hopefully we'll be able to address those.

Speaker BERGSTROM: Okay. Thank you. Ms. Ridley, you're on.

MS. CAROLE RIDLEY: Thank you. I'll borrow this mic and bring it over here to the podium.

Thank you Mr. Brillhart and thank you Mr. Speaker and members of the Assembly. I'm pleased to be here today to talk with you about the Strategic Plan.

When the Commissioners launched this process, I think there were two objectives. One was to review and update the previous Strategic Plan which was existence for the years 2008 to 2013, so that was coming due so to speak.

And the other objective was to consider and respond to the recommendations of the Special Commission on County governance that had been put together by the Commissioners

back in 2011. And that group, as you may recall, consisted of about 26 folks who had in depth familiarity with the County who convened and gathered I think over a six-month period. They met about 10 or 12 times and looked at all manners of County programs and issues around the governance structure.

I know some of you were on that Commission and came up with a report to the Commissioners that contained 17 recommendations that addressed programs and services as well as government structure. So that was another piece of what we wanted to factor in to the Strategic Planning process.

And so the scope of the plan was quite comprehensive and this slide gives you an indication, this is more or less the Table of Contents of this Strategic Plan. It's considerably more involved than the prior five-year Strategic Plan. So it's a much more in depth approach and provided a bit more implementation guidance.

So I want to this afternoon sort of briefly walk through each of these sections just hitting the highlights. And, as Mr. Brillhart said, I'd be happy to answer any questions after I go through it all.

But first starting with the Foundational Plan and that's the mission of the County and just taking an opportunity to look back and reflect on that just a minute.

And just an excerpt here of that mission is "To promote and sustain a proactive open government that enhances the quality of life for the citizens of Barnstable County."

So in order to really move forward with that mission, there are some essential core values at stake here. And these are the values that really run throughout the Strategic Plan.

The first of these is Collaboration. Certainly among the various parts and departments of the County but also between the County and the towns and the state and other partnering organizations and businesses.

A sense of value of Innovation that the County has placed where new things happen that can't necessarily start up or happen at the local level because of resources or other means.

Efficiency; there's an emphasis on high-quality services that are provided in a very cost-effective and timely manner.

And, finally, Fiscal Responsibility, which is making the best use of the public's resources and time.

And with that is a sense of Accountability and Transparencies. So those are some core values that underlie the mission, the approach to achieve in the mission in the Strategic Plan.

So, again, our purpose here was to look ahead in the coming 5 years, assess the needs that are emerging, the trends that we are observing and begin to focus our operating procedures and our programs and services to meet those emerging needs for the County.

And I want to stress that the plan is in no way intended to micromanage the departments. It really doesn't displace the individual departmental plans but is really intended to provide an overview and policy guidance, so that as those departmental plans are developed, they can be assured that they're in sync with what the strategic priorities of the County are.

And then with respect to governance structure, looking at the structure and understanding whether any changes to it or modifications would be necessary to put the County in the best possible position to carry out its mission.

So just a quick word about the process. Because it was a year-long planning process and as Mr. Brillhart said there was a lot of involvement by the department managers themselves.

So a number of interviews were undertaken which each of the department managers, also with a couple of members of the Assembly, with former County officials, and participants from organizations and businesses that deal with the County on a regular basis.

So there was a fair amount of input regarding different perspectives and from people who had different roles and relationships with the County.

In those interviews with the department managers in particular, we reflected on their Departmental missions, what they saw as emerging needs for the populations and clients they serve or deal with on an ongoing basis. How they felt the County could change or respond in ways that would help them achieve their departmental missions. Those are the kinds of things that were focused on in those interviews.

That information was taken back to a series of Strategic Planning sessions that were held with the County Commissioners in public sessions and were discussed in fair detail, and others were parts of those discussions as well.

I know members of the League of Women Voters attended those meetings and other members of the public were there and some of you all attended some of those sessions as well.

We also looked back at other Strategic Plans and any documents that had been developed over the past few years to make sure that we had the full picture of issues and perspective.

So with that information, we were able to generate an assessment of what the strategic opportunities and challenges are facing the County, and I'm going to review those with you.

Identify strategic priorities for the coming 5 years and those two pieces really were core of a draft Strategic Plan that was then shared with the department managers. They had an opportunity to review it in some detail. A number of them offered very specific comments back. Those comments were integrated into the draft.

It was returned to the Commissioners for their consideration. They took it under advisement, opened it up for public comment I think for 30 days. And at the end of the 30 days, they adopted it at a public session; I think that was back in December.

So a fairly comprehensive process leading to the conclusion of the plan.

And one of the first things we do in the plan is describe the context in which the County operates and how that's relevant to where it might be going in the future.

And certainly as we all know and hear and say many times the Cape is a very unique place, and geographically very unique and very sort of isolated in a sense which lends itself to regional identity and a role for regional government.

We also faced some purely unique socioeconomic challenges in terms of our housing supply, our demographics, our economy, some of the environmental challenges we face in terms of wastewater and coastal erosion. These are issues that cross town boundaries, and, again, reinforce the need and the relevance of County government.

The other important point that's stressed in the introduction is that change is a part of the history of Barnstable County government.

The government as we know it today was basically from the 1988 Charter, I believe, and even since that time there have been some significant changes with the Cape Cod Commission Act, with changes in the County hospital, with the fact that the Sheriff's operation is now under the state.

So as we see even in the last 25 years, there have been changes in how the County operates. And so that is something that's part of the character of County government and its responsiveness to changing conditions.

And you know relevant I think to the current interest that's been expressed in reviewing the structure of a County government.

Quickly in the next couple of slides I'd like to review what came out of the interviews

and discussions in terms of what are the County strengths and what are some of the challenges it's facing.

And first the strengths and they're pretty significant. And I will say these were points that were not just one or two people, these were things that really came through in strength in the various conversations that we had.

First of all, the County had a number of programs that are either regional or New England-wide or even national models, and award-winning in some cases.

So we think about the Incident Command Center -- Training Center at the Fire Rescue Academy or at Children's Cove or the Septic System Treatment Facility that's testing the different technologies. These are programs that are looked to by other regions, which is fairly significant and something certainly a strength to be built upon.

The County is also a source of innovation. And whether it's the multi-area planner that the Commissioners' launching to assist towns with their wastewater planning and their land-use planning or some of the work that the Cape Light Compact has done with the support of the County.

There are programs that have come out of the County that probably or may not have existed without the County being here.

Certainly the County is an important clearing house of resources, whether it's the data that is collected and disseminated through the Human Services Department, which provides human service agencies with a good understanding of some of the challenges facing our communities; whether its information provided by the Cape Cod Commission or through the County Extension Service which provides a lot of different important services.

Cost-Effective Services; the County dredge is an example of saving the towns more than \$11 million over the past several years in terms of providing dredge services that otherwise they would have to contract privately to provide.

A facilitator of regional discussion on a range of topics, whether its wastewater, transportation, coastal resources, economic development.

And finally the County has a well-located, well-maintained facilities that are certainly an asset going forward.

In terms of some of the challenges facing the County or needs that were identified in the conversation; a sense of clear policy priorities. It was a frequent comment that the departments felt a need for clearer policy direction. That they were more or less operating independently in a somewhat isolated manner and would certainly benefit from having clear policy guidance to guide them in their department planning.

