

**PERFORMANCE EVALUATION SUB-COMMITTEE**

**AGENDA**

**JANUARY 26, 2015**

Committee Members: Supervisors Taylor, Monroe, Vanselow, Seeber and Girard

- I. Committee meeting called to order by Chairman
- II. Motion to approve the minutes of the prior meeting
- III. Action Agenda/New Business Items:  
None
- IV. Referrals/Pending Items:  
None
- V. Discussion Items:
  1. Discussion to continue regarding the preparation of a Performance Evaluation Form for the County Administrator position (*Attachments*).
- VI. Privilege of the Floor to discuss any additional items to come before the Sub-Committee
- VII. Motion to adjourn

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Attachments:

1. Evaluation forms prepared by Supervisor Seeber

## Warren County Board of Supervisors - County Administrator Annual Performance Evaluation- Board of Supervisor Review Form

Employee Information				
Employee Name: Paul Dusek	Date:			
Job Title: County Administrator	Review Period: Jan – Dec 2015			
Department: Office of the County Administrator	Supervisor: Board of Supervisors			
* Supplemental - 2015 C.A. Goals attached				
Essential Skills Assessment				
<u>WC=Warren County CA=County Administrator</u> <u>BOS=Board of Supervisors</u>		<u>Exceeds</u>	<u>Meets</u>	<u>Does Not Meet</u>
<b>Performance Element #1 - Planning</b>				
Assist the Board of Supervisors by identifying and implementing countywide priorities and linking these priorities to department and program operations in a timely and professional manner; outlines issues effectively and provides meaningful policy alternatives; responsive to inquires from supervisors.				
<b>Performance Element #2 - Leadership &amp; Supervision</b>				
Assist departments and programs in evaluating the quality of their services and make continuous improvements to service delivery; encourages open communications between elected officials and staff. Responsible for supervision of department heads.				
<b>Performance Element #3 - Compliance</b>				
Inform the budget process to help allocate resources based on the highest priorities; responsible for County organizational compliance with Federal and State law, rules, regulations, grant requirements and accepted best practices.				
<b>Performance Element #4 - Communication</b>				
Communicate the results and outcomes of our services to all members of the BOS and to the community; open and accessible to the public; treats public, elected officials and staff with respect and shows a willingness to listen and consider their input.				
<b>Performance Element #5 - Initiative</b>				
Is a "self-starter", demonstrates creativity, willing to initiate projects; visionary. All other duties as assigned.				
<b>OVERALL RATING (select one):</b>		<b>Exceeds</b>	<b>Meets</b>	<b>Does Not Meet</b>

*\* Please note that each member of the Board of Supervisors will be provided with this evaluation form and asked to return their completed evaluation to the designated board member to compile results. The ratings will be calculated as an average of the returned evaluation forms, thereafter a formal evaluation will commence with the C.A. & designated committee, to include the Chairman, Vice-Chair and Budget office, at semi-annual and annual reviews.*















**Warren County Board of Supervisors - County Administrator  
Annual Performance Evaluation- Board of Supervisor Review Form**

## County Board of Supervisors - County Administrator Annual Performance Evaluation- Committee Review Form

Employee Information			
Employee Name: Paul Dusek	Date:		
Job Title: County Administrator	Review Period: Jan – Dec 2015		
Department: Office of the County Administrator	Semi Annual Review: Yes/No		
Supervisor: Board of Supervisors	Self Evaluation: Yes /No		
* Supplemental 2015 C.A. Goals attached	20 Individual BOS Review: Yes/No		
Essential Skills Assessment			
<u>WC=Warren County CA=County Administrator</u> <u>BOS=Board of Supervisors</u>	<u>Exceeds</u>	<u>Meets</u>	<u>Does Not Meet</u>
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Is a "self-starter", demonstrates creativity, willing to initiate projects; visionary. All other duties as assigned.			
<b>OVERALL RATING (select one):</b>	<b>Exceeds</b>	<b>Meets</b>	<b>Does Not Meet</b>

\* Please note that each member of the Board of Supervisors will be provided with this evaluation form and asked to return their completed evaluation to the designated board member to compile results. The ratings will be calculated as an average of the returned evaluation forms, thereafter a formal evaluation will commence with the C.A. & designated committee, to include the Chairman, Vice-Chair and Budget office, at semi-annual and annual reviews.











