

Special meeting

HUNTERDON COUNTY BOARD OF CHOSEN FREEHOLDERS

Main Street County Complex, Second Floor

Flemington, New Jersey 08822

June 15, 2009

The special meeting of the Hunterdon County Board of Chosen Freeholders convened in open session at 4:16 p.m. in accordance with the provisions of the Open Public Meetings Act.

PRESENT: MR. MENNEN, MR. MELICK, MR. HOLT, MR. PETERSON, MR. SWOREN.

CONVENE

Director Mennen announced: "This meeting is being held in accordance with the provisions of the Open Public Meetings Act. Adequate notice has been given by posting throughout the year a copy of the notice on Bulletin Boards on the First and Second Floor of the Main Street County Complex, Building #1, Flemington, New Jersey, a public place reserved for such announcements. A copy was faxed on or before June 04, 2009, to the Hunterdon County Democrat, Lambertville Beacon, The Express, Courier News, Trenton Times, Hunterdon Review and Star Ledger, newspapers designated to receive such notices and by filing a copy with the Hunterdon County Clerk."

PLEDGE OF ALLEGIANCE

FOR DISCUSSION

Director Mennen thanked everyone for attending the meeting today. He explained the Board will be discussing the Emergency Policy addressing Hunterdon County's Fiscal and budgetary Crisis which was adopted by this Board at the Special Freeholder meeting on April 14, 2009.

Director Mennen commended all of the County's staff under the direction of the County Administrator, Cynthia J. Yard, for putting together a very exhaustive study which is the first step in actualizing the policy which was adopted back in April. This study contains a lot of information; it has a number of open questions which the Board needs to deal with; and the Board needs to provide some direction or endorsement in order to fully effectuate the recommendations in this study.

Director Mennen suggested going through the recommendations which are set forth in the narrative that was prepared as part of the study, so the Board can determine whether or not to move forward and put together a more formal recommendation, time line and so on, for implementation.

Mrs. Yard began by saying that the staff took this emergency policy addressing the Hunterdon County's Fiscal and Budgetary Crisis and mirrored the numbers so it would follow some sort of logical sequence. They were going to implant into this document but it became too cumbersome, so they decided to split it but they made sure the numbers and letters match. Under the recommendations from the employees as well as the citizens, many attachments were included including what the citizens sent. Some time was also spent in looking at what was the charge from the Freeholder Board and they listened to the tapes again to make sure they were following what the Freeholders had requested be done. They looked at all the tools/strategies and gave our opinion if it was something that the Board needs to proceed to do. All department managers provided their discretionary and mandated services and it was compiled and provided to the Board. They took each strategy in the Emergency Policy and attempted to give some additional information as recommendations.

Personnel

Mrs. Yard advised that in 2008 the County was under a modified hiring freeze, and the full hiring freeze was instituted in January 2009. The County has had 24 employees leave since that time and there is an attachment in your book that talks about the money saved. There are recommendations for consideration when dealing with a limited number of staff. Also discussed was the fact that in the 1990's the Freeholders embraced a project to reduce trips when all of the focus was on gas and saving energy. The County's Trip Reduction policy was instituted and there are about 10 or 15 employees still participating in that program. Mrs. Yard asked the Board to start considering whether this is something the County may want to stop because when staff is being lost, people are needed in the offices during the hours of operation. Mrs. Yard stated she isn't asking for a decision today and noted that this is given at the discretion of the manager if it is operationally possible. This is one area of consideration to be looked at. Also talked about were departments that have volunteers; managers they should look at how the volunteers are assigned and make sure they are performing what needs to be done.

Mrs. Yard reported also talked about was vacations and because managers approve vacations based on operation need, they need to make decisions based on the operations.

Mrs. Yard advised they also discussed that there has been a 5% reduction. The County was lean and mean before and the County needs to be careful that it does not get to the point where it is compromising. When they were reviewing the discretionary verses the mandated services, it was an eye opening experience to pick it apart and find out exactly what is mandated and discretionary by the various departments.

Mrs. Yard recommended the Board may want to consider a policy, which was brought to the Board its' attention but no action taken at that time. Mrs. Yard recommended reviewing now the County's unclassified and non-contractual employees are assigned and the use of compensatory time. She is only recommending that the Board review this, this is not to say that it will be changed but there needs to be a review of who is authorized to earn compensatory time.

Mr. Sworen suggested going through the study item by item so the Board can discuss each issue and then maybe move them. He explained that he appreciates the effort put into doing the study but because of the time, recommended doing it item by item.

Mr. Sworen questioned the compressed work week, and said he doesn't know who is involved but asked if this could be a tool to expand hours and coverage and have better service. If there is a department where certain people leave early and others work late; that could provide coverage of longer hours for the public. He stated he is unsure what departments do this.

Mrs. Yard advised that was the premise the Board started in the 1990's in order to have additional services for the community. In operations where there is only one person doing a specific function in the office, there is the question of service if they are only in the office 9 out of 10 days. Mr. Sworen questioned if that can be used as a push to have other people move to a different schedule to better manage the office hours. In departments where the County is losing people, services could be stretched by changing the hours of some people; if that is allowed under the union contracts. Can that be done? Cheryl A. Wieder, Human Resources Director advised the employee would have to agree to this or it could be negotiated into the contracts. .

Mrs. Yard reported on a situation the County recently with the Surrogate's Court; where employees volunteered to move to another department. She stressed that can't be done without having the employee's input.

Mr. Sworen asked if the County's bargaining units have scheduled times in the contracts. Mrs. Yard replied yes.

Mrs. Yard explained that the trip reduction program/ride sharing program is when an employee volunteers to do it and the manager has the final say. These programs are not listed as a provision in the contracts.

Director Mennen confirmed with Mrs. Yard that the basis for this recommendation is that in departments where they have been thinned out that the compressed work week be done away with.

Mrs. Yard said it is a tool that should be considered when a department finds themselves in a situation where they need to figure out the best way to provide services the public. It is just another tool that can be used.

Mrs. Yard reported there was a situation in a very small department, where only one person does a specific function and if that person is only available nine out of the ten days the function does not get completed. It is just another tool to try to put everything and anything out there.

Director Mennen said as with any of these recommendations, he does not want them to only be talked about. He understands that a compressed work week could be used increase the time that the department is open but in some situations, as Mrs. Yard outlined, it can cause a problem.

Director Mennen asked if anyone disagrees with that recommendation, and can we put together a resolution to put on the agenda for tomorrow and take care of it tomorrow. Mr. Sworen recommended the effective date be July 1, 2009 or July 15, 2009.

The Board agreed to item #1 and directed that a resolution be prepared for formal action.

Mrs. Yard informed the Board that while the County has lost 24 people and 23 of the County's managers have honored the integrity of the full freeze. The managers need to know there are things they should consider when they lose employees before they come to the Board asking for replacements.

Mrs. Yard recommended to the Director that the Board review as much of this study as possible in order to put numerous items on one resolution for Board action. Director Mennen confirmed with Mrs. Yard that the bottom line is to obtain the support of the Board.

Volunteers

Director Mennen noted the next item for discussion is volunteers and he confirmed that is to move people between departments in order to fill rolls as necessary during the hiring freeze.

Mrs. Yard said managers need to be careful when considering using volunteers because the work to be performed can not violate the collective bargaining agreements. This is another tool for managers to consider. An example would be that in the Surrogate's Office, there is a volunteer that performs a discretionary service. If there was a way that would not violate the contract, volunteers can be used. Mr. Sworen clarified with Mrs. Yard that a "volunteer" means the person is not getting paid.

Mrs. Yard explained there are people who call the County to volunteer; they are non-County employees who want to volunteer their time by working in a County office. This is just a tool and Mrs. Yard is trying to reaffirm the tools available to County managers.

Mr. Sworen asked what the County's policy is on vacations. When does an employee have to have their vacation scheduled by?

Ms. Wieder stated employees to have their vacation time requests in by March 31st of each year and they must note their first and second choices. Mrs. Yard added that there are some departments that may be more relaxed about the date.

Compensatory Time

Mrs. Yard recommended the County revisit the issue of compensatory time and who is authorized and approved to take compensatory time. The County's existing policy on compensatory time will be reviewed and brought back to the Board for consideration.

