

OFFICE OF BOARD OF SUPERVISORS
YAVAPAI COUNTY, ARIZONA

Prescott, Arizona

February 26, 2002

The Board of Supervisors met in special session on February 26, 2002.

Present: Lorna Street, Chairman; Gheral Brownlow, Member; Bev Staddon, Clerk.

Absent: Chip Davis, Vice Chairman.

ITEM NO. 1. Attend monthly department heads' and elected officials' communication/information meeting. All items are for discussion only. Department heads participating in discussion of the items listed below were: Stephen Welsh, MIS Director; Mike Danowski, Finance Director; Julie Ayers, Human Resources Director; Mona Berkowitz, Medical Assistance Director; Ken Spedding, Development Services Director; Carole Miller, Records Management Director; Marcia Jacobson, Health Department Director; Bill Fitzgerald, Adult Probation Director; Gordon Glau, Juvenile Probation Director; Debi Schaefer, Superior Court Administrator; Dave Hunt, Board Attorney/Assistant County Administrator; Captain Dennis Price, Sheriff's Office; Jim Holst, County Administrator; Richard Straub, Public Works Director; and Dave Burnside, Fleet Management Director. The meeting took place at the Gurley Street Grill in Prescott.

1. Announcements. Mr. Welsh made an announcement regarding Excel classes for department heads, and Mr. Danowski noted the presence of Daily Courier reporter Joanna Dodder.
2. Chairman Lorna Street. Update on February 14, 2002, Board of Supervisors' study session, including discussion of appointed department head evaluation process. Chairman Street told those present that at its February 14, 2002, study session the Board had briefly discussed an evaluation process for department heads. She said that what it came down to was that she and Ms. Ayers would work together to develop a method for evaluation. She said it was her feeling that most department heads would welcome some kind of evaluation tool. Chairman Street told those present that she had received some input from department heads and that she had done some research and gathered information from other organizations with regard to executive evaluations. She said that the County's departments were all so different in some respects that she felt there had to be some sort of basic list of leadership characteristics that could be applied to all departments. She said that based on the information she had gathered some of those characteristics could include job knowledge, leadership style, staff relations, customer satisfaction, preventing problems, achieving results, forecasting, team management, planning, follow-through, and technical expertise. Chairman Street said that those were just some of the categories that came up in looking at evaluation of executive level performance. Ms. Berkowitz asked how one could measure leadership or problem solving in one department as opposed to making the same measurements in another department. Chairman Street said she did not know, but that it had been obvious last year that each of the three Board members had three different sets of criteria for evaluating department heads. She said that whatever she and Ms. Ayers developed would not be perfect but that it would be a start and that for her, at least, it would be valuable. Ms. Ayers said that most of the input she had received from department heads had been comments about what they would like to see happen, but that what she and Chairman Street were looking for was help with determining categories. Mr. Spedding asked if the form would be two-fold, with an area for self-evaluation and an area for evaluation by the Board. Chairman Street suggested that the department heads write down what they would like the Board to look at. Ms. Berkowitz said that at last month's department head meeting there had been many positive comments about having an evaluation process and that the form presented by Ms. Ayers had been well-received. Ms. Miller asked Chairman Street if she would like feedback about what the department heads would like to see included in the evaluation. Chairman Street said she would, adding that if the department heads were happy with the current system that was fine but that she had been hearing that people were not happy with it. Ms. Berkowitz said there had been discussion at the last meeting about the possibility of each department head having a 15 to 20 minute executive session with the Board. Mr. Danowski said he believed that just having a little bit of time to spend with the Board one-on-one was something that department heads had not had in a long time and that it would be a very good thing to do. Ms. Jacobson said she would really like the opportunity to put in writing once a year what she had done and what she was working on, and that providing that kind of information to the Board in advance might allow for a 15-minute executive session to be used more productively. She said she liked the format