**County Board of Supervisors - County Administrator  
Annual Performance Evaluation- Committee Review Form**

***Country Administrator***

Name \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

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***Chairman of the Warren County Board of Supervisors***

Name \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

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***Chairman of the Performance Work Plan Committee***

Name \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**County Board of Supervisors - County Administrator  
Annual Performance Evaluation- Committee Review Form**

Warren County Administrator  
Draft Goals, Objectives and Strategies-Detail

Goal 1: Provide up-to-date and reliable advice to the Board of Supervisors regarding the County's financial viability, ways to improve the same and monitor contingency funds and unappropriated fund balance

Objective:

- To reduce cost of government while maintaining adequate and satisfactory levels of service with outstanding customer service
- Identify sources of revenues for activities and projects desired by the Board of Supervisors to offset the need for increase in property taxes (with the further objective being to lower the property tax increases and eventually get to zero increase)
- To protect against the need to borrow cash for flow purposes
- To provide for unanticipated emergency expenses
- To plan and protect against sudden and unexpected drop in revenue

Strategies:

- Work with the Board to develop efficiency and/or shared services plan that demonstrates 1% savings of property tax levy-due by June 1, 2015
- Look for and bring to the Boards attention opportunities to work with Towns, City and Village with regard to efficiency/shared revenue plans and with regard to assisting municipalities with small or stagnating tax basis with the assumption that success of the municipalities within Warren County is important to the success of Warren County itself (e.g. EMS, ALS Services, Humane Animal Response Services, and other services that can be shared between governmental entities)
- Develop a plan on action to present to the Board to meet additional costs from bonding the Court Expansion so that the added costs do not increase the property tax levy or worse exceed the 2% cap (explore available funding with the State by contacting or writing Senator Little and Assemblyman Stec, explore funding available through the Courts System through interest rate deduction, assess the impact of potential maintenance in lieu of rent payments, and search for other similar funding and examine sale of assets as well as costs as other possible approaches

- Work with Health Services and the Home Care Agency to reduce the amount of County funds necessary to carry out the work of the Agency, e.g. challenge made during this last budget season to reduce by half (\$150,000) of the losses incurred in the Home Care Agency with the Agency to be brought to budget neutral by the following year-also using private enterprise comparisons and studying case loads, etc. of the Department to be sure this strategy is achieved
- Work with the Department of Public Works with regard to the DPW Shop to enhance customer service, cost management, efficiency and basically to be sure that the same operates in a manner consistent with a private business enterprise, e.g., formal studies and analysis of the Department will be necessary
- Review the DPW paving operations, ascertain whether any savings may be achieved or whether the same may be subcontracted to lower cost
- Work with the DPW and the Board to restructure the cost accounting of the DPW Department to more closely relate to actual costs and allow better comparisons to private enterprise-this will allow better analysis of the cost departments pay that rely upon services provided by the DPW Department such as the Health Services Department, the Sheriff's Department, the Airport, etc. This will also make it easier to determine whether tasks, projects and operations should be outsourced rather than handles internally. This will also encourage better management and business like practices throughout the government. (While government typically has a higher employee benefit cost, it also has advantages of being tax exempt and the lack of a need to turn a profit).
- Once Westmount Nursing Home is sold, begin exploration with Specialty Care and others as to how the Countryside Facility may be better utilized and costs lowered and provide their information to the Board
- Study and look for ideas, strategies, and projects that enhance and maximize sales tax revenues, real estate assessed value (thereby effectively lowering the tax rate)

and job creation e.g. pursue market study and viability utilization and sale of the 23 acre parcel adjacent to Westmount, pursue utilization and sale of Route 9 property adjacent to Route 9 and the Great Escape, continue to work with Iowa Pacific and Towns to enhance economic benefit of the railroad and tourism in other areas-Town of Johnsburg local infrastructure enhancement is needed with regard to the railroad project