Mandated versus Discretionary

Mrs. Yard provided an overview of Mandated versus Discretionary services explaining that first department managers were charged to perform this exercise and all departments were punctual in getting information back to her office. Mrs. Yard explained the mandated versus discretionary services were reviewed and it was realized that the services provided were more than just discretionary, there were three tiers of discretionary: they discussed health, safety, and welfare; then there were discretionary services that were quality of life and others were operational efficiencies. Mrs. Yard informed the Board that this was an enlightening experience.

Mrs. Yard advised that of the \$1.5 million the Board approved in the 2009 budget for services to be provided through Human Services is discretionary. There is no statute that states the County must provide these services but the services help to increase safety and welfare. The services are flagged as discretionary but that does not mean that each and every manager has come before the Board at some point asking for a program and the Board agreed, which is why they tried to categorize the services even further. When the Board looks at Public Safety, Health Safety or the Youth Facility, the statute says you need to provide an accommodation but that accommodation does not have to be from Hunterdon, it just has to be an accommodation. An example is what was done for Hunterdon, the County contracted with Morris County to provide detention services for juveniles. Another example would be the County's 911 Center; there is no statute which says the County must have a countywide 911 service but the Freeholders considered that service for the safety and welfare of the residents of Hunterdon County and that service is provided in the most effective manner and this was a decision made 25 or 30 years ago.

Mrs. Yard asked if the Board would like to go through each point one by one to discuss them.

Mr. Sworen said he did not see in the Surrogate's Office where someone volunteered.

Mrs. Yard explained that the program is discretionary; the Surrogate had a volunteer who asked to do the program. The program is the Surrogate Auditing and Monitoring Program. The Supreme Court approved the Surrogate to determine if they wish to participate in the Hunterdon Orders Guardian to cooperate, overseen by the Surrogate's staff. The program was designated by the Surrogate herself, Susan Hoffman, but it is a discretionary program that uses volunteers.

Mrs. Yard stated that even the mandated services do not always prescribe depth of service. The County made the operational decision to have two people on the midnight shift at the Youth Facility, the County designated that there must be two people, so that is an operational discretionary service. When you consider the mandated services, there is no one that says you must have ten people doing a service. When you talk mandated versus discretionary, it is the governing body who decides the depth of the service to be provided.

Outside work

Mr. Sworen asked about the Sheriff's Office and the new item of road jobs. He questioned if this work was being done during regular working hours or are they at a cost plus basis, like police department do. Mr. Sworen said if the County has a road job and the police chief has 'x' amount of people designated to be there, the cost of that is contracted with the firm/contractor who sends a check to the town; plus besides the cost person there is a 10-15% administration fee for cost of vehicles.

Director Mennen informed Mr. Sworen that topic of outside work/jobs, will be discussed tomorrow, at their regular June 16, 2009 meeting, so it may be better to hold any questions until that time. Director Mennen explained that he too has asked many of the same questions, which is why it will be on tomorrow's agenda. He stated that the Sheriff listed general law enforcement as a mandated service by her department.

Mrs. Yard added that they will also discuss how this is put into practice and stated that it is clearly a discretionary service, whether it is done during working hours or not. Mr. Sworen questioned what the liability issue would be for general law enforcement services and if there a break down he could view.

Mrs. Yard advised the Board that in their booklets there is an asterisk under certain areas/services which denotes a mandated service. The group reviewed all the services and placed an asterisk under mandated services. They viewed the Sheriff's Office and listed what was mandated by statute but that does not mean that the service, such as serving papers has to be done by the Sheriff's Office, it just has to be provided. As far as the general law enforcement authority, Sheriff's Offices are empowered as law enforcement officers, so if you are driving down the road they can pull you over. This service is related to the budget and if the Freeholders put enough money in the budget to do that service then the Sheriff's Office can provide the service.

Director Mennen confirmed with Mrs. Yard that the group performing this study also researched the statutes to confirm what is mandatory and what is discretionary.

Mrs. Yard explained when the statute books were reviewed, it was decided to put the asterisks next to some of the mandated services under the Sheriff because it would lead you to believe that they are exclusively providing those services and they are not.

Mr. Melick said if a Sheriff's Officer writes a summons, it could end up in court, and the County would have to pay for that Officer's time to go to court, and the costs add up. It is an unnecessary cost to the taxpayers.

Mrs. Yard advised outlined in the Freeholders' books are the mandated and discretionary services; plus the total staff assigned to each department, the department's operating budget and salary/wage budget. This will provide the Board with a chance to see the information separate from the budget notebook, where all the numbers are lumped together.

Passports

Director Mennen stated the County Clerk listed in her submission that passports are a mandated service. He inquired if Mrs. Yard could speak to that. Director Mennen added that the statute the Clerk cited just says federal. Mrs. Yard reported she reached out to an attorney that works for County Counsel's Office and the only thing that they could find was the Clerk's Office is an acceptable place to do passports for the County is not mandated to do it. Mr. Melick confirmed that passports can be done at the post office and through the mail. So this is something that is purely discretionary. Mr. Melick added that the County Clerk keeps the office open on specified days to perform this service.

Director Mennen asked the Board to look through the study and see if they have questions on any service(s). He feels the study is pretty straight forward.

Mr. Sworen stated that he feels that there are a lot discretionary services that in his opinion are valuable to the general community and the County as well.

Mrs. Yard explained that is why the services are in three separate categories, the health safety and welfare, the quality of life and also the efficiencies of operation.

Director Mennen stated since no one had anything further on the chart to ask about, then they would jump back to the memo on page three.

Furloughs

Mrs. Yard began to speak about countywide furloughs noting that the County was taking a wait and see approach to see what the State does. The New Jersey Civil Service Commission has published a relaxed furlough process (the Emergency Temporary Lay Off Plan); then there was some concessions made by the Governor to the state's unions and it looks as if that relaxed furlough process will be rescinded.

Mrs. Yard advised the County still has the traditional lay-off plan on the books. The only thing as far as the furloughs, and there have been some suggestions from employees recommending the County offer voluntary program. While the County would not benefit from a lot of cost savings but every little bit helps. Mrs. Yard stated that people would volunteer to take time off and they would select the time to take off, such as putting an additional day on their vacation. It might be a nice perc and then again the people who can't afford to do it would not be forced to do it. Mrs. Yard recommended canvassing the employees to see if there is any interest.

Mr. Sworen asked if the County would need to put a policy in place to do this. Also, would it violate a current policy if this was done. Mrs. Yard stated it is not addressed in any policy but if the Board were to embrace this, then the County would have to come up with guidelines and again Mrs. Yard stated that the furloughs would be voluntary. Ms. Wieder advised that furloughs are under civil service.

Director Mennen said if there is no objection, then Mrs. Yard and Ms. Wieder can check to see what is available to the County under the current guidelines and what needs to be done so this can move forward. Director Mennen asked that specific recommendations with regard to voluntary furloughs, minimums and maximums and whatever else is important be included in the guidelines.

Grants

Director Mennen inquired if the Board had any questions concerning grants or if Mrs. Yard wanted to address this.

Mrs. Yard advised there was a recommendation under the employee/citizen recommendations concerning grants. She wanted the Freeholders to see that grants are discretionary and it is to the tune of \$6.6 million. There are only three grants that the County provides a cash match for and they are Human Services grants, two are for transportation and the third is for the Human Services Advisory Council. The rest are in-kind matches but they do not come without a cost.

Layoffs

Mrs. Yard mentioned that although permanent layoffs are a strategy for public organizations to reduce staff, the County has been cautious during the years to avoid excess staffing in departments. An expectable layoff process would involve the County identifying if there is a department that has had a documented reduction in workload with no reduction in resources. That would be a legitimate reason to begin the layoff process with the civil service commission.

Mrs. Yard explained if a department is identified which has its own appointing authority, according to the representative from the Civil Service Commission, the appointing authority has the ultimate authority in the decision of a lay-off. However, the governing body sets the annual budget. Two departments have been identified that are still operating at a much reduced level and at much reduced work load; plus there is another department that because of economic reasons the staffing level has not changed but the amount of workload has. If in fact that is still going on, in this case, it is with someone who is their own appointing authority then the Board is going to have to make a decision when the budget is set next year. If the Board feels that there is too much money in a budget for operations; that is a decision the Board will need to make.

Director Mennen said essentially there is very little this Board can do now since the Board has been approved.

Mrs. Yard said at this point the County has lost 24 people. She is not sure she would be comfortable saying if there is a department that is overstaffed and underworked. One department has lost three people and so that reduction in workforce is balancing out the level of work and resources.