Organizational Planning and by this I mean planning as a County entity that provides opportunities for identifying emerging issues and getting ahead of them as opposed to responding to them. So thinking ahead how will one change in policy relate to other changes in policy, for example.

Leadership succession is an issue in a number of departments, so organizational planning can help get ahead on that topic as well.

And Collaboration; it was frequently mentioned that department managers felt there could be more collaboration between departments and different parts of the County. Sometimes one County -- part of the County is doing something that another doesn't know is happening.

So collaboration could lead to more opportunities for grants and joint programming that could be beneficial.

Another challenge and one I'm sure you're well familiar with has to do with financial

issues; Resources. The revenues from -- a third of the County revenues coming from the Deeds taxes which vary from year to year creates a bit of uncertainty. That is a challenge to plan around.

And certainly the long-term funding obligations, Other Public Employee Benefits programs and things that have long-standing obligations that need to be (Inaudible) at some point. That's another challenge facing the County in the next five years.

It was also noted that the County has grown quite a bit in the last couple of decades, and some of the systems within the County have not quite kept up. And two in particular that came up again and again were Human Resources and IT.

And I know there is a lot of work going on right now in the area of IT in terms of Strategic Planning, but that was certainly identified as an area where additional focus would be beneficial in the coming five years.

And then finally internal and external communications need improvement. Internal as I mentioned between departments at different parts of the County government, but also the County's ability to represent itself as a cohesive entity with an identity that is recognizable to most citizens and tell its story and convey to the towns and individual citizens just how much value the County offers and provides. So that storytelling through external communications is another need for the coming five years.

So from that process of reviewing strengths and challenges, we are able to identify the strategic priorities and these are the areas around which the plan focuses implementation measures.

So I'm just going to, you know, you can see the list here. No surprises. I think they're pretty straightforward:

- Leadership and Financial Stability;
- Environmental protection;
- Increased Energy Self-Sufficiency;
- A Safe & Healthy Population;
- Economic Opportunity;
- Public Safety & Emergency Preparedness, and
- Cost-Effective Regional Services.

And I'll just touch on a few highlights with each of these. I mentioned County government -- governance in a couple of the slides. You know, this was one of the factors that the Commissioners wanted to take into consideration.

They carefully reviewed the input from the League of Women Voters and the Cape Cod Business Roundtable, from the Special Commission, and voted a Resolution to support the merging of the County Commissioners with the Assembly of Delegates and the appointment of a County Executive.

I think the rationale behind this was a sense of fostering regional discussion and decision-making, streamlining County government and providing through district representation, you know, each citizen having an equal weighted vote in the Legislative body.

Another important recommendation in the Governance & Administration section of the plan is to undertake a reclassification study. There's a need to look at every position within County government and look at the actual tasks that position has and the person performing it against their job description to make sure that those two things match.

And also to make sure that whatever that position entails, you know, its pay scale is commensurate with what the market provides for that type of position.

So that reclassification study is an important recommendation and provides the basis for

undertaking as a next step an organizational assessment to see are there gaps in our job descriptions? Do we need to fill those? Is there overlap? Do we need to make some adjustments? So that's another important objective for the coming five years.

And then finally in this section -- not finally, I mean just highlighting today that there's more in the plan and I urge you to look at it. But in terms of highlighting, codifying administrative policies, as with many organizations, there are a lot of policies. They change from time to time, and making sure that all of those are compiled, codified, up-to-date and accessible to everyone within the County government is important. And that's a pretty straightforward objective but one for the next five years.

There are also a number of recommendations having to do with sort of internal planning and capacity building. And, again, I'll touch on these briefly.

First and foremost would be to coordinate the Strategic Plan with the departmental plans as their developed and with the review of those plans that happens over the course of a fiscal year.

So each department plan would try to key its programs to the strategic priorities. And when it meets either in January or June with the Commissioners and this body, they would be able to report and connect how their programs are furthering the strategic priorities of the County.

There's also a recommendation to foster some additional regional workgroups. I mentioned a few before. There are a number that should continue in the areas of Human Services and Coastal Resources and the Dredging Advisory Committee, Economic Development and so forth.

But there are a couple of areas including energy, transportation, and a more cohesive economic development workgroup that are recommended in the plan. And, again, this comes out of some of the recommendations of the Special Commission.

I mentioned a moment ago the notion of external communications and storytelling and part of that is a sense of branding for the County. It was frequently noted that there's certain parts of the County, certain agencies of the County have a fairly high profile and are well known by average people, average citizens but others aren't.

And so fostering a sense of a unified County entity was something that would be a recommendation for the coming five years, and there are several implementation steps for accomplishing that. I know some of this is already under discussion with the Joint Communications Program.

Just a few other recommendations here in terms of improving communications internally, externally, and also coordinating reporting by departments with the Strategic Plan.

In the areas of Financial Stability, in the events that there are years with surplus revenues looking for opportunities to perhaps establish a funding schedule for the OPEB, or Other Public Employee Benefits, and also perhaps beefing up the Stabilization Fund to deal with that year-to-year variability in the deed's tax revenues.

There's also a fair emphasis in the plan on opportunities for new revenue streams through the Strategic Information Office and the Regional Umbrella System as well as looking at opportunities for replacing state services that are being scaled back and seeing if there are opportunities for the County to provide those services where the state is deciding that it's going to be cutting back. And the most likely area for that to happen is probably having to do with the Health and Environment Department, and it's recommended that perhaps there be some discussions with State Legislators, with Health and Environment Department to identify an opportunity and perhaps pursue that as a pilot project.

Environmental Protection; this is the usual list of key issues I think facing the Cape. But one or two things I'd highlight is this notion of coordination.

What became apparent in the discussions we had with various department managers is they're similar to that of missions or at least common missions that could benefit from greater communication and coordination.

And so it's recommended that on a fairly regular basis these departments, the Commission, the Health and Environment Department, the Extension Service, and the Water Protection Collaborative have an opportunity to meet on a regular basis to look for opportunities for shared programming and to reinforce each other's activities and so forth.

Support for the 208 process is certainly a key part of the Strategic Plan in the coming five years. As is looking at ways to enhance the use of the very wonderful Water Quality Lab that the County has, and beginning to look not only at nutrient issues in our water, but also starting to focus our attention on contaminants of emerging concern.

So those are among the topics that are addressed in the Environmental Protection section.

A Safe & Healthy Population. Here again, coordination of Human Services Department, Health and Environment, Extension Service, and the RDA which are areas of the County that overlap with respect to reaching out through human services and health services to our community and continuing the data collection.

And one area of strong interest in the Health and Environment Department is expanding our Public Health Nursing Services and our Screening Programs for things like skin cancer and things of that sort, tickborne illnesses, that sort of thing. So a number of recommendations for that area as well.

Affordable Housing and Rental Housing are certainly an important need in the region and continuing in the coming five years. Looking at whether there's a role for the County to play as the State is moving towards the consolidation of Housing Authorities. Is there some sort of administrative role there to play? Certainly that's a discussion that has to be had with the authorities themselves along with the appropriate County personnel. But certainly something to look at in the coming five years.