presented at the last meeting as a way to communicate the "big picture" things she was working on. Chairman Street asked those present to let her or Ms. Ayers know their thoughts about this issue. Supervisor Brownlow said that if he was unhappy with a department head, he would seek that person out and let them know there was a problem. He said he also had an open door for all department heads. Chairman Street said the Board had not had much of a chance to talk about budget at the February 14 study session, and that the Board did not know at this time what, if any, funds the state might cut. She said the Board did not know what additional costs the state might pass on to counties, but that she was asking department heads to be very careful and very conservative in looking at next year's budget. She said that things were tight everywhere, and that people should keep that in mind. There was brief discussion regarding current and potential cuts in state funding, with Mr. Fitzgerald, Mr. Glau, Ms. Schaefer, Mr. Price, Ms. Jacobson, and Ms. Berkowitz sharing their concerns about funding that would affect their departments. Mr. Fitzgerald said he did not know what was going to happen, but that the legislature could change the probation officer to client ratios and he could end up losing state-funded employees. In response to concerns expressed by Ms. Schaefer regarding state-mandated changes in funding for restoration of incapacitated persons and issues related to death row cases, Mr. Danowski said there was no question that the Superior Court would exceed its budget this year. Mr. Glau said there was a juvenile bill pending that if approved would throw currently state-funded costs for detained juveniles onto counties. Capt. Price said there had been talk about the state requiring persons sentenced to less than one year to serve their time in county jails rather than in state prisons. Mr. Danowski said that could cost the County between \$600,000 and \$700,000 per year. Capt. Price said it also appeared that some of the federal grants the Sheriff's Office had been able to obtain in the past would be eliminated. Ms. Jacobson said her department had already experienced about \$75,000 in cuts, mostly in the area of tobacco education. She added that she had 70 staff people who were at least partly funded through the state. Ms. Berkowitz said the state was looking at decreasing capitation and decreasing services. Chairman Street said it appeared the County would be affected one way or the other. There was brief discussion about a bill in the legislature to allow probation officers to carry weapons, during which Mr. Fitzgerald said there had been talk about the state paying for the weapons but that he believed it would come down to counties being told to pay for them. Mr. Glau said he understood that health insurance premiums would increase and asked how that might affect employee salary increases. Ms. Berkowitz said she knew that the premiums would increase, but that she did not know how great the increase would be. Chairman Street said she did not want to see tightening of the budget done at the expense of employees. She said the Board had really not had a chance to talk about the budget, but that she believed it would probably look at cutting contributions to outside organizations as one way to reduce expenses. Ms. Jacobson said she would like to see department heads have the opportunity to be involved in the Board's decision regarding what items should be eliminated if a department's budget must be cut. Mr. Holst said that department heads have always had the opportunity to appear before the Board after receiving their budgets back to request reinstatement of items. There was brief discussion regarding the possibility of raising capital items from \$500 to \$1,000. Chairman Street said that given the size of County government, it was important for the Board to be able to track such things as travel, computers and the like. She said that over the years many people had obtained cell phones and other such items, and that if departments were going to ask the Board to pay for a lot of fancy technology then they should be prepared to show how many positions might be eliminated as a result of the technology. She said she was aware that Supervisor Davis had concerns about the amount of travel taking place.

3. Supervisor Gheral Brownlow. Update on current activities in District 1. Supervisor Brownlow gave a very brief update about spending more time in the rural areas.
4. Discussion regarding cellular phones. Mr. Holst said this item would have to be discussed at the next department head meeting.
5. Discussion regarding paid time off (PTO). Ms. Ayers said this item would be discussed at the next department head meeting.
6. Discussion regarding County travel policy. There was brief discussion about the requirement that employees who use their own vehicles for County business have liability insurance and a current driver's license. Mr. Burnside said it was possible to run annual driver's license checks to make sure there is no problem. He said the policy provides for employees to report violations, but that a department head may not know unless the employee does report it. Ms. Jacobson said she would like a little more guidance regarding annual driver's license checks.

Ms. Ayers said that checks were done on new hires and that after that it was the employee's responsibility to report any violations. She said that departments that were running annual checks were providing a higher level of review than what is required by the policy.

Chairman Street asked those present to consider the possibility of department heads meeting with the Board three or four times a year, in a regular meeting. There being no further business to discuss, the meeting was adjourned.

ATTEST: _____ Clerk _____ Chairman