Mr. Melick said in looking ahead at the budgeting cycle, those issues can be addressed when the temporary budget is put in place. The Board will be able to address these sorts of things in the temporary budget right off the bat because if we waited until the whole process was completed then half the year is gone. He feels the Board realizes how to address this issue next year. When the temporary budget is done and areas are identified targeted, then those departments will not be surprised.

Mrs. Yard reported the Board is not empowered to tell a manager how to achieve a budget reduction. The County can not institute a layoff for a department that has their own appointing; the Board would have to decide what the budget would be for that area and then it is that appointing authority's responsibility as to how they are going to reach those deductions.

Mrs. Yard informed Mr. Melick that the budget process for next year will begin in August 2009, in able to get through the process in a timely manner. A study will be done to look at staffing levels and the workload and then the Board will have to make a decision as to what they feel the budget should be set at for each department.

Mr. Melick asked if we can adopt a temporary budget on the workload as of January 1st. Margaret Pasqua, County Treasurer explained there is a minimum on the maximum amount but not on the minimum.

Mrs. Yard said if the Board decided to go through the civil service program for layoffs, then a certain amount of dollars should be placed in a budget and if there is a situation where the person is their own appointing authority and there is a problem, the Board could bring the person into a meeting and explain the process and ask them how they are going to achieve the number they are allotted in the budget.

Mr. Holt questioned the countdown for a lay-off. Ms. Wieder stated the whole process of a layoff could take four to six months depending on how quickly the state would approve the process.

Director Mennen said if there were an appointing authority that was not cooperatively working with the Board, or was providing a hostile reaction, then the Board would have to figure something out.

Mr. Holt said with dealing with the projected revenue of 2009, there is a percentage so a dialog should be held with each department separately.

Mr. Melick would be interested in sitting down with each department earlier in the budget process to go over things so that department managers are not surprised.

Mr. Sworen agreed and feels there should be a focus on where the timeline starts, what the timeline is to be followed. He recommended starting next year's budget process as early as August or September.

Mrs. Yard asked the Board to come up with a timeline that can be embraced by the entire Board.

Mrs. Yard advised the first milestone is whether or not the Board embraces reducing the budget. The Civil Services Commission was quiet clear that the appointing authority has the ultimate decision if there was to be a layoff instituted. The governing body decides if the budget is adequate or inadequate.

Mr. Holt said there are three departments of that nature. He wanted to see if there was going to be shifts or movements.

Mrs. Yard confirmed with the Board that the budget process will begin no later than the first week in August 2009 for the next budget cycle. Meetings need to be scheduled with the appointing authorities to give an update of the budget and maybe look at what next year's will bring and look at the revenues.

Salaries/hiring freeze

Mrs. Yard informed the Board that one of the strategies considered was the Freeholder Board salaries. This Freeholder Board is the lowest paid Freeholder Board in the entire State of New Jersey. The Board is paid a combined total of \$81,000 per year.

Mrs. Yard stated that the County's hiring freeze was one of the considerations in the County Emergency Policy. The County has four bargaining units that are currently up for renewal. There are also three other bargaining units that are currently operating under contracts. It is difficult to discuss this because some people receive raises because it is built into their contract and others are under negotiation. Mrs. Yard believes this is something that should be talked about in executive session as negotiations are ongoing.

Mrs. Yard informed the Board of a request of a refusal for a constitutional increase. Although this is difficult it is not unreasonable to request the constitutional officers refuse their automatic increase. This increase was determined by the legislature with no consideration given to any county's financial or budget situations. She believes it is a 5% increase. Constitutional Officers would be going from \$102,000 per annum to \$107,000. Mrs. Yard stated a constitutional officer could voluntarily refuse the increase. Mrs. Yard asked if the Board would want to send a letter to the constitutional officers to see who would be willing to do this.

Mr. Sworen feels the statute needs to be changed legislatively.

Citizens and employees recommendations

Mrs. Yard reported the County received over 100 recommendations from about twenty-two or twenty-four people on ways to financially save money in the County. She has sent thank you notes to the citizens that put in recommendations. All the recommendations were viewed and some of them can't be considered because of contractual obligations. In going through the recommendations, it was decided to reconvene the Fleet Management group and the LINK services area, and Freeholder Holt has assisted. The group meets on the second and fourth Tuesdays.

Phones

Mrs. Yard reported that a Landline/Cell Phone Task Force has been established. It is recommended that the Green Committee be reconvened. As we get down to the capital expenditures, it is suggested that a Capital Screening Committee be started once the capital process begins. These are recommendations that have been made by citizens and employees and committees/groups are being established to look at various areas.

Mr. Sworen asked if the group that is looking at the landline use is looking at specific items or are they looking at long distance items. He stated that in the near future the County will have available to it other tools that will help to cut back on long distance costs.

Mrs. Yard reported that from talking with Purchasing, it is time for the County to renegotiate its long distance. The County is looking at everything to do with phone services including the various features. An analysis was recently done and Harry Heller from the Communications Division of Public Safety is helping to figure out who belongs to which lines and if there are lines that are no longer being used that could be disconnected. A meeting will be held on June 23, 2009 to talk about the results of these findings. Regarding cell phones, the County is working with Verizon to get the package for each cell phone number.

Environmentals

Mrs. Yard stated the various community/employee recommendations were sorted into different categories, such as environmental recommendations. Being looked at are the temperatures looked at in all the buildings so they remain constant. It maybe necessary to install thermostat guards so temperatures can remain constant. Mrs. Yard has talked with Pete Maddalena, Buildings and Maintenance Director, and 6 degrees and 78 degrees are the recommended temperatures. This was one of the recommendations from the employees which came up numerous times.

Mr. Sworen said these temperatures should remain constant. In addition, there were some very interesting ideas recommended that will help with lighting the parking lots and the buildings. The new generations of CFL's are coming out and they will be very useful. The County should also be considering using the LED bulbs.

Mrs. Yard firmly recommended reconvening the Green Committee to aggressively look into such items.

Mr. Holt said the Green Committee did some preliminary work last year but they have not done as much as they should be doing over this past year. His suggestion is to talk about the purpose of the committee, what the membership should be made up of and then allow the committee to work on ideas and come before the Board during meetings for updates.

Mrs. Yard stated the County received a lot of thoughts and input from employees on how to do things regarding and paper usage. A chart is being created with the suggestions and it will be presented to the Board. She wants to hit the floor running.

Mr. Sworen said regarding lighting, the County could consider a process to turn the lights off at various buildings, not just on Main Street.

Mrs. Yard stated Mr. Maddalena has been looking into other ideas that could be implemented, that would cut costs for the County. So far, Mr. Maddalena has made some changes that are saving the County \$600 a month. Mrs. Yard confirmed that Mr. Maddalena is on the Green Committee.

Mrs. Yard said with every committee we are just trying to put things onto the table to see what is reasonable.

Grants

Mrs. Yard stated they have been looking at grants, which are discretionary. Also discussed was the County's match. The County needs to be careful when accepting grants to determine if a County match is required or if in-kind money is necessary. Most of the County's managers know that grants are to increase services or programs. The County does a Grant Management Committee who looks at these grants to see what is being placed in the grants, such as conferences or the purchase of items. The County needs to be more careful with the grants. The one grant that the County needs to keep check of is in the Health Department, they have a grant that pays somebody more than she is paid an hour to deliver sunscreen throughout the state and it doesn't make sense.

The County needs to look more aggressively at grants and the grant guidelines. Also, if a grant is going to cover two people's salaries, then the grant needs to show how that is being achieved. When you start to take grants and it says it will pay 1/5 of one salary and 1/5 of another person's salary, you are not using the grant in the proper manner, instead it is being spread out which makes it harder to track and harder to make sure the County is getting its monies worth.

Director Mennen said the situation will arise if the grant runs out and a person's salary is being paid out of that grant. He questioned the County's policy regarding positions funded through grants.

Mrs. Yard explained the County's policy has been if a grant dries up, the Board needs to decide if they want to replace those services with county employees or reduce the services. The County needs to be more vigilant regarding its grants. People still in their working test period are getting embroidered clothing and that just doesn't make any sense.