And with Public Safety and Emergency Preparedness, certainly ongoing support for the County's role through the Emergency Preparedness Committee, but another interesting recommendation that surfaced is to review the Office of Public Safety and the Public Safety Officer who actually is currently the Sheriff, but previously the sheriff had been within the County and now is outside of the County.

So an opportune time with that change and also with the evolution of the Regional 9-1-1 to look at or re-look at those two parts of County government.

And in the area of Economic Opportunity, I think we would all agree that the Cape Cod Economic Building Council does a fantastic job and the folks with the sense over at the Commission who are fielding the sense ongoing updates do as well.

But I think in the course of the discussions over the Strategic Plan, there's interest in a little bit more coordination and frequent meeting or collaboration of the various groups doing economic development work on the Cape. And so that's a large part of the recommendation in the Strategic Plan.

In addition to looking at the relationship between JTEC and the County and the Workforce Investment Board and reviewing that agreement.

And the continuation of the very high-quality regional services is another focus. Looking for ways to enhance IT capabilities that the IT Department has been providing

services to some towns in lieu of their having to hire those staff themselves.

Transportation coordination and enhancing the outreach to the towns with respect to resource development and grant writing which is already ongoing. The wonderful work AmeriCorps does and mosquito control, County Dredge and purchasing.

I guess the County Dredge is looking at the potential for a second vessel and evaluating that as part of the Strategic Plan as well.

And then finally and this is really the end. Every plan needs to have a way to assess its effectiveness. And I think planning, budgeting and reporting are the three key aspects of evaluation of any Strategic Plan.

The planning will really happen at the departmental level. That's where the programs will be developed and where you're going to see the results. I think the key is working with department managers to make sure that those departmental plans really key into these strategic priorities and report on progress towards those priorities when their annual reporting periods arise.

Budgeting; we're recommending a program budget approach. This is obviously something that can't be implemented, you know, overnight. It's something that would probably need to be implemented over a period of time but would allow focus of budgeting to be on programs and outcomes, perhaps a bit more than it is presently.

And, finally, reporting as I mentioned at your January and year-end or June reports to the Commissioners and to the Assembly making sure that progress from each department towards strategic planning objectives is incorporated in their regular planning and reporting to you.

So that is a quick walk-through a very long document. And I appreciate your patience and would be happy to answer any questions.

Speaker BERGSTROM: Okay. Are there any questions for Ms. Ridley? Nothing? We're all stunned into silence here? Yes, Cheryl.

Ms. ANDREWS: Thank you, very much, Mr. Speaker. I didn't want to go first so I was waiting.

Anyway, Carole, it's very nice to see you again. It's been a while.

MS. CAROLE RIDLEY: You too.

Ms. ANDREWS: You're one of the people that have the gift when you speak I can understand what you say and that's a wonderful thing. So, thank you.

MS. CAROLE RIDLEY: Okay.

Ms. ANDREWS: I was very glad to hear you -- I'm going to focus on one tiny part of what you said. A lot of the rest of it sounded, frankly, just commonsensical as far as what you're doing and what the Commissioners are talking about doing.

But I wanted to focus on one aspect, which was you referred to it as internal/external communication.

And then you started using the word "storytelling." And I was really glad you did because after just a couple of years here on the Assembly and then adding on my years on the Wastewater Collaborative, my experience still, unfortunately, is that the County itself doesn't do a great job promoting itself. It doesn't do a great job educating the regular folks about all the services that are provided, the money-saving efforts that are made.

And that's my -- my experience is that's not a good thing, so I was hoping to see that the Strategic Plan dealt with it, but it felt like you really didn't. You identified it I think as a problem but I didn't hear a lot of -- I didn't hear much about what you suggest or what the Commissioners thought maybe they'd like to do about it going into the future.

I will say personally I think regardless of the political back and forth we've had over the last two years between the Assembly and the Commissioners, you've got 15 cheerleaders sitting right here that would love to brag quite a bit more about what Barnstable County does for its citizens.

And I have always felt pretty much hampered because I see a lot of big documents but I'm never handed smaller concise pieces of, you know, in the big world it would be propaganda or, you know, the fact sheets.

But you need them in order to be able to communicate with the public or with the Board of Selectmen. So every year I've asked for a town-specific, for example, report that I could put into my report.

You know I submit an Annual Report to Provincetown and I don't get one which means I write my own report. I write on what the Assembly does, but I don't get to really talk about the County, the big picture, and you might say, "Well, Cheryl, that's not your responsibility." And you're right but I'd be happy to help.

Unless there's some other means of doing that, I mean we are the one part of County government that still has one person for each town so it's a natural fit. We want to report to the Board of Selectmen if the County Commissioners don't go as a group to each town a couple of times a year, which is, you know, a great deal of work.

So that is still a problem and I hope you get a chance to address it. And I guess I would also ask when the Strategic Plan process itself -- you talked about it being very comprehensive; did you get any feedback from Boards of Selectmen across the Cape? If you did, which towns? If you didn't, that speaks to kind of my point which is we need to have more interaction.

And I think based on some of the recent votes especially with the smaller towns. So I just want to say that I'm glad to see you talked about it. I look forward to hearing more about what we're going to do to make communication, a back-and-forth, maybe dialoging is a better word, you know, not just one-way but both ways between County government and the citizens in the towns.

So, thanks.

Speaker BERGSTROM: Julia.

Ms. ANDREWS: Well, is she going to respond to --

Speaker BERGSTROM: Yes, I'm sorry.

MS. RIPLEY: Okay. Thank you. I just will respond briefly. I'm glad you brought this point up because I think it is an important one. And there are actually, although I didn't have the time to really get into it today, there are a number of recommendations, specific implementation actions that get at how to improve communications.

And I think the key first step is when you're storytelling is to get your story together. And I think that's where the Strategic Plan allows the County to do is to pool the various pieces together so we're not just getting the story of this department and the story of that department or this town and that town but you get the whole picture. And from that, you can take pieces that you want to use for various reasons.

So, for example, there would be a County Services Report developed that would describe the various County services provided over a period of a year as they relate to strategic priorities and document some of the specific savings, for example, that would have been generated.

There would be an effort to coordinate media outreach by the Department so that there's more consistency in how that's handling -- handled. And when you are dealing with the need,

there are always certain things that can be done to reinforce the identity of the County on an ongoing basis.

There are opportunities for social media, for using the website. And I know that some of these things are in process, but it's going to take some time. There are two pieces to this as I see it. There's the story and the content and then there are all the means and mechanisms you have to get that out there.

But it is here in more detail, but I welcome if you have a chance to look at that getting your feedback on it.

Ms. ANDREWS: And could you comment on interactions between Boards of Selectmen with the Strategic Plan?

MS. RIPLEY: In the development of the Strategic Plan not -- not directly. I spoke with a couple through the interview process but I think there were -- some of that came through as well through the Special Commission process as well where there were members of the Boards of Selectmen on the Special Commission and others visited and participated in that process as well and that always factored in.

So I do think that that was represented here, although we didn't as a process -- as part of this process, you know, go out to various boards.

Speaker BERGSTROM: Okay. Julia.