- Maximize use of existing office space, particularly in the Human Service Building by recommending the relocation of departments and/or seeking to rent the space to State or other governmental or not-for-profit agencies
- Continue to implement and assess the value of the P-Card Program
- Work with the Treasurer's Office to have credit cards accepted for payment of all County fees and taxes
- Exam whether cost savings may be achieved and County waste and recycling generated on the County Municipal Center Campus
- Continue to request the New York State Legislature to enact a public authority benefitting the railroad by providing information that will assist State Legislators in getting the same approved
- Exam the viability of renting County cell tower space for commercial purposes- this will be directly effected, however, by the County's future needs with regard to the Radio Transmission Improvement Project
- Work towards a resolution of the PBA Interest Arbitration and subsequent negotiation of a new contract
- Work with County Departments to utilize LEAN Management Principles constantly searching for cost cutting/consolidation/ideas/initiatives while enhancing services to the public from personal reading of various sources, attendance at NYSAC meetings, working with County staff and outside vendors
- Continue to explore funding solutions for road improvement projects
- Develop a comprehensive listing of County assets (with the exception of roads and bridges) providing location, value,

current use, condition, etc.

- Follow and study the overtime costs associated with the Jail

Goal 2: Efficient, effective and standardized internal management of County operations

Objective:

- Create an environment where rules, policies, and operating procedures are clearly understood and applied thereby resulting in a thorough understanding of how the organization is managed and operated, as well as developing consistency in the manner in which employees handle business and other matters of County government. This will provide less room for error or misunderstanding, savings of cost and decrease workloads thereby allowing employee services to be utilized in other areas or saved through attrition or some other means. A well thought out plan will also provide for changes to be made as the Board of Supervisors determines appropriate. This will also eliminate or reduce the natural tendency of County government to operate in departmental or bureaucratic silos.

Strategies:

- Law, Rules, Policy Consolidation Codification- this is being worked on should be ready in the next 3-4 months
- Standardization and updating of County laws, rules, policies and procedures through County Administrator, HR Director and County Attorney, Special Committees established by the Administrator (e.g. Payroll Rules Committee) accomplishment of the various HR Department expectations-employee handbook update, employee performance evaluations, etc.
- Centralized administration of various regulations, policies and procedures with certain departments (e.g. HR Department was established due to the number of policies, procedures and rules that apply with regard to employees. This will help to ensure that the same rules are consistently applied to all employees. As County Administrator, issue guidance memos and directives related to inter-departmental operations or operations effecting most or all of the departments (e.g. Novatime Time Keeping System - this is an on going project that I continue to work on)
- Input from staff to management through Department Head meetings, Executive Management Committee meetings, obtaining

- input from various sources within the organization
- Encourage and act on Safety Committee recommendations

Goal 3: Assuring County Organizational Compliance with Federal and State law, rules, regulations, grant requirements and accepted best practices

Objective:

- To comply with required laws, rules, grant conditions to avoid loss of funds, unnecessary liability and foster a complaint organization utilizing best practices

Strategies:

- Codification effort refer to above
- Review policies by appropriate departments to be sure they are up to date (Foil by County Attorney, FMLA by HR and County Administrator, Computer Usage Policy by IT, HR, County Attorney and Administrator, etc.
- Work towards drafting new County Policies that will help avoid cost exposures and liabilities-e.g. new Highway Notice of Defect Policy, Lost and Found Policy, Electronics Disposal Policy, and/or issues administrative guidelines as necessary