Mrs. Yard briefed the Board regarding a situation in the Cultural and Heritage Commission two years ago, where they received two grants through the State. The Cultural and Heritage Commission is discretionary. The Cultural and Heritage Commission applies for two grants each year, one through the New Jersey Council on the Arts and the other is with the New Jersey Historical Commission. Cultural and Heritage applies for these grants and they say that the County needs to match the dollar amount, dollar to dollar. However, that is not true, there is a match but it is for a very small function and that is money that they keep themselves for administration. Each year, historically the Cultural and Heritage Commission receives over \$100,000 and the County match is \$68,000 and \$70,000 but the mandatory match is less than \$10,000. The Freeholders need to decide what an appropriate amount of money would be for that grant match, just as what the County did with 4-H, decide if you want to reduce it by 5 to 10% each year. Inform Cultural and Heritage in advance of the County's contribution so they can plan ahead. It seems that Cultural and Heritage calls out to folks asking them if they want to apply for their grant awards. Also, the grantee of the award should be providing the match not the County. The County should inform Cultural and Heritage that this should be an in-kind match and they would have to come and volunteer at the Cultural and Heritage Office. In other words the grantee would work towards the grant and they would help the County out with events and such. Currently, Cultural and Heritage has a County employee who manages the grants. If an award is made and they have to come up with a scale that would certainly help them out because they are always saying that they are short staffed, so if grant recipients assisted them, it would them out as well.

Driveway permit recommendation

Mrs. Yard reported a recommendation was suggested that the County increase the fees for driveway permits on all County roads. The fee is currently \$25 for each inspection and it has not been adjusted for 30 years. Persons applying for driveway permits must also put up a \$500 Performance Bond that is returned upon approval of the completed project.

Mrs. Yard informed the Board that the County is mandated to maintain all of the County roads and this assists with that mandate. Mrs. Yard state that the County typically makes two inspections for each permit.

Mr. Sworen said it should be increased but what happens if someone redoes their driveway or resurfaces it.

Mr. Melick said the main thing is the curb age. Usually resurfacing is consistent with the grain. He suggested that a survey be done of other counties to see what their fees are.

Director Mennen said if there are many visits for only \$25 what is \$25 more. Mr. Glynn has recommended \$100 for each visit/inspection.

Mr. Melick said we should go with the recommendation pending a three county survey. He also recommended Mrs. Yard contact three large municipalities because they all have a fee for new driveways.

Banners/Events

Mrs. Yard reported that at this time there are no fees established for banners and bicycle events. There are no fees posted for the use of County roads, such as hanging banners on County roads or the closure of roads for bicycling and various events. Administrative fees are encored by the County to verify insurance, a utility agreement and perform traffic control requirements in order for these events to take place. Mr. Glynn has recommended introducing two fees, a \$50 to hang banners and a \$100 for bicycle events.

Mr. Melick said that he does not see a problem with the recommendation.

Mr. Peterson has a problem with the Board coming up with new fees and increasing fees because of the taxpayers are already paying for this, as it is part of the County.

Mrs. Yard stated that was a suggestion received from the citizens/employees.

Mr. Peterson is uncomfortable increasing the cost of things when the real question is spending. To charge someone when they are paying property taxes is part of what they are paying property taxes for, so he is not as comfortable with the idea.

Director Mennen stated that we have a lot to do here today and Mr. Glynn is going to provide the Board with more information on this and a debate can take place once we have that information.

Mr. Melick feels if the County does not charge for driveways or opening roads, then it means the County aiding development. He questioned who should have control over the roads. .

Mrs. Yard will ask Mr. Glynn to provide additional information for the Board on this issue.

Mr. Holt said this Board cannot not allow thirty years to pass again without changing/updating fees that will benefit the County as a whole.

Mr. Peterson feels the Board's goals should be to reduce the taxes over time and not increase them unless there is good reason. Someone could be making money off the County to use county resources. The banners and signs tend to be for fire departments and organizations not for profit companies. Mr. Peterson has a problem regarding banner fees because most of the fire departments and charity groups put the banners up for fundraising/charity events and are nonprofits.

Mr. Melick said the County currently has an ordinance limiting the time a banner can be up and when it has to be removed. There are times when calls have to be made to the County Engineers' Office because the signs are still up because people don't comply.

Mr. Peterson said there is a simply way to handle that, explain to them what the time frame is and if it does not come down in that time frame, you hold the deposit or whatever it costs to have the banners taken down or you take the cost out of the deposit.

Mr. Melick responded by saying that the County does not charge for putting up the banners/signs.

Mr. Peterson recommends the County take a security deposit and then return it to them once the signs have been taken down. Mr. Sworen said that sounds like a decent idea to charge a security deposit and then if they follow the guide lines to return it to them.

Mrs. Yard will ask Mr. Glynn speak to all three of these recommendations.

Outpatient Program/Youth Facility

Mrs. Yard advised the County has an agreement with Daytop to provide an Intensive Outpatient Program. As part of this agreement, one-third of the Youth Facility building is given to Daytop to provide substance abuse counseling but the counseling is not only the children at the Youth Facility but Daytop will service anyone who needs intensive outpatient substance counseling. Originally the relationship was that they would be right there if the youth at the facility needed counseling but Daytop also opened this up to serve public and they are receiving money for their services. The current lease does not include rent. Daytop is a private business and the County entered into the agreement because it provided access into their intensive program in Mendham, New Jersey should a Youth Facility youngster(s) needed help at their facility. Mrs. Yard informed the Board that a recommendation was made to look at the contract with Daytop and see if that is fair and equitable or if the County might consider charging rent. Mrs. Yard stated the contract is just now being reviewed and she will keep the Board updated.

Mr. Peterson questioned if the outside clients or Daytop should be charged a fee for providing services for which they are making a profit using the County's facility. Mrs. Yard stated this is being looked into.

Public Safety

Mrs. Yard stated the Public Safety Department is researching whether the County should charge a fee for false alarms from residential and commercial security systems which require dispatch responses. An alarming amount of these calls are false alarms. Other counties and municipalities have established penalties and enforcement for these false alarms. Again, the County is currently researching what would be a reasonable fee.

George F. Wagner, Director of Public Safety informed the Board that there seems to be a lot of frequent fliers regarding false alarms. Some commercial establishments and some residential alarms go off on a daily basis and it affects County services, as well as municipal services for fire departments going to calls that are false alarms.

Mr. Sworen said only some municipalities have these fees. He asked if there could be two levels of fees; can the County do this if the municipality does it already. While he agreed that there is a need to stop the frequent fliers and multiply false alarms but asked if the County willing to spend that time and money to correct the issue or are the municipalities going to do it.

Mr. Melick said what needs to happen first, is someone needs to write a summons for the false alarm. He does not feel that municipal police departments want to get involved with this.

Mr. Sworen said police departments are looking at it but in the way it is a waste of resources for them. The process is that the municipality needs to create an ordinance first to set up the process of what happens for the first false alarm, the second and so on. The municipality then needs to determine what the fine structure will be and the enforcement of that fine structure to be held in the municipal court.

Mr. Peterson suggested that the County have someone that also goes and writes the summons at the municipal level but then the County would need to have someone that goes to court to get the judgment and someone would also need to collect on the judgment.

Mrs. Yard will ask someone to research what other counties do in order to get an idea of the mechanics of how it would work and report back to the Board. .

Command Mobile Unit

Director Mennen confirmed with Mr. Wagner that the fee the County charges for the Mobile Command Unit is currently \$25 an hour which originated in 2001 and is applied towards fuel and staff. He noted there is a recommended fee of \$100 for non-governmental use at for profit functions. Mrs. Yard explained that Mr. Wagner included church carnivals be charged a fee because they are generating money to have the carnival so if they want the Command Bus there they are required to pay. There is no requirement that they have the command bus but it is requested.

Mr. Sworen asked Mr. Wagner about police departments wanting to use the mobile command bus unit. Mr. Wagner stated that police departments are exempt as are municipalities and other governmental entities. Mr. Sworen confirmed that police departments are different than the unit being at the Lambertville Shad Festival or Readington's Balloon Festival.

Dispatch

Mrs. Yard reported that the County dispatches calls for nongovernmental entities such as the Hunterdon Medical Center and the Hunterdon Medical Center bills the patient for the service. In 2008, 6,550 calls were dispatched on behalf of the Hunterdon Medical Center. It is recommended that the County charge the Hunterdon Medical Center for this service.

Director Mennen asked if there was a precedent for that billing service. Mr. Wagner stated that yes there is precedent for billing for services. This was an arrangement that the County entered into with the Hunterdon Medical Center. It is not a written agreement but an agreement to provide dispatch services. The recipient of the service has their insurance charged for the service of the dispatch call.