Ms. TAYLOR: Well, as a teacher, I just can't help commenting on the excellent use of a PowerPoint, the PowerPoint in front of us, but we were not read the PowerPoint. That was wonderful. I really loved it. I'm very -- I can't resist that.

But I'm very eager to hear when we get the Budget Report the correlation between the budget items and the Strategic Plan. I hope that the Commissioners or the Administrator will stress those connections because I would appreciate those very much.

Speaker BERGSTROM: Leo.

Mr. CAKOUNES: Thank you. Because that PowerPoint was so good, are you going to give us a copy of it so we can have it in our files?

Ms. CAROLE RIDLEY: I would be happy to, yes.

Mr. CAKOUNES: Wonderful; Number 1. Number 2, I don't want to answer the question for you but I will say that Ms. Andrews asked on page 21 of the plan 4.1.3.5 gets really into depth of how they're going to do that communications.

The one thing that I would like to see and I don't know if it's too late to amend this or not, but the Assembly of Delegates isn't in it. And I understand that there was an argument or a movement towards doing away with the Assembly.

But even if that was to happen, it had to go in front of a vote this coming November and there was talk about how we would have been at least a year or two before the new board was to actually come and take into effect.

And this plan addresses things that are going to be done, quite frankly, in this particular fiscal year and certainly extend into next year's fiscal year.

When you look at who is going to implement some of these things, the Assembly is not mentioned in any of them.

And I hope that maybe we can amend it because I think especially in that section that Ms. Andrews talked about, communications and getting it back to our towns, you know, we are here and we're going to be here for a while, some of us anyhow.

Ms. CAROLE RIDLEY: Well thank you for that observation. And I think there are references although not as an implementation -- this is viewed more from the Commissioners and the departmental level.

But there are a number of recommendations that refer to working with the Assembly to implement a number of the recommendations as you read through them. So I just wanted to make that point.

Mr. CAKOUNES: If I could follow-up, Mr. Speaker?

Speaker BERGSTROM: Sure.

Mr. CAKOUNES: Again, just going through the actual plan itself, and I see on page -- well it probably would be 15; it's not numbered, but there's a list of abbreviations and those abbreviations are in the little block of whose party is being referred to as being involved in the implementations of all those things. And, I'm sorry, but there's no Assembly of Delegates.

MS. CAROLE RIDLEY: Right, in the verbiage of the actual recommendations but I do have to take a look at that with the Commissioners.

Mr. CAKOUNES: Well it might be something to include us because we are going to be here.

Ms. CAROLE RIDLEY: Well I do, if I may, the plan was not written to be implemented through one structure or another. In fact it's clearly stated that, you know, regardless of how the discussion about structure ends up, the plan is the plan and it would be implemented by whatever structure exists at that time. So I just want to be clear about that.

Speaker BERGSTROM: Carole, let me ask you a question. I sat on the Special Commission of County Governance. Actually, we had a meeting in this room and sitting -- there was a table, an L-shaped table, and at those tables were various people who are involved in one way or another in aspects of County government.

Now one of the things that I struggled with is in telling people what County government does is that if you were to follow County government -- if you were just an average citizen and you followed County government through the newspapers, you might read a story about the Cape Cod Commission. You might read a story about the Workforce Investment Board or even the Economic Development Council. You know, they did something today and then there's the Wastewater Collaborative; they did something today.

So Barnstable County has this big umbrella image, and not even mentioning the Sheriff and all those people, but the actual section of Barnstable County that we have direct authority over and then the Commissioners have direct authority over is very limited compared to the scope of Barnstable County.

We talked about this in the Special Commission. I mean they, obviously, the Cape Cod Commission has its separate governing structure and separate legislation. The Wastewater Collaborative appointed by the various boards and they answer to them, you know, and so are the Economic Development Council, so on and so forth.

So the idea of a, you know, I discussed the possibility of trying to bring in some these groups and having -- if you're going -- I know part of the discussion over the governance structure was saying, "Well there isn't clear lines of authority. It's too much diffuse authority." But, yet, once you get down below the governance structure, I mean it goes all over the place.

You know, and I don't know if anybody has addressed that. I mean if I were to go out and say this is what Barnstable County can do for you; this is what the Commissioners and the Assembly can do for you, I have to start explaining that we don't really run Barnstable County. We only run a little part of it. If you want something from the Wastewater Collaborative, you have to go to them. If you want something from the Economic Development Council, you have to go to them.

It's not within our budgetary authority to do that. I'm not complaining. I'm just saying

that I have this problem with, going back to what Cheryl said, in explaining and having outreach of Barnstable County to the individual citizens, you have to do one of two things. You have to either take the time to explain to them that there's so many little, you know, factums within Barnstable County that I and the Commissioners and the Delegates can only do so much about the certain parts of it.

Or we have to start bringing in some of these groups, and I know the O'Leary and Rauschenbusch commission talked about that, bringing in some of these groups so there's clear lines of authority, so that when the Commissioners speak and we put a budget together that we are guiding the ship, so to speak.

So I mean did you look into those?

Ms. CAROLE RIDLEY: Well, I think that clearly the plan of -- answer the question how you do it, but I think that it provides some steps for how you begin to look at this question and approach it.

And I would say from my own experience that these things always happen over time and incrementally. So the first step is to look at what you do control, what you do have authority over and to work with that.

And if that becomes stronger and if that becomes more cohesive, others will want to be more clearly associated with that.

So I think it just has to be an incremental process and it has to -- you know, it's clearly, because I think as you pointed out, different parts of the County, different departments within the County that you do have authority over have different levels of identity. And it's not to say that you want to lose that. That's not necessarily a bad thing, but how you augment it with a more cohesive connection to the larger entity.

Speaker BERGSTROM: Okay. Anyone else down there? Well, okay, now we're going to find out how we're going to pay for all this.

MS. CAROLE RIDLEY: That wasn't my job so.

Speaker BERGSTROM: All right. I appreciate it. I'm sure we'll be hearing from you again.

MS. CAROLE RIDLEY: Thank you all very, very much.

Presentation of County Commissioners Proposed Budget for Fiscal Year 2015

Speaker BERGSTROM: Yes. Okay. Moving right along to Part B of our Communications of Board of Regional Commissioners, we have a presentation from our Finance Director on behalf of the Commissioners, Mark Zielinski, and he's going to give us the budget.

Mr. MARK ZIELINSKI: Thank you, Mr. Speaker, Delegates. You all have a copy of the budget in front of you, and I do have a signed copy of the transmittal letter so I will present that to the Clerk so we get that formality out of the way.

And at the risk of being scolded by Julia --

Ms. TAYLOR: Oh I mean I wasn't thinking of this --

Mr. MARK ZIELINSKI: -- I will try not to read exactly what the -- I won't even look at it.

Mr. CAKOUNES: Close your eyes and do it.

Mr. MARK ZIELINSKI: Exactly. Julia asked I think a good point; it's time that we sort of link the Strategic Plan to the budget. And remember we started the budget process in October. We didn't have a finalized Strategic Plan that was really at the point when the department managers were going through it. They did go through it and you will see linkages

in here.

