



SAN BENITO COUNTY BOARD OF SUPERVISORS

Margie Barrios
District No. 1
Vice-Chair

Anthony Botelho
District No. 2

Robert Rivas
District No. 3

Jerry Muenzer
District No. 4
Chair

Jaime De La Cruz
District No. 5

County Administration Building – Board of Supervisors Chambers, 481 Fourth Street, Hollister, California

SPECIAL MEETING BOARD RETREAT FEBRUARY 11, 2014 ACTION MINUTES

The Board of Supervisors of San Benito County met in the San Benito County Planning/Public Works/Sheriff's Building Conference Room at 2301 Technology Parkway, Hollister, CA. on the above date in *special session*. Supervisors Muenzer, De La Cruz, Rivas, Botelho and Barrios were present. Also present was CAO Ray Espinosa, County Counsel Matt Granger and Clerk of the Board Denise Thome. Chairman Muenzer presided.

CALL TO ORDER 9:00 A.M.

- a) Supervisor Muenzer led the Pledge of Allegiance.
- b) *Upon motion duly made by Supervisor Barrios and seconded by Supervisor Botelho acknowledged Certificate of Posting.*

SPECIAL AGENDA

1. State of the County items

a. Infrastructure

i. Roads

County Administrative Officer Ray Espinosa explained that they were looking to have a brainstorming session and receive input as to the right direction the Board wanted to go. He spoke in regards to Roads and the cost of 49 million dollars to fix all roads in the county. He noted that a lot of the agenda items were intertwined with one another.

ii. Technology

1. Telephone Systems

County Administrative Officer Ray Espinosa stated that in regards to technology they had received a quote from HDN that addressed the infrastructure for the telephone. He noted that nothing had addressed the matter for years. He explained that the quote uses the infrastructure we have now and we would not have to make any more payments to AT&T as we would use the phone though the internet.

Supervisor Botelho asked if they would be starting from scratch.

CAO Espinosa stated what they worked with and how they would fund and indicated that it would probably be an impact fee to be paid back. He noted that a phone bill of \$125,000 does not include work on phones. He added that they wanted a phone system that integrates and that it would be a 3 to 4 month task for conversion.

Supervisor De La Cruz asked if they would be eliminating the current phone bill.

CAO Espinosa explained that the technology would be through the internet Supervisor De La Cruz asked if there would be FAX capability.

CAO Espinosa replied yes.

Chairman Muenzer asked about remote offices, such as the Ag. Department.

CAO Espinosa explained that they would have to hook up through wireless technology.

Supervisor De La Cruz asked if there would be secondary backup.

CAO Espinosa replied yes, that it would be cell phones. He added that it would be redirected over the web and there would definitely be a plan in place.

Public Works Administrator Steve Wittry stated that there would be no issues with speed or reliability as with a hard line.

CAO Espinosa indicated that it was up 99.99999% of the time.

2. Social Media

CAO Espinosa explained that it was a key component for those that are younger. He expressed that the public side of it was his biggest concern. He added that they needed to start working on this at some level and at some point.

3. ERP

CAO Espinosa spoke of the project charter, vision statement, project objectives and project scope. He stated that this will be a game changer for the county and that they would be able to pull reports and do things in a more cost effective way.

Chairman Muenzer commented that this project was right up there with the general plan getting done. He expressed that it was important to get it done. He added that rank and file may be complaining when it rolls out and the board needed to back up Ray.

Supervisor Botelho asked the CAO if he was confident with the roll out date.

CAO Espinosa stated that he was confident with phase I.

Supervisor De La Cruz asked if they would be running two financial systems at one time.

CAO Espinosa replied yes and probably for about a year but that may change.

Supervisor De La Cruz asked if the public would have access to the data.

CAO Espinosa stated that the goal was to be transparent with the public able to pull and view data. He explained that data would be extracted directly from the data base and that there was two years of work to do.

Supervisor Barrios asked once found, how flexible is it.