Mr. Sworen said this could get a little complicated but perhaps something else could be arranged such as what was discussed for Public Health Nursing; some type of shared service, where the County provides a service and they provide the service and it does not affect either bottom line but we are getting more for what we are doing today. That could be something that could be discussed.

Mrs. Yard said that is on hold to be discussed at a later date.

Corrections

Mrs. Yard reported on a recommendation to establish fees for booking at the Corrections Division/Jail. She stated that other counties have established inmate fees. A resolution would need to be adopted to establish a fee schedule and enforcement. If someone were to get arrested the County could charge \$100 for them to pick up their weekend kit.

Mr. Wagner stated that presently there is enabling legislation on extraordinary medical care that permits the County to place a lien and the County has been successful. When people have these \$200 to 300 liens placed against them, the County will bill for everything and hope for the best. That is what is presently being done with the extraordinary medical care fees. This would be similar to that.

Mrs. Yard stated Hunterdon had 1,800 commitments in the year 2008.

Mrs. Yard advised that currently inmates pay a co-pay of \$5 to see a doctor or nurse and \$3 for medicine. It is recommended that fee be increase to \$10 for doctors and nurses and \$6 for medicine. By law the County needs to cover it that expense when an individual walks into the jail, no matter if they have insurance or not, it is the County's responsibility to cover them.

Mr. Sworen stated that the Governor is removing funding for inmates and questioned what the maximum is that can be charged.

Mr. Wagner is unsure if there is a maximum that can be charged and feels the cost should be whatever is reasonable.

Mr. Peterson stated a lot of people have \$20 or \$25 for co-pay under their insurance and suggested something in that range be considered..

Mrs. Yard confirmed the Board would like them to revisit the numbers and come back with a recommendation.

Mr. Peterson inquired about administrative cost to charge these fees and if it make sense to have all of these fees because in the end it may cost more than what the fees are.

Mr. Peterson inquired if there is a way to centralize the administrative/bookkeeping work in all the departments for fees, in order to get more efficiency.

Mrs. Browne explained that Roads, Bridges and Engineering has a person who handles anything to deal with money for their department. They also have their own separate bank account and then the money eventually coming to Finance. Not every department has their own fiscal person, but the larger departments do.

Director Mennen inquired as to what research needs to be completed in regards to the booking fees or the increase of fees. Is there any other research that logically needs to be done on this or is there a decision that can be made.

Mrs. Yard said it is just a decision.

Director Mennen asked if anyone on the Board had any further concerns about this issue or could it be placed on an agenda to be dealt with, regarding the booking fees or the increasing co-pays.

Mr. Melick said to put it on and we have to do it.

Mr. Peterson said he would not oppose it but just wanted to know what the numbers are.

Mrs. Yard stated the group will revisit the numbers and come back to the Board with a recommendation based on the new research to be completed.

Director Mennen stated that the group has done a lot of research on these topics and he does not want them to just wither and die over the next couple of weeks.

Fire School

Mrs. Yard advised that all training at the Fire School Training Center is conducted with no charge to all of Hunterdon's Emergency Services. County employees are present at all trainings to provide supervision, instruction and security. There are various participants at these trainings and drills; some attend because it is mandatory for them to be part of a fire company and/or EMT squad and some elect to attend to fill the requirements of training. Mrs. Yard stated it is recommended the County establish a reasonable fee to offset some of the costs. This is challenging because this is for volunteer fire companies. At this time, the County provides this training as a free service and after some people sign up for a course, they don't attend the training. Charging a fee would probably guarantee attendance because no one wants to pay for something they aren't going to take advantage of. There is a wide array of services that are provided and County may want to scale back the services/training.

Director Mennen stated you want to make a recommendation to establish a reasonable fee to offset costs or atleast take a look at it. He inquired if anyone on the Board had a problem if Mr. Wagner and Mrs. Yard researched this further and ask Mr. Wagner come back with a fee recommendation.

Mr. Peterson said maybe if you scale down the number of classes that are offered that might cut down on the number of no shows because then they wont have as many to not show up on. He said all we are doing is pass on a cost and it will all come out of the same pocket at the end.

Director Mennen continued by saying that he does not disagree, but Mr. Wagner and Mrs. Yard will put together a reasonable recommendation.

Mrs. Yard proceeded by speaking of the Timber Harvest Program on County Preserved Open Space, this recommendation was offered by a County employee and certified by the State of New Jersey as an approved forester and licensed as the New Jersey Certified Tree Expert. What he is recommending is that we should have a program to maintain the health and productivity of our preserved wooded lands; a control supervised program would help the ecosystem. He went on and did the math; he explains that we currently have plus or minus 4,000 acres of wooded and open space. That was verified by her. The estimated revenue would be based on conservatory 50 cents by board foot. The estimated value is \$625 per acre, the information was obtained by the U.S. Forest Service and the total timber value in the county is approximately \$2.5 million. The employee making the recommendation is qualified to over see and manage such a project. Which would clearly benefit the county environmental and economically.

Director Mennen stated to do it.

Mr. Holt said he would like to know just a hair more about this.

Director Mennen said that they are just going to move along and make a plan to bring to the Board.

Mr. Sworen said he wants to clarify the two words, "do it". Do it means we are moving forward and do it should mean that we are coming up with a plan.

Director Mennen said lets do one other thing and applaud him idea.

Mrs. Yard continued to say that they will come up with a plan.

Mr. Melick said there are some variables, currently timber is not worth anything and secondly he is absolutely correct that the trees are being taken down and he could show exactly where he has taken them down, 30 years ago and you should see what is in their place. Some of the most beautiful trees that come up and replace those trees, it is just comes up naturally and replaces that stuff. It is a very do-able thing. Trees take up space but they can be renewed.

Mrs. Yard continued by discussing the Printing, administrative fee for in-kind services should be assessed to appropriate cover the cost of staff, supplies, and wear and tear on the equipment. There will be an anticipated demand in this area with potential shared services with municipalities.

Mr. Sworen said we are working on that and there will be a fee involved to cover the cost.

Director Mennen instructed Mrs. Yard to do an assessment so we can have an education discussion.

Mr. Melick said the only question he has, is what is our over head for doing a job verses a commercial printer.

Mrs. Yard stated that they do all of the assessment when we set the fees and what it costs us and the recommendation came from them from Mr. Thurgarland that we need to revisit it.

Mr. Thurgarland, Print Shop and Central Mail Director, stated that when they look at the actual costs and then the sum up costs and everything is factored in but he is unsure as far as detail what is factored in. We factor in a cost labor analysis that was factored in by Finance a number of years ago.

Mrs. Yard continued by saying that that is why we want to revisit it and the other thing that Mr. Thurgarland had said in the suggestion was that if we do get increased people joining us for a shared service, that was going to go into the acetated figure and we would have to assess all of that.

Mrs. Yard brought up the Inter-local Agreements, the County Health Department model, which is discretionary, enters into inter-local agreements with municipalities for services. There is an attachment the cost to the municipalities is what is generated by fees. In 2008 the fees collected for well, septic and food inspection totaled \$256,000. The inter-local agreement should be re-

evaluated for cost benefit analysis for this model. Part of this inter-local agreement means that we act as their health agent so if there is a municipal meeting they have to go to, there are certainly things that happen that we do just for the cost of the fees. The other thing that she had meant to correct in the analysis is that part of the \$256,000 some of it automatically comes to the county. The well and septic we do all of that work and the food inspection things come back to the county. We automatically take the fees for the septic and the well. It is fine that we did this, it was actually a shared service way back when, but it doesn't mean that our cost, like Mr. Holt said, and certainly if we are doing the work that the municipality is responsible for doing then there is nothing wrong with doing an analysis.

Director Mennen stated that there is nothing wrong with doing a cost benefit analysis to make sure that it is structured properly.

Mr. Holt wanted to remind everyone that we had a proposal from the Health Department last year to adjust all of the fees since they had not been readjusted in many years.

Mrs. Yard stated that was just the fee for the well, septic and food inspections but that did not include all of the other services that are provided. That is something that we can look at.

Mr. Melick said his concern about that was that our cost was so high that maybe an outside contractor could perform this at a more reasonable rate than what we are providing this for.

Mrs. Yard said this is one of the areas that have recently had a decrease in employees, three employees, so now it is kind of balancing but just like the Daytop contract we should look at what it entails.