In fact, you'll see some departments specifically link chapter and verse to the Strategic Plan and that's a good thing. And that's what we tried to do in the past. We were sort of in transitions here so it's not 100 percent complete but you'll see it there.

But I'd say just sort of as a start, there are certain themes in the budget and one of them you'll see in a couple of department some succession planning where we put some money in because we're thinking about a Deputy Director position, someone who's in -- not a new position but someone who's in the department doing work now and we're sort of preparing for the eventuality when we're going to need someone to step up. So you'll see that type of thing.

I think the other thing you'll see that's a big theme in the budget is the notion of using the resources presented to us by the opportunities of the OpenCape and CapeNet to do more with SIO, Strategic Information Office.

And one of the things that are in the budget, a very good piece of it, and 750,000 is this planimetric project through the Joint Initiatives, between the Cape Cod Commission and the County. And that really benefits the town.

You know we did the flyover. You guys supported a supplemental this year for the flyover. So now you have the pictures. Now you really need to get into the pictures and pull out the data that's in those pictures and the coordinates contained within that data. That's in here in the budget in the Joint Initiative's piece. There's some heavy investment in that so.

So let me -- oops. So this year's budget is \$28.5 million. It's up 2.1 percent from 2014, the budget we're in now.

I talked about some of those things but there are some staffing additions in there. We added two staff positions in the IT department for continuing investment in the IT department.

We do have an emergency planning staff addition. It's really something that we did this year moving Phil Burke from where he was in RDO over to the Emergency Planning staff.

There's also a part-time Public Health Nurse position that we've included in the budget this year. Those are really the only positions we've included in there.

You know this year as well in Human Services we're doing the SHINE Program, and those positions, which are grant funded, are included in the 2015 budget.

We've also continued with IT Facilities and Health Lab Capital Investment. We put significant monies, over \$750,000 in the IT budget to continue with our infrastructure. Investments are upgrades to equipment and those types of things.

We've also included over a million-two in Facilities Investments. Mostly for HVAC and roofing projects here at the County complex and especially doing the drainage in the parking lot. We see that as a phase project so there's some money in the budget for 2014 to do some planning around that. There's some money in the budget for 2015, and we anticipate some money in future years to sort of finish up redoing the parking lot.

And I mentioned the planimetric work for the GIS mapping through the Joint Initiatives Project.

In terms of Revenues, both the County Tax and the Cape Cod Commission Tax increased 2-1/2 percent this year. Both of those are about -- there just around 3 million, a little bit over, for the

Cape Cod Commission Tax. So the 2-1/2 percent increase is about a 75,000 or so increase.

The Deeds Excise Rate remains the same and that's the \$2.70 per thousand. It's been that for a few years. But we do see that rate increasing the volume of money that we bring in to 8.75 million. It's 8 million in this year's budget. Actually, we're probably on track to collect about 8-1/2 at this point in time. So it's a little bit of a modest increase from what we'll

actually raise in terms of Deeds Excise Revenues this fiscal year.

The Registry of Business Revenues, the fees and copy fees and those types of things, they always have exceeded over the past few years the department costs for running the Deed's program but we kept that level constant for 2015. It's 3-and-a-quarter million that we're anticipating. We're pretty much on track to collect that this year. And we wanted to be a little bit conservative. We didn't want to raise it for next year. So that number is the same.

You see the Capital Program. I talked about that. It's \$2.9 million. That's actually down from this fiscal year but mostly that's down from this fiscal year because we had the \$2 million dredge purchase in this fiscal year. So actually the investment that we're making at IT facilities and Health Lab's actually up.

And, of course, no Treasury Balance Funding. We've weaned ourselves off of assuming that we're going to have leftovers year to year and we continue to do that next year.

So that's the graphic picture of our revenues. You see the tax revenues are 15 million, that's the Cape Cod Commission Tax, the Deeds Tax, and the County Tax. So that's over half of the County's budget.

And the next biggest piece is, of course, is our Department Revenues. Most of those are the Deeds business revenues that I talked about. Dredge revenue is also a big piece of that.

And, actually, another big piece of that is the Septic Betterment Program. That pays for itself through the interest we collect on the loans that we make to people who take out septic betterment loans.

That's the expenditures by group, and, of course, here we're a service agency; we're a service government. So you see salaries and fringe benefits are almost 60 percent of the total budget.

Most of the other stuff, relatively small. Salaries went up I think a little bit this year. Fringe benefits didn't go up too much. Remember the Cape Cod Municipal Health Group just set their rates and those are included in the budget you have in front of you. And that was about 1.8 percent on most of the health plans this year so that was terrific. That really helped a lot.

And Retirement was a 6 percent increase, and I think that's reflected in most of the numbers you have in front of you.

Now just in terms of some budget highlights in the Commissioners' office. We are to continue to fund the Arts Foundation 35,000 is in the budget this year, 25 of which comes from County money and County from the License Plate funding.

I talked about the IT Program and especially the Capital Program. The new telephone system and the wide-area network, and we're continuing to do the Wellfleet IT services. There are some revenues built in associated with that.

I mentioned the Capital Facility Improvements. We're doing the HVAC in the Superior Courthouse. We have some Cape Light Compact Energy Efficiency money also set aside for that so that will help subsidize that cost so that helps.

We've also included again the rest area operations. It's about 40,000 for 2015 to operate the Rest Area and that is paid for with using License Plate Funds.

Cooperative Extension; that's one that's actually the planning things I talked about. I have a Deputy Director position in there. It's a regrade so it's only a small amount of money. I think it's \$2,225.

We do have a Solid Waste Reduction Coordinator in there. That's paid for through a state grant that were getting. And, again, this year I've included 25,000 each for the Forest Fire Prevention Program and the Land Management grants that Bill gives out.

Did I hear somebody ask a question? No?

In the Dredge Program, for the first year the operating budget went over a million dollars. So I think they're a 1,028,000 this year. And of course their operating matches their revenue. That's how the Enterprise Fund for the Dredge works.

And one of the things it drove that over is included in this year's budget the debt service on the new dredge that we'll be purchasing. They're working on the specs for that right now.

And continue -- we're putting some money aside for the Reserve Fund. We do have a substantial Reserve Fund that we're using. And we continue to fund that. That's 75,000 every year we try to put aside in the Reserve Fund for the Dredge.

Two things in the Health Department. I mentioned the Incident Management Team Assistant for Emergency Preparedness. That's full-time and Public Health Nursing Assistant, which we included new in this year's budget. It was a part-time position.

I mentioned the SHINE Program. Under Human Services, there are really two funded positions in there. That is the Program Director and a part-time Data Entry Assistant for that.

Children's Cove; nothing really new under the sun under the Children's Cove budget. But just to let you know we're assuming a hundred thousand from I think it's DCF, Department of Children and Families now is what it's actually called. And that's sort of bounced back between 65 and 135,000. This year we're getting 100 so I think it's probably a safe bet that next year we'll be at 100,000.

We actually increased the Elder Services and Meals on Wheels Programs. We've been at 75 for a long, long time, quite a few years and then we went to 80 proposed in this budget.

Public Safety, as you remember, as part of the transfer of the Sheriff to the State, we continue to pay the Unfunded Pension Liability associated with all the retirees who left the Sheriff before the transfer date.