CAO Espinosa stated that from a module perspective, yes. He explained that they were building in flexibility on the chart of accounts.

Marty Richman spoke under public comment and encouraged the board to spend more money on the ERP system as they needed a lot of data space.

Supervisor Botelho stated that the intention was to always be completely forward and transparent.

CAO Espinosa stated that the planning part was crucial and critical and they were definitely moving in the right direction. He explained that they could use Excel to extract data and it will be live data.

Supervisor Barrios noted that other departments using other systems, i.e. Megabyte and the potential savings.

CAO Espinosa agreed and stated that departments would use this system for their accounting. He stated that it had been a lot of legwork and now it was implementation.

County Counsel Matt Granger stated that change would be difficult for the county and that it was a major change and undertaking and may meet some resistance. He felt it was important that the board back Ray. He spoke of the steep learning curve. He explained that they track time on a calendar by hand and hopefully, this system would allow tracking on the computer and direct billing. He spoke of e-discovery and how currently they had no way and it was done by human search.

CAO Espinosa stated that one goal was to go paperless, i.e. W-2's and timesheets all on the web.

Supervisor Rivas expressed no problem with supporting administrative staff in the implementation of the system. He expressed that he trusted that there would be appropriate training sessions and through training they would answer all questions.

CAO Espinosa stated that they would train staff and have a back up trainer with documentation posted. He expressed that having ongoing training was the key along with awareness and communication. He added that being aware was half the battle.

Supervisor Botelho felt that familiarity and training were the keys and asked if some could be rolled out in an incremental basis.

CAO Espinosa stated that February through January 2015 were for go live dates.

Supervisor De La Cruz asked about designating a person, a guru of the concept. He asked about the potential to create classification issues regarding job titles.

CAO Espinosa stated that they would speak about classification under item b.

Supervisor De La Cruz asked about creating a classification for new skills regarding ERP.

CAO Espinosa stated that he would have to look at a job description and come back. He added that most individuals now should be using the system.

County Counsel Granger stated that 95% or higher of the current job descriptions were written broad enough that it shouldn't be an issue.

Chairman Muenzer asked if there was one overall project manager.

CAO Espinosa referred to page 4 of the 1.a.3 handout and stated that the project sponsors were he and Joe Paul Gonzalez. He added that the list gives a definition and who was doing it.

Speaking under public comment was Marty Richman who stated that training costs money and they needed to make sure they were adequately funded for years to come.

CAO Espinosa concurred.

Management Analyst Melinda Casillas stated that the county was too big to do the budget on Excel. She spoke in regards to negotiations and anytime they wanted information they had to massage it to get an answer. She added that with the new system it would not take all day to come up with an answer. She stated that this year's budget would be on Excel but next year they would use the ERP. She explained that keying in numbers on the budget leaves a lot of room for input error. She stated that with respect to the CAFR issue the new system would take one day's work instead of months.

4. Windows 7 Upgrade

CAO Espinosa stated that Windows XP was being retired and that leaves a lot of holes and vulnerability. He stated there would be no updates and had tasked the IT department months ago with the project as they would be retiring it in May and not supporting it anymore.

Further discussion ensued.

iii. Vehicles

CAO Espinosa stated that some vehicles were in pretty bad shape and they needed to start addressing the matter.

iv. Other

b. Organizational efficiency reviews - i.e.-Tyler Covey

i. Program evaluations

ii. Re-org

CAO Espinosa stated that Optimity was an example of what we can do and that they had provided a quote. He added that this was something the Chair had mentioned. He indicated that they did budget for it this year and had put \$50,000 towards it.

Chairman Muenzer asked if they could do this for \$50,000.

CAO Espinosa stated it was \$64,000 but the difference may come from the sub vented side. He felt it was important and they needed to do an evaluation.

Chairman Muenzer stated that as we recover do we stick bodies in empty desks or have a plan.