Mr. Melick said what we get for our money with the present staff, which is the big question.

Mrs. Yard responded by saying that we could do a cost benefit analysis to include what they do.

Mrs. Yard went on about the County Complexes at Route 12 and Route 31, the Wireless Tower. The County should investigate the process to lease space on these towers located at the County Complex. The approximate cost benefit is \$2,500 per month per carrier. We had received a request just two weeks ago, of a carrier that is interested in establishing a relationship with us.

Mr. Melick said that the way to do that would be that we would need to open it up for bidding.

Mrs. Yard agreed with Mr. Melick by saying that is what we would have to do.

Mrs. Yard continued by saying that the recommendation by the employees and the public, for janitorial coverage, suggested to institute a private or partial services and we have looked at this since she had been here in the last eleven years. Currently these numbers do not add up, there are fourteen that we have listed but then we say it is fifteen full time and two part time, sadly we had someone pass away in that department. She is just saying that is something we can consider, we could ask someone to do and ask Mr. Maddalena to do an analysis, and it may help us out. Especially with the Justice Center which has different hours. It is something that we could look into.

Mr. Peterson asked if everyday they vacuum every day and what occurs.

Mrs. Yard stated that is not the case; there is a schedule for every day of things that need to be completed. For example, downstairs the suite gets vacuumed every Wednesday night. So they change it so all of the areas are completed once a week unless there is a mess that needs to be cleaned up. The bathrooms and garbage are taken care of every night but as far as the vacuuming and dusting that is on a schedule.

Director Mennen stated that Mr. Maddalena would do a preliminary analysis.

Mrs. Yard continued and moved into a discussion of the Concerts in the Park, there should be a fee charged per car or person for this recreational event. Currently the county pays for the performers and last year we put in \$40,600 for the 2009 budget and the recreation trust covers the other costs. We brought it up at the budget this year and talked about if we should have nine or less and the last information we had we asked for them to get a less number of performers.

Director Mennen stated that presumably this is a next year item that we can discuss then.

Mrs. Yard responded that is true.

Mr. Sworen stated that you could cost a car a \$1 to park.

Director Mennen asked if the Board felt comfortable making a decision not tonight put at some point in the future with the information as presented or do we need to understand what sister counties do or is there any further information or is there enough information here.

Mr. Peterson inquired as to how many people attend these concerts.

Mrs. Yard responded by saying that it depends on what the act is for that night. There was one year that the performance was so well attended that it caused a traffic jam.

Mr. Sworen said that he believes the Board needs to understand how many people attend on a regular basis and what the averages are and also the issue with charger or whatever, how do we

have people that collect the money or do they need to be bonded or certified. The whole security of the money, how would we handle that with the volunteers. It may cost more money or more aggravation depending on what is decided upon.

Director Mennen said perhaps we can figure out a way to track it and see how much money they would be making.

Mrs. Yard proceeded to speak about the free Library Programs, this again from an employee, consideration should be given to charge a nominal fee for programs, to off set costs as in all programs there should not be duplications for programs. This employee said that if Parks offers something then should we be so quick to offer an identical program in another place. Again it is totally up to the Board.

Mr. Sworen said then again what is the cost for the administrative cost. What is the program about and what is the over head to collect the money.

Mrs. Yard moved onto the Flu Clinics and this is provided through the Hunterdon Medical Center Public Health Nursing Agreement which according to the Health Director this service requires 211 staff hours at a cost of \$88,000. This does not include the cost of the serum, this program provides free shots to County employees who may have insurance through the county, senior citizens that may have insurance through Medicare, and all others are charged \$20 or \$30. Currently flu shots are offered at numerous locations such as Wal-Mart, Rite Aid, Shop Rite and all doctors' offices. The county should examine if this labor and cost extensive program is the best use of this contract, when the county can provide vouchers to eligible citizens to be administered at a store near them. We are also doing more research as to how much it costs us. We certainly can't share what we learned so far; in 2008 it was 1,600 shots were given at \$15.88. They ordered 2,500 or 3,500 and we did the math as far as the \$88,000 and it is up with the serum \$67 with one injection. We have a call into Shop Rite to find out how much it costs them and how they go about contracting people. This did not come from her; it came from someone within the Health Department as a recommendation.

Mrs. Browne said she just received another email and it includes the vaccine and if we can return them and we can not return them.

Mrs. Yard stated the year before we ordered 3,500 and we spent some time trying to analysis this and you can charge back to Medicare if you give an injection but if you order too many then you are not going to get that money back.

Mr. Sworen said it would probably be best and a good idea for us whether we raise the insurance costs or not but to investigate it and would be a good thing to be done county wide.

Director Mennen added in that of course this is the subject of an on going dialog that extends beyond this discourse. We are all open to exploring possibilities.

Mrs. Yard moved on to Rutgers Cooperative Extension, the County has been in a long standing relationship with Rutgers Cooperative Extension, where by the County supports this agency with eight fully funded positions and three partially positions as well as an operational budget. She had contacted Somerset County because we did locate a document that was never executed in 2001 that we were suppose to pay 25% of Mr. Mickel's salary and Mr. Cowgil's salary. This is a discretionary service and it is a Freeholder discussion as far as how much money you want to put in the budget. She had spoken to her counter part Mr. Dick Williams in Somerset County and he said it is like a wink wink nod nod and every once and a while people get on their charge and charges down to Rutgers and says what are you doing. Up until this past year they used to go on more trips, we made them conform to our trip policy. When she had pressed the issue, Rutgers stated that they do not pay for any of their trips or conferences. So again we should look into this agreement that was never executed and up date it at the minimum to see what the relationship is. Again we give them space and we went through this up at the Route 12 building 1, but we need to atleast memorialize some agreeable terms to this relationship.

Mr. Peterson inquired as to what exactly are the benefits of having this agreement.

Mrs. Yard stated that it says, the Smith Leave Act of 1914 started the cooperative extension programs in order to inform people about current developments in agriculture, home economics. N.J.S.A. 18A, in all cases where agricultural extensions are received or receive funds or aid from Federal or State government, the Board of Chosen Freeholders may appropriate a sum of money to be extended in the County under the direction of NJ Agricultural Experience.

Mr. Peterson inquired if there was a benefit to the local farmers.

Mr. Melick said yes because it brings in the education and research to the local farmers. Mr. Melick continued to say that he does not want to comment too much on this topic because he has a conflict of interest.

Mrs. Yard said they have the Snyder Farm in Franklin Township.

Mr. Melick said through the extension service they have information all over the place and the Snyder Farm is a very small piece of it. However, you are mandated and you have to spend so much for 4H and Home Economics for the money, there is a requirement there in the legislation from the Federal. That is why they are always pushing you because there is only so much for the State wide.

Mrs. Yard stated that it reads, the Freeholders may appropriate a sum of money to be extended in the County under the direction of the Agricultural Programs, for the purpose of promoting or carrying out such agricultural extension. Even in that agreement that we never executed it does not say that you need to give 'x' amount of a percent for that. They do have the Snyder Farm and people who call up and say I have a bug or something is wrong with the crops and I need to do this or that and we just wanted to make sure that you were aware of this.

Director Mennen stated that what Mrs. Yard is stating is that the terms of agreement are not spelled out as accurately as they should be.

Mrs. Yard stated they have replaced vehicles out there and so on.

Director Mennen stated that without getting into too much of the service we need to be consistent and see that the relationship is accurate.

Mrs. Yard responded that she asked Mr. Williams to send her whatever he had and he doubted that there was anything but if there was something he would send it over.

Mrs. Yard moved onto the continuation of capital requests, expenditures and moratorium. We asked ourselves if we answered this question accurately. The only thing that we are saying as far as bonding and the bond council is that it is an expectable practice that needs to be included as a financial strategy. We did suggest a screening committee and it talks about the committees to screen all capital requests. We would have to get the sense from the Board as to where they are at, so that we could know before it gets to the Board if it has met the criteria of the screening process. We did sit with Mr. Glynn and he has gone through and did work for the ladies as far as getting some of the ordinances off of the books.

Mrs. Browne stated that they are not on the cancelation for tomorrows Freeholder meeting but it should be on the agenda for the following meeting. She continued to say that around \$1 million was saved.

Mrs. Yard stated that the 240 county bridges that are over 220 feet, we do have an obligation to maintain them. She said this before and knows that the system of evaluating how long a road lasts; they have it pretty well nailed down. In other words we have tried in true the scheduling for resurfacing the roads and the other capital requests we can aggressively screen them and hold off on certain things. This is what we felt was answering the charge.