So those are all existing retirees and we continue to pay the pension liability for that piece. It's about a 1,068,000 in this year -- in fiscal 2015. And that's a good thing. I know everybody rolls their eyes and says, "Why are we paying that?" But remember we were paying over 2-1/2 million dollars for maintenance of efforts. So that was the trade-off. We traded one away and kept the other.

The Cape Cod Commission and the Joint Initiatives, I mentioned the Strategic Information Office. There's really two funded positions that started this year, 2014. The Systems Development and the Applications Implementation Manager we're including those in the budget next year. Those are the positions to get developed.

The E-permitting, a new phone system might be on this list, any of those new initiatives, technology-based that can take advantage of the OpenCape system.

And I mentioned the planimetric work on the flyover data. That's a big piece of the budget. And I think that's an important piece for the towns especially in terms of saving money for the towns. The flyover, I know you've heard about that, we picked up a good piece of the flyover. We did charge the towns a small matching amount but they saved a substantial amount of money in trying to do it on their own.

Also, you get to do the entire project at once rather than piecemeal here one town doing it at one point, another town doing it at another point at different points in time. So we think that's a very useful way of doing it.

And then finally the Water Protection Collaborative; we did enhance their municipal support initiative by 25,000 this year to 300,000. Next year will be 325.

And then finally Shared Costs; there is 2 percent COLA included in the budget. And as you know, we tried to put some appropriated reserves in the budget every year. There are two

line items of 25,000 each as appropriated in reserves in the Shared Costs line item.

That's about it. Hopefully I didn't do too badly from a teacher's perspective.

Ms. TAYLOR: I wasn't -- he was thinking, "Why are you saying that, Julia?"

Mr. MARK ZIELINSKI: I was worried about getting scolded. I haven't been scolded in a long time.

Commissioner DOHERTY: What about this morning?

Mr. MARK ZIELINSKI: Oh yes, this morning. Yes, I forgot.

Speaker BERGSTROM: I know. The problem comes when you see it up there and you're reading it and also someone is speaking it. So you're getting it three times in one session but you did a great job.

So now we'll find out what the questions are here. Do we have any questions on the budget? Yes, I see a hand there. Suzanne.

Ms. MCAULIFFE: Yes. I read your presentation as there's 2.851 in Capital in the budget. That's the figure that you presented. Is there borrowing for that capital? You did mention debt service as part of the dredge, but I think last year we wanted to kind of tease out if there was going to be any borrowing. So is this all covered within the budget and there will not be any borrowing?

Mr. MARK ZIELINSKI: There is in the Shared Costs line items. You'll see at the very end 265,000, excuse me, in total principal and interest to cover debt services associated with any belongings.

Ms. MCAULIFFE: Okay. But I guess --

Mr. MARK ZIELINSKI: And those go back sort of over time.

Ms. MCAULIFFE: Because these are borrowings that already are on the books and it's to cover -- I guess what my question is is there any new borrowing in this budget?

Mr. MARK ZIELINSKI: Yes. That would be the 2.8715 I think is the number.

Ms. MCAULIFFE: 2.8518, yeah. So that's new borrowing?

Mr. MARK ZIELINSKI: That would be new borrowing, yes.

Ms. MCAULIFFE: Okay. And is there any way that we can get a look at that that isn't all sprinkled throughout every single department?

Mr. MARK ZIELINSKI: That's hard to do but I can do a summary for you.

Ms. MCAULIFFE: Okay. That would be great. Thank you.

Mr. MARK ZIELINSKI: Yes.

Speaker BERGSTROM: Okay. Mark, one question I have to ask is that you know there's an operating budget, and I know it's a bad example, I keep going back to the town budgets, but there's an operating budget, you know, you keep like the lights every year and you have certain salary positions and you raise revenue to cover the ongoing cost of operations.

Your budget -- not your budget but our budget contains a lot of non-recurring revenues to cover a lot of initiatives that don't necessarily continue on into the future.

So in other words, we're getting money in to do things that we're not, you know, for a couple years that we're not always going to do. So it's hard to really get a grasp on how much it costs to operate the County when you have revenue coming in this year that's not going to come in next year, and things we're going to do this year that we're not going to do next year; do you know what I mean? Is there any way --

Mr. MARK ZIELINSKI: I guess I would disagree with that one.

Speaker BERGSTROM: Okay.

Mr. MARK ZIELINSKI: Because I think if you look at the revenue page on page, blah,

blah, blah, page 8.

Speaker BERGSTROM: My copy is still warm.

Mr. MARK ZIELINSKI: It's still warm. Yeah, somebody else said that to me. Good. Hopefully it doesn't start a fire.

Speaker BERGSTROM: Okay. I haven't got to page 8 yet.

Mr. MARK ZIELINSKI: Well, if you look at page 8, I would argue that these are mostly recurring revenues. There are very few things --

Speaker BERGSTROM: Okay. Oh, you talked about some grants -- you said this position would be funded by a grant.

Mr. MARK ZIELINSKI: The good news about grants is if you have it, you spend the money. If you don't have it, you don't spend the money.

Speaker BERGSTROM: Okay. That's what I'm looking at.

Mr. MARK ZIELINSKI: Right.

Speaker BERGSTROM: All right. Leo, I'm sure you --

Mr. MARK ZIELINSKI: Can I just follow up with Suzanne McAuliffe's --

Speaker BERGSTROM: Sure.

Mr. MARK ZIELINSKI: For people who are sort of interested, these funky looking pages, these come right off the MUNIS system. And so those are the line items of the budget, line item by line item.

So the account code is on there. If you see an account code that says "005" and most of the time the way it sort of separates those out, those are the capital program pieces and they'll be in the IT budget, facilities budget, and the health department budget for 2015.

Speaker BERGSTROM: All right.

Mr. MARK ZIELINSKI: So you'll see those in there and you can sort of refer to them quick, you know, fairly simply. But I'll get you a summary of what the projects are.

Speaker BERGSTROM: Leo.

Mr. CAKOUNES: I'd probably get into this more in the future too though, but I see that in your summary we're doing some facility capital improvement. Do we have a 5-year plan to this that at least the Finance Committee's going to have access to?

Mr. MARK ZIELINSKI: Yes. I can send you a copy of the (Inaudible).

Mr. CAKOUNES: Just so we can see where we stand on and what we have for our future.

Mr. MARK ZIELINSKI: Yes.

Mr. CAKOUNES: And the same thing maybe with the vehicle replacement. Because I know last year we did some moving around with the vehicle replacement schedule too.

Mr. MARK ZIELINSKI: Well we did and I got one request for a vehicle replacement this year; it was from RDO. And the Commissioners proposed doing it the same way we did at the end of last year's budget into this year.

And that is at the end of the year we sort of look and assess. We've got some leftover money. We put some money into the vehicle fund. And, actually, last year because of the facility sort of upped the ante on us a little bit. We spend more than we thought. So I think there's 25,000 left in the Vehicle Fund. Don't quote me.

Mr. CAKOUNES: Right.

Mr. MARK ZIELINSKI: So we'll make another deposit in that.

Mr. CAKOUNES: Good.

Mr. MARK ZIELINSKI: And fund the RDO request that way again. So there are no vehicles in this budget.