Supervisor Barrios stated that like the ERP which will take a lot of staff time, this will take a lot of time as well with interviews, etc. She felt it needed to be well thought out.

Supervisor De La Cruz stated that he saw problems already.

Supervisor Botelho felt they should move forward with a slow recovery. He agreed with the concept and wanted to hear more about it.

Supervisor Rivas stated that he was a huge advocate of this type of study and they needed an internal study of a system that is dysfunctional. He spoke of staff operating on practices and not policies and procedures and that yes it will take time. He stated that they needed to identify the gaps and they couldn't do the same old thing anymore. He felt they needed to be innovative and move forward and assess organizations.

Supervisor De La Cruz stated maybe 6 months to 1 year down the road. He spoke in regards to SEIU and felt they should get rid of potential land mines and tell them up front what we're doing. He indicated that he didn't want to pay \$65,000 for a project and then shelve it.

Supervisor Botelho suggested bringing SEIU in as a stakeholder and MEG, DSA, etc. as well.

Supervisor De La Cruz agreed with bringing in key stakeholders.

Chairman Muenzer asked if they would be doing this and the ERP at the same time.

CAO Espinosa stated that the key employees would be doing the bigger work with the ERP and have other people to lighten the load. He stated that they accounted for that. He stated that he knew it was a lot but felt it was important and maybe do during a time when the ERP is not as much.

Chairman Muenzer asked if it would be threatening to employees.

CAO Espinosa did not think it would be threatening at all, in his opinion.

Supervisor De La Cruz felt they needed to move forward with both as it made sense.

Public Works Administrator Steve Wittry stated that from the development aspect they anticipated Santana Ranch and San Juan Oaks and if they had a plan that identifies the need for more inspectors, engineers, etc., this would be the kind of tool that would be a help to back these types of decisions.

Marty Richman spoke under public comment.

Supervisor Barrios felt they needed to give clear direction and if they waited, they would be doing it too late. She stated that now was the right time. She suggested giving direction to inform departments, unions and employees as to what and why the Board was doing this and to do training so they can comprehend and receive proposals from other agencies and move forward.

County Counsel Granger stated that they could bring more information back at a later date.

Chairman Muenzer asked the consensus of the board.

Supervisor De La Cruz responded "not me".

Supervisor Botelho agreed with doing this hand in hand with the ERP.

Supervisor Barrios suggested looking for free training, perhaps from the consultants.

Chairman Muenzer told the CAO that they had a consensus and gave direction to move forward.

The board adjourned at 10:37 a.m. for a break and reconvened at 10:53 into special session.

c. Program insolvency

i. Sheriff Deputies

ii. IT staff

iii. Other staff

CAO Espinosa stated that IT was one of the lowest in the state in staffing. He indicated that they were addressing it and working on it.

Supervisor Barrios stated that it went hand in hand with organization.

Public Works Administrator Steve Wittry spoke in regards to contract inspectors. He indicated that consultants can't be a blanket and they were not held responsible.

Supervisor Barrios asked about independent contractors.

Public Works Administrator Wittry spoke of having an actual employee you can bring to task.

Supervisor Barrios asked if it could work in certain departments.

Public Works Administrator Wittry stated that it was not a blanket decision and would be case by case.

Supervisor Botelho advised that he did not want to see projects held up because we don't have the manpower. He added that they contracted with Precision at Planning.

CAO Espinosa spoke of a radio tech at the Sheriff's Department and thinking of different ways to get help in.

Chairman Muenzer stated that Santana Ranch was breaking ground.

CAO Espinosa stated that they definitely needed to address these items and have a plan in place as many things impacted general services.

iv. Employee Retention

CAO Espinosa stated that larger counties were pulling from smaller counties. He indicated that they were looking at succession planning and training to make sure there is proper documentation of what they do when people leave. He stated that they needed to look at what they could do to keep employees and have proper backfill if needed. He indicated that they needed to be more diligent with training employees.