Mr. Melick knows the history going way back with the Freeholder Board going through different phases here where they would not spend any of the capital money on capital projects and roads and bridges have gotten into bad shape and just around the time he got here we started the bond ordinance issues. We have serviced and replaced bridges and roads have been rebuilt. We have done it and we paid for it. Some of it was bonded or granted and we paid for it. If you do not fix it now you will fix it later at a higher expense. He can relate to equipment as a farmer, you can put it off but then you are going to have to consider more maintenance on it or will you want to have more staff to maintain the parts. These are all things you need to consider. It is a trade off and it is not cheap. One thing with the cars, we do have a moratorium with buying cars but we don't have one when we use them which bothers him.

Mr. Holt said you mentioned about bonding years ago, we do not do that we pay as we go and the day that we stop funding sensible capital we are going to pay for it down the road.

Mr. Melick said it is out there and with the depression in the 1930's and any freeholder that ran for office in the 1940's and 1950's and you said you were in favor of bond issues; you were dead in the water.

Mr. Holt said that is why we do not bond for it.

Mrs. Yard said the maintenance of the roads and bridges and frequency by which we do that, we want to maintain them. Certainly all of the other capital requests and if we put this screening committee in fully understanding where the Board wants to go with it that year, and Mr. Melick brought up a good point and yes we are not buying cars, we are working on the usage of the cars but there are people here that have the need for vehicles during the day and when they die we are going to have to come to terms. We have already communicated out to the Fleet Management Committee to come up with a reasonable percentage.

Mr. Melick can't figure out how those cars that commute out of here how they leave the county every night for these people to go wherever they need to go outside of the County how they respond.

Mrs. Yard stated that when we wrote the vehicle policy in 2005 we put 25 miles. Long before she was here, the Board waived the In County fee.

Director Mennen said speaking of the policy back in April we had put into place this moratorium and Mrs. Yard has addressed it in a large part by recommendation but it was suggested that a screening committee to be a vetting process before it comes before the Board. Going on the assumption that parts of that, because one of the tenets of the policy from April was that each department manager would create a list and going on the assumption it is your vision that the prior organization would go through this screening process.

Mrs. Yard responding but saying that is correct and when they analyzed who was needed to bring in Mr. Glynn was the only one. If you take a Pam Pontrelli and George Wagner has his renovation

going on up there, but the big capital is our roads and bridges and the equipment to maintain the roads and bridges. So it did not make any sense to bring in someone else to ask what their capital was. In other words we figured that Mr. Glynn was the one that we needed to bring in and he showed us everything and that is when we decided that for all other capital requests, we should have this screening committee and we should be very clear on where the Freeholders position is before we even go in.

Director Mennen asked if Mr. Glynn had already prepared this or the mutli year plan.

Mrs. Yard said yes he does it earlier and presents them to the Board of Chosen Freeholders.

Mr. Melick said years ago it was very bad and we shortened it up, but there are always going to be roads and bridges that are in trouble that need to be worked on.

Mrs. Browne said to keep in mind that for 2009 we asked departments to only request essential items.

Mr. Holt said the three budgets that he had worked on here he has not seen the capital and he feels that the Board has every ability to sit down to screen department by department to look at the capitals and if we want more information then we should get it.

Director Mennen said that he does not have a problem with that because we make committees all the time to look at things like this.

Mrs. Yard said it will be a back to the Board.

Mrs. Yard proceeded by speaking of the Sale and Re-Assignment of County Owned Assets. There are three county owned assets, which can be evaluated for sale or re-assignment due to low use and costs to maintain. The first is the Bush Property, and it is out in Readington Township and was purchased because we needed a piece of it for the overall TID 25 year project. We bought it out right, and put it on loan to the housing cooperation as low income housing and that fell through. This is a recommendation from Mr. Glynn he would like to keep the easement that we need but he would like to sell the rest of it. In other words we are saying that we do not need the whole 4 acres but we should just take what we need.

Mr. Melick said in other words do we want to take the house down or do we want the buyer to take it down. The reason for it is, because of the stream across the street from the house, you need to be so many feet back from the stream to the roadway.

Director Mennen inquired of Mrs. Yard as to who would be the appropriate person to do an analysis so we could get some information. As to how much we could get and Mr. DeSapio would have to talk about if it is taking back an easement or subdivision.

Mr. Melick said the only person that would most likely buy the property would be an adjoining property owner. We have done that before in Everittstown at one time. The statue has a way that it would fix the price.

Mrs. Yard stated that Mr. Glynn informed her that it was a building lot.

Director Mennen said there is an interest and we would like further analysis of the information.

Mrs. Yard moved onto the Choir School, if you remember we had County Counsel working on exploring the interest of the board regarding this building. There was an agreement with the County that we would lease this building for \$1 a year or no cost a year as long as the Cultural and Heritage Commission had life rights to conduct business in there. We are faced with a large amount of structural repair for the building and it came up, that County Counsel would ask the Choir School if they were still interested in the agreement or if they would want to take it over or if they want to take it back. We also, there is one person, a county employee, who literally administers the two grants. We send a cleaning crew down there once a week to clean and this year we had to get some water service down there. We maintain the building and again we are at a cross road, if we want to keep it we would have to structurally repair it or do we want to get it off our inventory.

Mr. Peterson said that according to Mr. Melick it is a building that we do not need because we have other buildings that we do not need.

Mr. Melick said that you have the Historic Courthouse that is under used and frankly it was voted by the Board to enter into this agreement by a 2-1 vote.

Mrs. Yard said again you do not need to decide today but there are also operational issues, there is a person down there that is all by them and not under supervision and there are atleast \$1 million to repair. In other words we have all of these things and it is not really our building.

Mrs. Yard stated that the other one is the Mountain Farm Dormitory and when the Freeholders bought this, it was a package deal. The consensus of the one was to buy the property but not the building because it was more for us to maintain. It has been the philosophy of this Board that we should not be landlords, only when necessary and we do not want to maintain buildings and that building we entered into an agreement with ESC and they were able to offer farming type agricultural things up there so it fell into the Green Acres Grant. A couple of years ago, after ESC left, Parks did come and ask if they could use it for the summer programs. They have tried to have other programs up there but it is pretty far out. She had spoken to Mrs. Carol Bodder and in the non summer months, she had estimated that there are 60 hours per year that that building is

used. There are three ten week programs that meet once a week for programs. There are residential programs that may be interested in using that, we did show it at one time to non profit residential programs and most of them said it was pretty far out there but one program that was not interested and then became interested had called Parks last year and asked if it was still available and was told no because of the program that we had up there. Again that is fine but it is a burden to maintain and certainly if we could serve more people or something that could meet a new perhaps the Board would want to consider it. As far as the summer nature program the Freeholders had put a lot of money into La Port which is down in South County and we have a supervisory ranger living there and we talked about expanding programs that would be a logical place to do so.

Mrs. Yard spoke with Mr. Richardson and if we look at the Green Acres aspect you would have to apply for a diversion of use, it is not impossible but you need to get a comparable piece so if it is 6 acres then you need to find other property to preserve. It is something that we can start to look at down the road and will take some time. You can lease it out which is what we do with the ESC, if we were to lease it to a non profit as a residential situation that changes the use of the property and that is when you need to go through the state house commission and the diversion of use.

Mr. Melick said one of the problems is that it is so far out to get up to the top of that hill. But the reality is getting up there and most people do not want to go there. The programs that we do run there it is so close to Washington Township and you are going to have about 40% of the people interested in the programs there are from Washington Township.

Mrs. Yard continued by saying that they had spoken about the transportation aspect and Mr. Holt was with them for that meeting. We choose to do this consolidated transportation model but that is not to say that you can not apply for grant funds and we will give you a bus. We do need to get people back and forth from Flemington, which is where they need to come and report to their work counselor and service worker. So they wouldn't sit at the Mountain Farm all day, they do need to get to Flemington, but it could be an alternative for somebody who would be willing to look at a place to service a very much needed population.

Mr. Melick said the building was originally constructed by the Jehovah's Witness who did a communal type of farm structure, they talked about farm workers, people out from Brooklyn and they worked for peaches from the church. They raised peaches and apples there and they didn't pay much labor or anything and the produce was shipped to Brooklyn but they did not feel that it was economically feasible.