Mr. CAKOUNES: Well, you see, and that's kind of why I want to refer back to that five-year replacement plan.

Mr. MARK ZIELINSKI: Yes.

Mr. CAKOUNES: I wouldn't call it a replacement plan, but the vehicle plan because I hate to get hit with all these vehicles in one year as far as replacement.

Mr. MARK ZIELINSKI: Yes, well that's sort of why we did it that way last year because we did -- we actually did some catch-up I should say this year.

Mr. CAKOUNES: Right.

Mr. MARK ZIELINSKI: We did some catch-up.

Mr. CAKOUNES: On the OPEB, O-P-E-B, are we going to be on the hook for the Sheriff employees for that too?

Mr. MARK ZIELINSKI: No.

Mr. CAKOUNES: Okay.

Mr. MARK ZIELINSKI: That's clear that the liability transferred with the Sheriff to the state.

Mr. CAKOUNES: Okay. Are we looking at, and I know it wasn't mentioned in the Strategic Plan, are you looking at maybe setting up some kind of a fund to start at least looking at putting some money towards that?

Mr. MARK ZIELINSKI: That was talked about, and, again, we're going to do that when we get to the end of this fiscal year. If we have some money, we're going to put some money aside for OPEB. Yeah, we have to do that.

You know we do the OPEB calculation as we're required to by GASB. We do that every year. In fact, we do it every -- well, we do it every other year I should say. That's when it's required to be done every two years.

We do it for about 32 other units on Cape Cod including all the towns. So we sort of do it on a regional basis and it's much cheaper. It's less than \$2,000 per unit so it's pretty good.

So we get the number; we just have to figure out how to pay for them.

Mr. CAKOUNES: Excellent. Thank you.

Speaker BERGSTROM: Any more questions here? Yes, John.

Mr. OHMAN: Just following up on that. Can we have access to that information for the towns on --

Mr. MARK ZIELINSKI: For the County you mean?

Mr. OHMAN: Yes.

Mr. MARK ZIELINSKI: Yeah, sure. I can send you the OPEB report. I'll send it to Janice and she can distribute it.

Mr. OHMAN: I see that you (Inaudible) for the towns (Inaudible).

Mr. MARK ZIELINSKI: Well we don't carry the liability for the towns. I have to have them --

Mr. OHMAN: Right. Yes.

Mr. MARK ZIELINSKI: So you --

Mr. OHMAN: I would like to see that.

Mr. MARK ZIELINSKI: GASB's?

Mr. OHMAN: GASB.

Mr. MARK ZIELINSKI: Okay.

Speaker BERGSTROM: Mark, when do you reconcile this current budget? In other words, how far after July 1 can you look at the income, for instance, the Registry of Deeds and you reconcile the budget and determine plus or minus and what we --

Mr. MARK ZIELINSKI: We know, well, there are two answers to that question.

Speaker BERGSTROM: Okay.

Mr. MARK ZIELINSKI: Pretty much July 2 we pay attention to the big numbers obviously. You want to know if you're in trouble or not.

Speaker BERGSTROM: Yeah.

Mr. MARK ZIELINSKI: And, you know, I have to say the Registry's very good. They or Jack will, if there's a problem and there hasn't been in a while, they'll call you and say, you know, "It's not a very good month over here."

Speaker BERGSTROM: Well, actually, what I'm --

Mr. MARK ZIELINSKI: But just to follow up on that.

Speaker BERGSTROM: Yes.

Mr. MARK ZIELINSKI: But remember then the most important report that you get all year is the Treasurer's Report that goes to the State Department of Revenue. And Joanne usually has that finished by mid-August.

Speaker BERGSTROM: Okay. I'm just looking because last year there was a surplus I know of 750,000 which the Commissioners then sent over Ordinances we used for various purposes.

Mr. MARK ZIELINSKI: Right.

Speaker BERGSTROM: So when you reconcile that budget, do you specifically target that through Ordinances? Also, you said you put it in Reserves and then it sits there until you need it individually for the -- in other words, what does it take to deal with that money?

Mr. MARK ZIELINSKI: Well I tell the Commissioners first, I was going to say, Leo, they'll always know before you. That's job security.

Speaker BERGSTROM: So, in other words, let's say at the last second, where is that money sitting? It's sitting somewhere in a Reserve Fund or its sitting in a --

Mr. MARK ZIELINSKI: On July 2, for example, when you do the calculations --

Speaker BERGSTROM: Yes.

Mr. MARK ZIELINSKI: -- it's on the bottom line. So this is your General Fund balance.

Speaker BERGSTROM: General Fund. Okay. It's in the General Fund until it's appropriated?

Mr. MARK ZIELINSKI: Or the Commissioners make a recommendation to or a vote to put it in a Reserve account.

Speaker BERGSTROM: Okay.

Mr. MARK ZIELINSKI: So it's sort of like, I hate to use the term Free Cash but that's sort of what it's like.

Mr. CAKOUNES: Mark, I watched briefly one of the Commissioners meetings when you guys were going through the budget. Unfortunately I wasn't able to attend this year because of weather conditions.

But I heard some discussion about possibly an increase the Deeds, filing fees if you will. And I think there was some open discussion about the fact that the filing fees have gone up but they've gone up only because of the state requirements. And that we, the County, excuse me, we, the County, have not been privy to an increase?

Mr. MARK ZIELINSKI: Yes. What you heard is a discussion based on sort of the remaining counties over the past several years. I would say -- I don't want to point blame, but it's led especially by Norfolk County and Plymouth County who really -- they don't have the luxury that we have with our own separate Deeds tax. They don't have that.

So they really are sort of desperate for revenues to do things on a regional basis. So, we're lucky. Let's say that right off the top of that. The fact that we have our separate Deeds Tax and our forefathers in the Charter put that in there. That was terrific. Very smart move. They don't have that.

So they are looking to see if they can boost up their revenues. So I think there are three proposals out there. One of which I can't remember what exactly it is. One of which is they get a share of the state's Deed's Tax. We don't get that because we have our own. So they're looking to up that proportion. That's one of the Bills that have been floating around out there.

And the other one that you're talking about Leo is an increase in the Deeds filing fee I think it is. Don't quote me on exactly what fee it is.

Mr. CAKOUNES: Yes.

Mr. MARK ZIELINSKI: But I think its 75 right now. It used to be, years ago, it used to be 10. And over time -- so the town could receive these I think either 10 or 5, whatever. We see that \$10 and it's gone up over time to 75 of which our County gets zero. We don't get any of it. So it's all gone to the state.

Mr. CAKOUNES: Right.

Mr. MARK ZIELINSKI: So that's what they're talking about. They're talking about increasing that fee I believe by \$10 which would go into the County's coffers. So we would benefit from that were it to pass.

Speaker BERGSTROM: Okay. Usually what happens now is that we send the budget over to the Finance Committee and they're separate -- or this is actually separated into department heads and so on.

But we just got this today, and I know that in the past the Delegates have expressed some interest in having you back at some time of mutual convenience where we can all discuss the budget with you after having gone over and ask you the questions. So, you don't have any problem with that; do you?

Mr. MARK ZIELINSKI: No. I'd be happy to.