2. 5 year financial/budget plan

CAO Espinosa stated that it would be a reevaluation of what we're doing and where we're going to go with a 3 to 5 year forecast.

Management Analyst Melinda Casillas stated that during the fact finding, the issue came up to have a 3 to 5 year plan. She referred to Monterey County's sample in the packet. She explained that there was a whole range of what different counties do and they had asked departments to help them with the 3 to 5 year plan. She stated that the biggest need to meet was revenue.

Supervisor De La Cruz stated that from the expenditure side, a 5 year plan was easy and the biggest challenge was the revenue perspective. He asked how

the board could go out there and champion ideas to bring in revenue. He also asked what incentive there was for an employee to keep within the 5 year budget. He added that they couldn't give bonuses. He indicated that local employees have to buy into it. He noted that good or bad, when you lose an employee, you lose institutional knowledge but are able to bring in someone new at a lower level.

Chairman Muenzer stated that we've turned the corner and we need to project that to the employees. He indicated that they're nervous and that's why they're jumping ship.

Supervisor Botelho stated that it was hard to compare ourselves to Monterey County and Santa Clara County. He felt it was important to create a workplace environment where they want to live and work – retention. He added that it has been hard to provide salaries and benefits as well. He felt it was a good first step to improve transparencies.

Marty Richman spoke under public comment.

3. FY 2014/2015 Budget timeline

CAO Espinosa stated that they would be having budget meetings on March 25th, April 22nd and May 13th with a dry run either June 3rd or 10th. He gave an update and reported on how the budget hearings would proceed

Management Analyst Casillas stated that they were scheduled to meet with department heads and that there would be a change in the narrative template.

Supervisor Rivas asked if it would be temporary do pass.

CAO Espinosa replied that yes it would be temporary do pass for services and supplies but not new hires.

Marty Richman spoke under public comment stating that last year went extraordinarily well.

Chairman Muenzer felt that the monthly budget meetings were important to deal with budget before June hearings. He asked if there was going to be any increase in revenue.

CAO Espinosa replied affirmatively and that the Assessor would be giving a report on the matter and the Tax Collector as well.

Management Analyst Casillas stated positions were not filled and there were a lot of vacancies.

Supervisor De La Cruz stated that they should get rid of them if they haven't used them for a year. He felt departments used vacancies to balance their budgets.

Management Analyst Casillas felt they had been trying to fill the positions.

4. General Plan

CAO Espinosa stated that the general plan was a priority and was on the agenda at least once a month. He added that the consultant would be at the February 18th meeting.

Public Works Administrator Wittry stated that the lack of a general plan has not stopped San Juan Oaks. He indicated that they were processing under the old one and not waiting for it and that they applied under the existing rules in place now.

Supervisor Botelho stated that people are asking with respect to job creation and zoning and that was why it was an urgent matter.

Chairman Muenzer stated that they needed to get the general plan and had to resist tweaking for political reasons. He felt it should be hands off and let the consultant get it done. He added that it was hard to explain why it was not done by now.

There was no public comment.

5. Sphere of influence and Annexation fees

CAO Espinosa stated that he asked Bob Braitman of LAFCO to come and give a report at the February 18th meeting.

Discussion was had re: annexation.

Marty Richman spoke under public comment.

County Counsel Granger spoke of a tax sharing agreement and noted that developers would rather develop in the county than the city because we're easier to work with.

Chairman Muenzer stated that he had also heard that.

Supervisor Botelho felt they should discuss policy at a future date.

Supervisor Barrios stated that it was brought up at Intergovernmental Committee meeting and they're willing to support us.

CAO Espinosa suggested a policy discussion on February 18th.

The board adjourned at 12:09 p.m. for lunch and reconvened into special session at 12:23 for a working lunch.