Mrs. Yard continued by saying that we would have to get a second floor exit, fire escape. It is just a thought it is not a homerun as far as we are going to make thousand and thousand of dollars.

Director Mennen stated that under this heading here out of the three recommendations; this is the one that is most complicated. Because of the diversion of use, so we could start out on the other two and come back to this one at a later date.

Mr. Melick said it is a beautiful spot but you would need to be retired to enjoy it.

Mrs. Yard stated that that concludes their presentation.

Mr. Melick began to speak about the silo's and said that at one time those silo's could have been moved and that some body should come and look at them to see how to get rid of them.

Director Mennen stated that an incredible amount of work has gone into this presentation, not the least of which being this analysis of mandated versus discretionary which we have been talking about for atleast nine months. We have finally put pen to paper here and this is where the committees come in and what he would propose is that the five of the Board members take this list and as a starting point come up with five discretionary services that are listed on here and either we can communicate them to himself or Mrs. Yard and we can comply what would be the most 25 discretionary services. Then we take those and attempt to put dollar figures on them the best that we can so we can make some intelligent decisions to which ones we want to implement. He continued to say that he only wanted to start with five a piece because there are so many services listed here and a lot of information, but if there are some that we want to assign a dollar amount to it then we can take the discussion one step further. He said five a piece as a starting point, so if the rest of the Board would like to communicate those five by the end of the week and then we will put together a list and then we can say three or four weeks after that we can reconvene and actually have dollars attached to these so we can have a more in depth discussion on the up to 25 discretionary functions.

Mrs. Yard began to say it occurred to her as they worked on this and even today, especially if we continue a full hiring freeze this is certainly going to help the Board. If someone comes to the Board and says they lost a person and see that it was part of a discretionary area then you can in good faith know that we are not shutting down a mandated operation. It can certainly be a tool.

Director Mennen stated that Mrs. Yard was correct; the usage of this does not just extend into only this exercise it goes beyond.

Mrs. Yard said correct as people come forward and say I want to full a position or we need to replace a position, but we see that again 100% of what they do is elective, again by the direction of the Board but you can make decisions based on fact and say we are not taking mandated services from X, Y and Z. We are asking you to and again as we said in the mandated services the depth and bread or not prescribed unless we operationally prescribe them for our 24/7 offices. The managers have been very cooperative and worked very well with everyone on this project, so

this certainly can guide some of the Board's thought process when someone says they want to start a new program or they want to do this or they want to come or you look right here you see a person has four people in their department and they are all mandated then yes that is certainly something that we need to creatively address.

Director Mennen asked if anyone had a problem if by the close of business Friday to highlight five of these discretionary functions for further study and further research. First point putting a dollar figure on there and then moving forward from there.

Mr. Sworen asked if the purpose was to do away with them or possibly do away with them.

Director Mennen said for the further study then yes one of the results could be doing away with them.

Mr. Melick said or cutting them back.

Director Mennen said a week from the close of business on Monday, a full week we need to have the list. The Board can email them to him and then he will send them forward to Mrs. Yard and they will comply everything and pick a date right now to reconvene. We can do it two hours before a regular Freeholder Meeting or set a special day.

He continued by saying that we have under taken this analysis and it has come to us to use this analysis. We could just as easily say there is a ton of discretionary services on here and just assign a dollar amount to all of them. He would say that is probably over kill and probably too laborious that is why he said to pull it down to five each and we can use that as a starting point and if five becomes six or seven then so be it. I am going to go on the assumption of it that we are not going to come up with 25 totally different things and that there will be some type of an overlap here but atleast we can put numbers to them and fully understand.

Mrs. Yard gave an example, with Parks we learned is all discretionary we did not list for you all of the classes and activities that they have, we are just telling you that they are all discretionary. As with the Library we are mandated to offer a free county library system, all of the programs that they run are discretionary.

Mr. Titus, Director of the Library, stated that the children programs are mandated but the adult programs are discretionary.

Mrs. Yard said if you take that \$90,000.

Mr. Titus continued to say that right now we have an issue with Garden State Funding.

Mrs. Yard said if you take the \$90,000 then a new set of criteria is added. Some of the departments are listed more generally than others.

Director Mennen stated that the introductory paragraph of the policy that is driving this whole analysis is that this is geared towards next year. At most we said there could be a four to six month lag and that is considering that all of these are going to determine some personnel determination. His fear is that this great work is going to sit on a shelf some place and at the end of the summer we are going to stop but he wants to keep this moving forward. Lets pick five each, because that way you can do it independently you can do it at home without the political over tones and we can come up with five each and have generally 25. For those that are listed generally that is a good question, do we say Parks or Library programs or maybe it is not as simplistic as he is thinking. He wants to know what every department does. If that highlights and that presents those two general ones maybe we will set them to the side and that can be phase two.

Director Mennen continued to say that we should atleast start with the ones that we have identified with specificity that we can atleast deal with and get our arms around and say I'd like to know more about that and I'd like to know how much it would cost to do blank. Oddly rethink that. With depth either continue it or discontinue it. The whole purpose here is to drive the concept of finding spending reductions and we have said from the start this is totally consistent from where we were nine months ago and what to do have to do and what we do with our own discretion. Let's look at some point, it is nice that we can sit here and talk but at some point we need to put it into action with what will it cost what we will save. Remember the title of this policy is to address an emergency fiscal policy and invite and in the preamble paragraph it says this is what the tax break will be in 2009 and we are doing our best to stay flat in 2010 and what are we going to find and how are we going to find it. So unless we start to go in and dig in with more meat, we are never going to be able to answer those questions. That is why he has thrown it out there.

Mrs. Yard said it is going to be extremely helpful for the Board if we put the number of staff, the operating budget and the salary and wages. We are talking services but we are also talking people. That is also part of the issue.

Director Mennen said that is of what services are highlighted in the discretionary side of the chart would we like to learn more and get the specifics and find out exactly what it is costing us.

Mr. Melick said it is important to keep the momentum going and he would like to thank Mrs. Yard for doing all of this research since you took the lead on driving everyone to do this. He also wanted to add that we do not have any discretion here; we must do it because the taxpayers expect it. One of the recommendations from the employees was the 35 hour work week. He asked how that would effect the work week of employees and if we have contract with those

employees that work a 40 hour week.

Ms. Wieder stated that the Board decided to change some of the departments to 40 hours a week to keep the offices open to the public longer. The administrative offices, we probably have half that are 35 hours and half that are 40 hours.

Mr. Melick inquired as to what the possibility would be of going back to everyone being 35 hours a week.

Mrs. Yard said that would probably have to be something that was negotiated because that is also a 14% cut in pay. When you go from 35 to 40 that is a 14%.

Mr. Melick said that is a way to cut back without laying anyone off.

Mrs. Yard said that would have to be done with negotiations. We talked about that and that is why she said in the very beginning that the Board could give those.

Mr. Melick stated that is something that could be given to the negotiation team so we are working on that. There was someone in one department that wanted to redo the whole department and he does not want to mention any names but he is always suspicious of the productivity or the efficiency of the way the whole thing works. He would love to have somebody that is a manager turn the whole place upside down.

Mrs. Yard said she will be talking to department heads that it apply to and they are saying that people are spending too much time on personal phone calls, they were very telling, and we should take a look at that and she will be reaching out to the appropriate managers.

Mrs. Yard continued to say that one of the other things to, when you are looking at these, all of the back up information that was given that is where all of the managers listed that information so we did a very generic chart that you can really look into more all of the information that was sent.

Director Mennen said if we could endeavor to do that by the close of business on Monday, lets set another date to get together to reconvene on this. He inquired with Mrs. Yard if three weeks sounds good to come back to all of this.

Mrs. Yard said it would probably be easier to do it like the third meeting and then just come two hours earlier if that works for the Board.

Director Mennen stated that they were speaking about July 21st to come back and discuss this more. He stated that Mrs. Yard suggested doing it the third meeting.

Mr. Peterson added that we should see what we have and then schedule it because we may not have that much for executive session.

Director Mennen said he is putting it for 1pm on July 21st to reconvene on this issue. All of the information and lists should be completed by the close of business on Monday and he will have the list to Mrs. Yard on Tuesday, June 23rd.

Director Mennen made a motion to adjourn the meeting and the meeting was adjourned at 7:11 pm.

Any other matters that may come before the Board.

Reconvene at 1pm on July 21, 2009.

Meeting was adjourned at 7:11 pm.