Goal 4: Improving communications, systems thinking and focus on desired outcomes across the organization (Department and Staff)

Objective:

- To enhance likelihood of success of prior stated objectives

Strategies:

- Hold regular Department Head meetings
- new sub grouping of department meetings to be created or established
- hold regular Executive Management Meetings
- Establish Committees of staff where appropriate to address operating a rules issue (e.g. Payroll Rules Committee)
- Work with Board of Supervisors with regard to a strategic plan
- Issue administrative guidelines/directives as necessary.
- Implement system of performance management and employee evaluations for all departments

Goal 5: Improving communications and the provision of timely information to members of the Board of Supervisors

Objective:

- To be sure all members of the Board of Supervisors have a thorough understanding of the organization, rules and procedures, proposed actions by Committees and the Board and are generally well informed

Strategies:

- Pursue codification effort outlined above
- Standardized department agendas with supplementary documents delivered to all Supervisors at least 2 days prior to any meeting (currently being placed into effect)
- Posting of agendas and back up materials to the County website (currently in process)
- Redesigning budget process to include formal presentation to Supervisors covering major County Departments and other departments of interest to the Board of Supervisors following the Budget Officers Tentative Budget submission and prior to the first Board meeting on the Budget. This will allow time for questions and further information gathering regarding particular aspects of any of the departments budgets
- Revise the New Supervisor Orientation in 2016 (first rolled out in 2014) following a discussion with Board members and Department Heads

Goal 6: Improving communications and availability of information regarding County operations, initiatives and projects to interested residents and members of the public

Objective:

- Provide information to interested residents, foster transparency and encourage public input

Strategies:

- Improve County website and consider use of other social media
- Review and study various public input tools now available via the internet
- Timely posting of meeting agendas and backup materials (being worked on now)

Goal 7: Improving Warren County's visibility to business, tourists and potential residents that may be interested in coming to Warren County

Objective:

- To encourage growth and development in Warren County

Strategies:

- Improve and/or redesign County website and content contained thereon
- Utilize promotional videos (this is being worked on)

Goal 8: Develop a succession plan for County Management positions

Objective:

- To allow for continuity in operations and smooth transitions within County government thereby causing less disruption to staff and less time coming up to speed by managers and improve employee morale

Strategy:

- Develop Intra-Department succession plans and training
- Resort to outside searches only when qualified and eligible staff is not available

Goal 9: Improve emergency response and preparedness for emergency situations involving County staff and visitors to public buildings and property

Objective:

- To ensure the safety and well being of County staff and visitors to the County buildings and property and to avoid or limit property damages and expenses

Strategy:

- Encourage and help coordinate the continuation of the work that has been accomplished by Amy Clute and Needham Associates in Safety Training and preparedness for building emergencies
- Encourage and help coordinate work with Brian LaFlure and Amy Drexel with regard to Emergency Training off all employees
- Work with Department Heads and the Board of Supervisors to develop a Continuity Plan in the event that any County Facility or building structure is not available for use
- Advise Board of Supervisors of resource needs and possible source of funding in connection with the above.

Goal 10: Effectively and efficiently carrying out Board of Supervisors directions concerning operations and activities and in particular advance the following projects adopted by the Board: Court Expansion, WIC transfer to Cornell, Airport Extension and Development, Sale of Westmount,

Railroad Economic Development Project, Solar Project, Security for County Municipal Center, and Wellness Committee

Objective:

- To be sure Board directives are efficiently and effectively acted upon.