6. County of San Benito Public Relations - i.e. Ford and Bonilla, Marty Boyer

a. Grant writer

b. Lobbyist

CAO Espinosa noted that we don't have a significant presence when dealing with the media. He spoke of different options to bridge the gap, speaking of social media and the news. He reported that he had met with Ford and Bonilla and spoke of two different areas they would deal with. He expressed that he wanted to keep it on the radar. He added that Marty Boyer was recommended by CSAC and that they had used her already for leadership training for the chairman and himself. He felt they should start thinking about it seriously over the next year. CAO Espinosa spoke in regards to grant writers and lobbyists and suggested hiring someone that would get paid off of performance. He noted that he had sent a letter re: ERAF to Assemblyman Alejo. He added that the county was not large enough to have someone full time.

Chairman Muenzer asked if there was a consensus for CAO Espinosa to follow up on some of this stuff. He suggested pursuing a grant writer with them receiving a percentage of what they make.

Public Works Administrator Wittry didn't think of it as one grant writer, but some specialization and a team of grant writers with reimbursement.

Supervisor Barrios stated that they had received a presentation two to three years ago. She indicated that she would support it.

Supervisor Botelho concurred with Supervisor Barrios and noted that they were hard pressed to spend money now.

Supervisor De La Cruz felt they should hold off until next year on grant writing or else he would say no. He expressed that he would say yes to lobbyists.

Supervisor Rivas spoke of a previous grant writer and there being some ethical issues. He suggested they find a comparable consulting firm and go with it. He noted that the grant writer's availability was important.

Marty Richman spoke under public comment.

Supervisor Barrios stated that with respect to public advocacy, we needed someone to promote San Benito County. She indicated that she had met Ford and Bonilla and they were very forward thinking young men. She commented that someone like them could serve us well.

Chairman Muenzer summarized that the consensus was that public relations was a good thought, just not now. He asked what the consensus was for a grant writer.

Supervisor Barrios stated that she would support with a commission and a good report.

Supervisor Botelho stated that he would support as long as no cost. He added that in order to write a grant, staff has to provide a lot of information.

Chairman Muenzer gave credit to Public Works Administrator Wittry for going out and seeking a professional grant writer to look over their grant.

Public Works Administrator Wittry stated that it was the wording and a look over their shoulder was welcome.

Chairman Muenzer noted that there was a consensus on the grant writer. He asked about a lobbyist and noted that they had CSAC and RCRC.

Supervisor Barrios stated that unless there was a specific need.

7. Brown bag Lunch- visiting depts.

CAO Espinosa let the board know that he wanted to spend more time with the employees. He stated that he would be inviting employees to a brown bag lunch format and that it would be a regular occurrence throughout the year.

8. Next year's retreat (offsite).

CAO Espinosa stated that they had done some homework with the Clerk of the Board's help on what other counties are doing. He noted that most were casual and many were off site. He asked the Board how they would feel about that for next year.

Supervisor Barrios objected to offsite because of transparency and spending money. She asked how they would pick a place as they didn't want to give the perception of favoritism.

Supervisor De La Cruz disagreed with due respect.

Supervisor Botelho stated that he was happy with this and agreed it might be hard but he didn't want to spend a whole lot of money.

Chairman Muenzer noted that the first proposed site was a project before them and that was not kosher. He expressed that he also wanted to be sensitive to Supervisor Barrios's concerns. He noted the rough year with the unions, etc. and that he didn't care one way or another.

Supervisor Rivas recommended a public place, maybe the courthouse next year.

Supervisor De La Cruz commented that he lost.

9. Other.

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The vote of each member of the Board of Supervisors upon each matter at the foregoing meeting, unless otherwise stated, was as follows:

AYES: SUPERVISORS: De La Cruz, Rivas, Botelho, Barrios, Muenzer

NOES: SUPERVISORS: None

ABSENT: SUPERVISORS: None

There being no further business the Board adjourned at 12:54 p.m. to February 11, 2014 at 7:00 p.m.

JERRY MUENZER, CHAIRMAN

San Benito County Board of Supervisors

ATTEST:

Denise R. Thome, Clerk of the Board