Speaker BERGSTROM: Well see if we can (Inaudible).

Mr. MARK ZIELINSKI: I know Janice has the whole schedule.

Speaker BERGSTROM: Yes, she does.

Mr. MARK ZIELINSKI: So look at that schedule.

Speaker BERGSTROM: Yes, but usually what happens is normally the Assembly would not really get the entire budget on the agenda with you. You know, you'd explain it till the day -- almost the day of the vote on the meeting before.

And I think we're probably going to do something in between there. I mean while John and Leo beat you to death over the Finance Committee and the rest of us will drill you.

Mr. MARK ZIELINSKI: Well Leo, not John.

Speaker BERGSTROM: All right. Any more questions?

Mr. OHMAN: Yes.

Speaker BERGSTROM: Yes, John.

Mr. OHMAN: Is there a revenue stream for the e-permitting that you're doing?

Mr. MARK ZIELINSKI: No, not specifically at this point in time, no. I know that the first three -- a pilot, they got that -- I can't think of the name of the grant they got from the state. Then they applied for the same grant for the next and they didn't get it.

So I think the Commission's paying for some of that. I don't know. So, no, but there's no specific revenue stream for that.

Mr. OHMAN: And how about in the IT Department when they go to the towns to help

them with that; is there a revenue stream in the budget?

Mr. MARK ZIELINSKI: For the Wellfleet one which we have contractors, a revenue stream for that. If we were to do something, for example, one of the towns just had an issue or they thought they might have an issue, maybe Truro, we would help them out to the best we could.

Speaker BERGSTROM: Speaking of the IT department, one of the issues we've had in the past is the fact that we have a pile of Ordinances and Resolutions in that office that go back quite a number of years.

And sometimes we take a vote on an issue that it may or may not conflict with something that we voted on in the past. And it's been very difficult for the Clerk to come up -- in other words, we're going through papers.

Mr. MARK ZIELINSKI: You need a database.

Speaker BERGSTROM: Need a database.

Mr. MARK ZIELINSKI: This goes back to sort of what Cheryl's question was earlier. One of the frustrations sort of from the Department managers' perspective is so we'll ask them, "Okay. Can you put together the budget report?" Okay. "Can you now then" a couple months later it will be, "Can you put together the Town Services Report?" "Oh, then by the way, can you put together the Year-End Report?" And so it's like, you know.

And one of the things in the Strategic Plan and Michael and me and department managers we're going to work on is sort of consolidating the ability to put those things together.

And in the IT study, one of the recommendations was to build a database so that when Bill Clark goes and does training in Provincetown, he puts down that on January 4 I trained 5 people on nutrition in Provincetown; value \$1,000.

Speaker BERGSTROM: Okay. So documents like we have, Resolutions and Ordinances, could that be retroactive? Could we go back through that and scan them or record them in such a way that they could be Googled up and there they would be?

Mr. MARK ZIELINSKI: Yeah, I mean that's the way to do it. They've done this over at the Registry of Deeds obviously and have gone back and all their old documents they scan.

Speaker BERGSTROM: I'll take that as --

Mr. MARK ZIELINSKI: It's just labor intensive.

Speaker BERGSTROM: I'll take that as a commitment from you and the Commissioners.

Mr. MARK ZIELINSKI: Yeah, I think it makes sense. That's codifying your policies, yeah, so you know what you've done.

Speaker BERGSTROM: All right. Well, thank you very much, and we'll go through it and see how it comes out.

Speaker BERGSTROM: Do we have any Communications from Public Officials?
Any Communications from Members of the Public?

Ms. NANCY CURLEY: Yes.

Speaker BERGSTROM: Oh, sorry.

Ms. NANCY CURLEY: Sorry about that. My name is Nancy Curley. I'm from West Yarmouth. I'm a member of the League of Women Voters of the Cape Cod area. And the League, as you know, has been following County government for quite a long time.

And we'd like to take this opportunity to commend to the Assembly of Delegates the Commissioners' Strategic Plan for the coming five years about which you've heard a lot of

detail this evening.

We think this is a very valuable instrument as the County faces the many challenges ahead. We're pleased with the extensive process the Commissioners undertook to develop the plan.

A member of our committee attended most sessions. The League has a committee on County government of which I am co-chair and Jari Rappaport is the other co-chair. She attended many of those meetings.

The Strategic Plan is required every five years, and we've been somewhat troubled by the fact that the plans never were evaluated as to projects in the periods in between.

We're particularly pleased that this plan is a major effort to present to the public the major issues facing the regional government of Cape Cod with the goals to accomplish and also outline specific steps for implementation and a timeframe for action and evaluation.

It's a comprehensive plan and obviously there will be need as time goes by for not only evaluation but possible revision as events change both the physical and political environment.

Furthermore, the public, other governmental organizations and observers, like the League, will have the opportunity to follow each step and discuss issues, raise questions, and to support or not the specifics as they come before the Commissioners, and when appropriate, the Assembly of Delegates.

Most important, we now have the broad canvas of issues facing the County and steps to improve government function. We are particularly impressed with organizational goals to bring departments in close contact, integrating aspects common to them, creating depth, shared knowledge and efficiency.

We think it's a good plan and we hope you do too. Thank you.

Speaker BERGSTROM: Thank you. Okay. Are there any other members of the public wish to speak? Hearing none.

Assembly Convenes

Report of Committees

Speaker BERGSTROM: The Assembly will now convene. I don't think there are any committee reports. Although the Charter Review Committee did meet today and we decided -- Michael Curran was unavailable for some -- at the last minute he was unavailable and we wanted to speak about Charter changes that don't require, you know, a vote of the Legislature or the citizens.

So we decided to contact Mr. Curran and we will follow up on that whenever he's available.

Okay. I don't think there have been any other committee meetings. So we've got a report from the Clerk.

Report from the Clerk

Clerk O'CONNELL: Yes, just briefly. The budget rolled out this afternoon and we will begin the budget review process next Wednesday with the Economic Affairs Committee meeting at 2 p.m., followed by Natural Resources at 3 p.m. The official notice will be out on Friday.

Speaker BERGSTROM: Okay.

Ms. TAYLOR: Next Wednesday.

Other Business

Speaker BERGSTROM: Yes. Any other business?

Just I'll give this speech. I've given it like five times already, so this is my sixth time is that this is the County budget. It's not necessarily the Commissioners' budget.

If any of you have things you don't like or things that you want to put in there, feel free to do so.

Once again, we're the Legislative body. We're in charge of producing a budget according to what we feel is necessary. So don't hesitate. Okay. And I expect the same response I get every year which is "Not much."

Mr. CAKOUNES: What?

Speaker BERGSTROM: Except from Leo. Sorry, Leo. I didn't mean to. All right. Is there any other business to be brought before the Assembly? Hearing none.

Mr. ANDERSON: Motion to adjourn.

Ms. MCAULIFFE: Second.

Speaker BERGSTROM: Okay. Moved and seconded. All those in favor say "Aye."

Whereupon, it was moved, seconded, and voted to adjourn the Assembly of Delegates at 5:20 p.m.

Respectfully submitted by:

Janice O'Connell, Clerk
Assembly of Delegates