Strategy:

- Part of everyday workload

Goal 11: Work with Board of Supervisors to develop and implement a multi-year strategic plan which will set forth the mission, values, vision, goals, objectives and strategies for Warren County as a whole and establish the framework for Departments operating within the County

Objective:

- A comprehensive strategic plan will allow the County to identify and prioritize the future County infrastructure needs and services that will be provided to the public. Ideally, it will provide a base for the Board of Supervisors to determine the best utilization of available County resources (funds, staff, Infrastructure, etc.) at any given point in time and take into consideration the future goals. A well developed strategic plan will allow for establishment of goals, objectives and strategies throughout the management structure of the County thereby also paving the way for the effective implementation of performance evaluations of key management staff

Strategy:

- As a starting point, it is proposed to meet with the Board of Supervisors and utilize the local government management guide concerning the New York State Office Local Government Management Guide to Strategic Planning (attached) and other materials I have found on the internet. The implementation process would be similar to that of implementation of the Multi-Year budget planning process the County is currently engaged in only this will be on a much larger broader scale in terms of the establishment of the organizations values, mission, goals, objectives and strategies.
- The proposed plan is to work with the Board on developing the strategy throughout 2015 while also continuing and hopefully completing the efficient, effective and standardized internal management of County operations. The latter is a goal set forth herein and accomplishment of the same should help to free up staff to work towards compliance with the County Board's

Strategic Plan in terms of developing their own mission goals and strategies that support the overall organizational strategic plan. This in turn will allow the entire organization and individual departments thereof, as well as ultimately staff to be measured on a performance basis.

Goal 12: Work towards coordination of County government plans and actions with County leaders and the various organizations that support the County and its residents such as the EDC, the Local Chamber Associations, Transportation Planning Council, IDA and other agencies  
Objective:

- Enhancing the probability of success on a Countywide basis of the Strategic Plan

Strategies:

- Meeting with and communicating with officials of the organizations on a regular basis

# Memorandum

Date: January 26, 2015

To: Performance Evaluation Sub-Committee

From: Gretchen Steffan

Subject: Administrator's Performance Evaluation

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I have had the opportunity to review the draft Performance Evaluation form for evaluating the annual performance of the County Administrator.

After reviewing the document being considered, I respectfully submit that the 5 Performance Elements are largely unmeasurable. The categories listed do not accurately reflect what is being measured within them and I also believe that they are not sufficient to reasonably evaluate the performance of the person who manages a workforce of almost 1,000 people, 33 department heads, a budget of almost \$150 million and complex business systems that serve a large and diverse population.

I recommend that the County Administrator be evaluated upon competencies that would be valued in our environment and culture such as:

Leadership	Change-Oriented	Communication
Financial Acumen	Compliance	Decision Making
Dependability	Developing Others	Initiative
Innovation	Judgment	Organizational Skills
Planning	Project Management	Quality
Relationships	Self-Development	Team Skills

I would also recommend the Executive Committee write and deliver the evaluation. I would respectfully point out they are most familiar with daily, weekly, monthly, quarterly and annual performance-to-plan and it should be their responsibility to provide regular performance feedback, recognition and course-correction if necessary.

According to the evaluation draft the County Administrator's rating will be based upon an average of returned evaluation forms from the entire body of the Board of Supervisors. I am very concerned about the validity of this recommended practice.

There is also no recommendation of a self-evaluation, which to me is critical. Due to the nature of the position it would be difficult if not impossible for every member of the Board of Supervisors to possibly know what the County Administrator is doing on a daily or regular basis to manage operations. The County Administrator's deliverables to expectations should be a large part of the evaluation process.

Because of the election cycles that are part of our culture and business cycle and based upon the manner in which the County operates, I recommend the Executive Committee be the group empowered to provide the County Administrator appropriate performance feedback and any recommendations for salary adjustments that may result.

## Procedure for completing performance review of County Administrator

- Review due by August 31
- Use County Administrator Goals created at prior review as measurement goals, as well as any unplanned significant accomplishments.
- Request individual supervisors to complete their review of administrator using form “Annual Performance Evaluation-Board of Supervisors Review Form” by June 15.
- Individual supervisor forms should be submitted to Executive Committee by July 15.
- Executive Committee, using supervisor’s reviews as a source document, should complete Administrator’s review by August 1, using form “Annual Performance Evaluation - Executive Committee Review Form”.